

Key Highlights

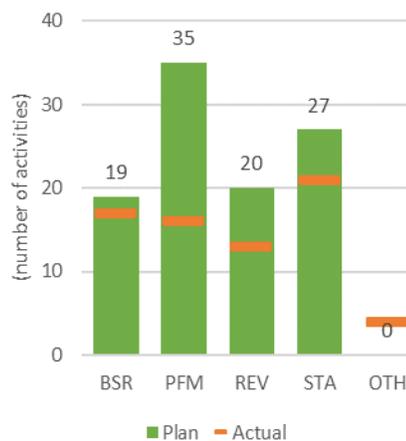
METAC provided 35 capacity development (CD) activities to its members in Q3-FY20 (Figure 1). This brings the delivery rate of its FY20 workplan to 70 percent. The increased intensity of CD in Q3 was particularly felt in the public financial management area and outreach.

Key achievement at the country and regional levels included:

- The IMF conducted a Financial Sector Stability Review for **Djibouti**, which paves the way for the design and implementation of several reforms to strengthen the supervision and resilience of the financial sector. METAC will play a key role in assisting the authorities in these reforms.
- **Egypt** finalized a Fiscal Risk Statement, based on advice and training from METAC. This will allow the Ministry of Finance to provide further analysis into how budget implementation slippages could occur, and how to respond to them.
- **West Bank and Gaza** successfully published their 2019 national accounts, and **Jordan** will soon publish an update of their supply and use tables and input-output Tables. The latter is a significant improvement on the previous tables, which date back to 2006.
- **Afghanistan** made progress in preparing for VAT implementation at the end of 2020, especially through registering and transferring all large taxpayer files to the centralized large taxpayer office.
- **Morocco** made significant progress in cleaning its taxpayer register, by removing a large number of inactive taxpayers.
- **A regional seminar** on international and regional practices in the analysis and administration of tax expenditures, organized with the IMF’s Fiscal Affairs Department, concluded that there is a genuine desire to improve transparency in this area (only two

METAC countries currently report publicly on their tax expenditures), but also substantial capacity constraints.

Figure 1. CD Activities in Q3-FY20¹



Jointly with other IMF departments and external organizations, the Center lead several outreach activities relevant to its mission:

- A dialogue with parliamentarians in the region in Amman, on various issues regarding their oversight of policymaking and budget execution.
- A joint event with the Egyptian Center for Economic Studies in Cairo covering three topics which are key for strengthening public

¹ BSR: banking supervision; PFM: public financial management; REV: revenue administration; STA:

national statistics. Country codes follow the IMF’s. MTA includes regional workshops and outreach.

financial management in Egypt: fiscal transparency; the fiscal costs of corruption; and gender-responsive budgeting. Discussions took place among diverse stakeholders, including senior officials from the Ministry of Finance, parliamentarians, business journalists, private sector representatives, and international cooperation institutions. Participants appreciated the format and frankness of the debate; they all agreed that engagement with citizens will improve understanding of fiscal policy and may even minimize its unintended consequences.

- Participation in two events on statistics organized by UNESCWA: (1) how to improve the foundations for reporting on GDP and the national accounts (in Jordan); (2) the future of economic statistics in the Arab region (in Riyadh).

Outreach

Fostering Shared Prosperity in Challenging Times (Amman, Nov 3-4)

This event was co-organized with the IMF's Communication department, to have a dialogue with members of parliaments (MPs) from METAC countries, on regional macroeconomic challenges, and how capacity development can help them better exercise their role as guardians of good policymaking. Key issues discussed included inclusive growth and how women can participate in increasing and improving the quality of growth; the importance of the quality of tax and expenditure policies in creating equal opportunities and reducing income inequality; empirical evidence on how corruption and lack of transparency stifles economic growth and create waste, and exclusion of citizens from receiving their fair share of economic growth. Although a small number of MPs attended the event (Egypt, Iraq, Jordan, and WBG), they expressed their appreciation of the event, demanded that IMF and METAC be more proactive in their dialogue with parliaments, and inquired about whether METAC can extend its capacity development to parliamentary technical committees.

State Budgeting: Transparency, Fiscal Costs and Gender-Responsiveness (Egypt, Jan 15-16)

Messrs. Mario Mansour and Jonas Frank, respectively METAC Center Coordinator and Public Financial Management Advisor, participated in a joint METAC-ECES (Egyptian Center for Economic Studies) seminar on three key issues in strengthening fiscal management in Egypt: the evaluation of fiscal transparency according to the IMF's code on the subject; empirical studies on the fiscal cost of corruption and its wider implications; and how METAC countries can improve gender-responsive budgeting. This outreach provided a unique opportunity to bring together players from diverse backgrounds and with diverse roles to play in improving fiscal management in Egypt; they included senior officials from the Ministry of Finance (Macro-Fiscal Department and Transparency and Citizen Engagement Unit), parliamentarians, business and public policy journalists, private sector representatives, and representatives of international cooperation.

National Accounts: Supply and Use Tables (Amman, Nov 12-14)

Mr. Issam Alsammak, Real Sector Statistics Advisor at METAC, participated in a three-day workshop on country experiences and best practices in compiling supply and use tables, and presented the recent work of METAC with Jordan's statistics agency. The workshop, organized by UNESCWA, was attended by participants from 4 METAC countries (Egypt, Jordan, Morocco, and West Bank and Gaza) and Qatar. UNESCWA plans to publish a SUT compilation guide in Arabic, partially based on the discussions during the workshop.

The Future of Economic Statistics for the Arab Region (Riyadh, Jan 21-22)

Mr. Issam Alsammak, Real Sector Statistics Advisor at METAC, participated in a high-level seminar on the Future of Economic Statistics for the Arab region, organized by UNESCWA. Participants were from the national statistics agencies of 10 Arab-League countries (seven METAC), the Arab Institute for Training and Research in Statistics, GCC-Stat, and the Islamic Development Bank. The discussions focused on countries' priorities, which were generally in line with global priorities: measurement of the non-observed economy (on which METAC will soon hold a technical workshop), measurement of the digital economy, more extensive utilization of administrative data sources,

compilation of sub-national statistics, and globalization.

Regional Workshops

Basel III Finalization: Revised Approaches to Measure Risk-weighted Assets (Amman, Nov 4-7)

Twenty-five bank supervisors from 11 METAC member countries attended this workshop, which provided a forum to exchange views and share country, regional, and international experience on the implementation of the Basel Committee international standards on banking supervision.



The workshop focused on how to improve the ability of supervisors to better evaluate banks' capital adequacy with in-depth presentations and case studies on the revised approaches to measure credit risk, market risk and operational risk.

A survey about the implementation of the Basel standards was sent to all the participants before the workshop. The participants presented their countries' experiences and highlighted aspects related to (i) reform project organization, monitoring and governance, (ii) implementation scope, (iii) implementation challenges, (iv) how proportionality has been considered, and (v) perceived benefits. A METAC *Regional Note*, will be soon published on the results of the workshop, and lessons learned.

Medium-term Budget Planning: Methods and Tools (Kuwait, Dec 16-19)

This workshop, joint with the IMF Middle East Center for Economics and Finance (CEF), brought together 32 policymakers and senior staff from Ministries of Finance of 14 Arab-League countries (eight were METAC countries) of different income levels and budget institutional arrangements. The workshop highlighted the relevance of medium-

term budgeting for modern public finance management, including: key features of a medium-term budget framework; the role of medium-term fiscal frameworks and fiscal rules; forward costing; and institutional underpinnings. The training included a mix of lectures, individual and group work, as well as peer assistance.



Tax Expenditures in the Middle East and North Africa: Current Practice and Way Forward (Rabat, Dec 3-4)



The workshop, held jointly with the IMF's Fiscal Affairs Department, was attended by 23 participants from 9 METAC members. It evaluated current practices of reporting on tax expenditures in the MENA region, and discussed recent international trends. Only one METAC country publishes an analytical report on tax expenditures, which broadly follows international practice; another country includes a summary table of tax expenditure estimates in its annual budget. Nearly all countries reported that they face significant tax compliance risks associated with the provision of tax incentives and discussed possible mitigation measures for the riskiest. Participants agreed that the practice of publishing an analytical report on tax expenditures will significantly improve fiscal transparency and the policy debates on domestic revenue mobilization and the cost-effectiveness of tax incentives.

Supply, Use, and Input-Output Tables (Kuwait, Jan 12-16)

Organized jointly with the CEF, this workshop was attended by 34 participants from 15 countries (12 METAC). It covered international standards and best practices in producing benchmark GDP estimates through the compilation of supply, use, and input-output tables. It facilitated peer-to-peer discussions of countries' practices, challenges and solutions, and included a substantial practical component.



Technical Assistance and Training

BANKING SUPERVISION

Afghanistan (Dec 15-19)

METAC provided advice and training to a delegation of six banking inspectors and supervisors of the Da Afghanistan Bank (DAB). The workshop identified issues to address for strengthening the regulation and supervision of related-party transactions, in order to better assess and manage in a timely manner the associated risks. These issues included the on-site supervision process, tools and techniques for identifying related-party transactions, the current presumption process used for categorizing a transaction as a related-party transaction. Discussion also covered the prudential reporting of related parties, and the structure and management of the database used for registering related parties. The workshop allowed participants to develop and enhance their understanding of the nature, characteristics and significance of related-party transactions in Afghan banks.

Algeria (Nov 17-21)

METAC continued its assistance to the Bank of Algeria in implementing Pillar 2 of Basel II, by enhancing the supervisory review and evaluation process, and developing a risk assessment framework to better evaluating banks' capital adequacy. This activity assessed the progress made by the authorities in implementing the ICAAP framework, identified the difficulties encountered, and proposed a way forward.

Djibouti (Jan 14-16)

METAC participated in an IMF HQ mission, which took place during January 6–20, 2020, and conducted Financial Sector Stability Review (FSSR). The review included an assessment of the following areas: (i) governance of the Central Bank of Djibouti (CBD) regarding financial stability oversight, (ii) banking regulation and supervision, (iii) banks' liquidity management, (iv) the financial safety net and crisis management, and (v) macroprudential policymaking. The mission's report included a roadmap for multi-year technical assistance (TA) delivery to help the CBD prioritize future reforms and build organizational capacity to enable these reforms and absorb future TA. METAC will lead the work on future TA in banking regulation and supervision. A first follow up mission, addressing some of the FSSR recommendations, is planned for February 2020.

Egypt (Dec 8-12)

METAC continued to provide capacity building activities to the Central Bank of Egypt, to help implement the Basel III international regulatory framework for banks, finalized in December 2017. The Basel III Capital and Liquidity standards are an internationally agreed set of measures developed by the Basel Committee on Banking Supervision in response to the global financial crisis of 2007-09. The measures aim to strengthen the regulation, supervision and risk management of banks. During the mission, which focused on two important elements of the Basel framework (the new market risk standard approach and the updated leverage ratio), the Basel framework was analyzed and illustrated in detail for the most complex topics, the draft regulations developed by Central Bank department were reviewed and suggestions for improvements or clarification were made, and the way forward was discussed (including the performance of a quantitative impact study).

Iraq (Jan 26-30)

METAC provided capacity building to inspectors and supervisors of the Central Bank of Iraq (CBI). The objectives were: assist them in finalizing the draft capital adequacy regulation and integrate the comments provided by the banking sector; further align the regulation with the Basel framework; integrate the implications of the International Financial Reporting Standard 9; and develop the

related prudential reporting. The capital adequacy regulation requires banks to have strong capital and liquidity positions reflecting their risk profile, and to apply sound policies and processes to identify, measure, monitor and control their financial risks.

Libya (Dec 15-19)

METAC provided capacity building activities to inspectors and supervisors of the Central Bank of Libya. After having reviewed and discussed the responses to a detailed questionnaire provided to the participants in order to develop an in-depth understanding of the nature and characteristics of the Libyan banking sector, the workshop addressed key capital adequacy issues to be considered by the Central Bank in regulating and supervising Islamic finance transactions. The mission reviewed the existing Basel I regulation on capital adequacy and assisted in developing draft Guidelines on Capital Adequacy for Islamic banks and related reporting templates consistent with Basel II and standards of Islamic Financial Services Board.

Morocco (Jan 20-24)

METAC continued its assistance to Bank Al-Maghrib (BAM) on the Internal Capital Adequacy Assessment Process (ICAAP). The mission presented an analysis of the interactions between ICAAP and the supervisory review and evaluation process, illustrated how capital add-on could be considered, assessed the progress made by the authorities in implementing the ICAAP framework, including discussing the results of the first thematic review performed by BAM on the banks' 2018 ICAAPs, identified the main shortcomings of the ICAAPs and made recommendations to update current regulation (issued in 2007) to bring it in line with recent international developments, and initiated work on guidelines for banking supervisors to assess the ICAAPs in a detailed and comprehensive way (including the assessment of banks' governance). A follow-up activity is planned for March 2020.

Tunisia (Nov 11-15, Nov 25-29)

METAC assisted the Central Bank of Tunisia to implement the Basel III international regulatory framework. The mission focused on the new credit risk standardized approach, in addition to the following tasks: (i) provision of hands-on training to the project team, (ii) definition of the various exposure types, risk weights and credit risk

mitigation techniques taken into account for the implementation, (iii) drafting the updated regulation, and (iv) preparing the templates to be used by the banks for the quantitative impact study and prudential reporting.

METAC also continued its support for the implementation of a consolidated supervision framework. A mission team assisted the Central Bank in (i) finalizing the templates and the methodology supporting the quantitative impact study (launched in December 2019), (ii) finalizing the drafting of new regulation on consolidated supervision and existing regulation 2018-06 on capital adequacy, (iii) harmonizing the drafting of other regulations, including the amended circular on the governance of banking institutions, (iv) drafting a memorandum of understanding (MOU) framing cooperation agreements and information exchanges between the Central Bank and other supervisory authorities, and (v) envisaging a roadmap to operationalize consolidated supervision in the longer term.

PUBLIC FINANCIAL MANAGEMENT

Afghanistan (Nov 10-13)

METAC fielded a workshop focused on fiscal risks stemming from PPPs. It was attended by six individuals from various departments of the Ministry of Finance, with different levels of knowledge and experience with PPPs. It allowed participants to strengthen their knowledge of PPPs, fiscal risks, and learn how to use the PPP Fiscal Risk Assessment Model (P-FRAM), a tool co-developed by the IMF and the World Bank, with actual projects.

Djibouti (Jan 7-16)

METAC advised the authorities on building a medium-term fiscal framework (MTFF) to underpin budget making and delivered a high-level workshop to discuss the experience of some West African countries that have implemented MTFFs.

Egypt (Nov 17-21)

A mission helped the authorities draft a Fiscal Risk Statement analyzing risks stemming from various sources and identifying mitigating measures. The METAC team also facilitated a half-day workshop that gathered around 30 participants from the Ministry of Finance to present practices on fiscal

risks disclosure from emerging markets and take stock of fiscal risks management practices in Egypt.

Lebanon (Dec 4-10)

METAC organized a one-week mission focused on updating the internal Fiscal Risk Statement (FRS) at the Ministry of Finance. It was attended by participants from the Macro Analysis and Study Department and the Public Debt Department. The mission analyzed with the authorities the various sections of the FRS, giving a perspective on practices in other countries. It also assessed how far the authorities have implemented previous TA recommendations, and suggested further improvements to the FRS.

Libya (Nov 4-7)

METAC reengaged with Libya, after a long hiatus, with a workshop to assess the framework for fiscal policy, and the pertinence of creating a macro-fiscal unit (MFU) at the Ministry of Finance. Participants in the workshop were trained and advised on: (i) basic functions, tasks and responsibilities of a MFU, (ii) roadmap for the operationalization of the newly created MFU, and (iii) further TA needs to assist in implementing the MFU and other related fiscal issues. This workshop allowed METAC to provide practical advice and suggest short-term actions to strengthen macro-fiscal functions, and enhance the budgeting process.

Yemen (Nov 15-19)

METAC reengaged with the Yemeni authorities after a hiatus of eight years. Under the coordinating role of the Executive Bureau/Prime Minister Office, the workshop was attended by nine participants from key agencies with direct responsibilities in budget management (Finance, Oil, Civil Service, Local Administration, and Planning and International Cooperation). Through a mix of hands-on assistance, presentations, and group work, the workshop focused on strengthening the basic institutional arrangements for budget management, and elaborated options for the preparation of the 2020 budget. The mission also drew lessons on budget execution, and the broader PFM context in Yemen, which will help better tailor future TA.

REVENUE ADMINISTRATION

Afghanistan (Jan 19-23)

This activity is part of a METAC project to strengthen core tax administration functions at ARD, and assist in preparing for VAT implementation in December 2020. The Afghanistan Revenue Department (ARD) progressed significantly in establishing the Single Large Taxpayer Office (SLTO); it has completed registration and transfer of all large taxpayers' files to the centralized office. The mission assessed the progress of the activities undertaken by the SLTO for the implementation of VAT and provided advice on the main elements of VAT administration that need to be in place for the successful introduction of VAT. In this regard, it also assisted the SLTO in updating a detailed time-bound workplan.

Morocco (Nov 12-25)

METAC's revenue administration advisor joined a tax administration mission to Morocco, conducted by the IMF's Fiscal Affairs Department. The mission discussed with the authorities the ongoing and planned tax administration reform objectives and activities after the National Tax Conference (*assises fiscales*) of May 2019, and provided advice on the enhancement of reform governance. In addition, the mission reviewed the progress related to the results and recommendations of the 2018 TADAT assessment; it found that the authorities had made significant progress in cleansing the taxpayer register and recently removed a large number of inactive taxpayers representing 1/3 of the total taxpayer register. The mission provided technical assistance in several other areas: (i) effective compliance and institutional risks management; (ii) enhancement of the integrity of the registered taxpayer base; and (iii) data mining theory and practices. The mission also reviewed the current organizational and HR structure of the tax administration, including headquarters roles and responsibilities and the field network, and made recommendations for improvement.

Sudan (Dec 9-19)

METAC assisted the Sudan Tax Chamber (STC) in improving compliance risk management, on the basis of work done in 2018 establishing an organizational structure to support risk-based compliance. The additional support provided covered the identification, assessment, and prioritization of risks for inclusion in the compliance risk register. Advice was also provided on the requirements for developing a medium-term compliance program, and related governance

issues. A short training session on the principles and various approaches to risk-based compliance management was also delivered.

STATISTICS

Jordan (Dec 1-12)

METAC continued its assistance to the Department of Statistics of Jordan in compiling supply-use and input-output tables for 2016. The mission assisted with documenting the sources and methods used to compile SUT, and conducted outreach to major users to sensitize them to the work done and explain the methodology and uses of SUT and IOT. The mission also assisted with developing the back-casting strategy for publication of the 2008-2016 GDP time series.

Egypt (Nov 17-28)

METAC continued its assistance to the Central Agency for Public Mobilization and Statistics (CAPMAS) to improve the compilation of key price indexes. The mission noted that excellent progress has been made by CAPMAS over the previous 18 months. A number of compilation challenges for both the producer price index (PPI) and consumer price index (CPI) were discussed. Detailed work plans for the continued improvement of PPI and CPI have been updated and agreed with the authorities.

Tunisia (Jan 13-17)

METAC continued its support to L'Institut National de la Statistique (INS), to develop of a full set of financial accounts, on the basis of a workplan established in early 2018. The mission assisted INS staff with the compilation of data for (unlisted) non-financial corporations and the social security sub-sector.

West Bank and Gaza (Dec 13-15)

METAC conducted a mission in collaboration with UNESCWA to provide guidance on revising the national accounts. The revision is a consequence of the compilation of 2017 supply and use tables and of the incorporation of new methods and new source data. The revisions affected agricultural output, retail and wholesale trade, and financial intermediation services indirectly measured.

Analytical Corner

METAC countries derive more than one-third of their tax revenue from collections by customs administrations, which include the external tariff, and VAT and excise taxes on imported goods. A note by IMF staff discusses short-term tax administration measures to improve revenue collection by customs in fragile states. The note, which can be found [here](#), is organized following the key functions of customs that pose revenue-leakage risks, including valuation of goods, cargo control, exemptions, and special procedures.

Technical Assistance Reports

The following reports were uploaded to METAC's website. Steering Committee members of countries and donors who have signed a confidentiality agreement with the IMF may access the reports at www.imfmetac.org

Public Financial Management
Lebanon
Financial Instruments Reporting according to IPSAS
Sudan
Fiscal Risks Identification and Analysis
Preparing for Treasury Single Account Reforms
Revenue Administration
Afghanistan
Improving Compliance in the Large Taxpayer Segment
Egypt
Development of Compliance Risk Management Capacity
Payment and Filing Project: Completion of Implementation and Next Steps
Iraq
Managing Large Taxpayer Compliance
Statistics
Tunisia
Financial Accounts: Progress Report
Consumer Price Index
Iraq
Consumer Price Index and Producer Price Index
Egypt
Valuation of outputs of Banks

IMF Online Courses

General information is available at: <https://www.edx.org/school/imfx>. Registration for online courses, available to government officials and, in some cases, to the public can be accessed at: <http://imf.smartcatalogiq.com>

Current and forthcoming courses include:

Financial Development and Financial Inclusion (FDFIx)

Language: English, Feb 12, 2020 – Apr 15, 2020
Apply online by Feb 5, 2020

Model-Based Monetary Policy Analysis and Forecasting (MPAFx)

Language: English, Feb 26, 2020 – Apr 15, 2020
Apply online by Feb 19, 2020

Macroeconomic Management in Resource-Rich Countries-Online (MRCx)

Language: French, Nov 1, 2019 – Apr 15, 2020
Apply online by Mar 1, 2020

Macroeconomic Diagnostics (MDSx)

Language: English, Nov 1, 2019 – Apr 30, 2020
Apply online by Mar 1, 2020

Compilation Basics for Macroeconomic Statistics (CBMSx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Energy Subsidy Reform (ESRx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Market Analysis (FMAx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Programming and Policies, Part 1:

Macroeconomic Accounts & Analysis (FPP.1x)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Programming and Policies, Part 1:

Macroeconomic Accounts & Analysis (FPP.1x)

Language: French, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Programming and Policies, Part 1:

Macroeconomic Accounts & Analysis (FPP.1x)

Language: Arabic, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Programming and Policies, Part 2: Program Design (FPP.2x)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Financial Programming and Policies, Part 2: Program Design (FPP.2x)

Language: French, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Macroeconometric Forecasting (MFx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Macroeconomic Management in Resource-Rich Countries (MRCx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Public Sector Debt Statistics (PSDSx)

Language: English, Jan 15, 2020 – Apr 15, 2020
Apply online by Mar 1, 2020

Public Financial Management (PFMx)

Language: English, May 1, 2019 – Apr 30, 2020
Apply online by Apr 16, 2020

RA-GAP – Tax Gap Analysis (VGAPX)

Language: English, Oct 17, 2019 – Apr 30, 2020
Apply online by Apr 16, 2020

Planned Activities: February – April

Country	Topic	METAC Staff	External Staff	Dates
Banking Supervision				
Djibouti	Implementation of Basel II & III standards	Mr. Casier	Mr. Bonte	02/16-27
Regional	Islamic Banking regulation & supervision (at CEF)	Mr. Casier	Mr. El Radi	03/08-12
Morocco	Follow up on TA mission on ICAAP	Mr. Casier	Mr. Clanet	03/23-27
Algeria	Follow up on SREP	Mr. Casier	Mr. Gomez	04/19-23
Public Financial Management				
Sudan	Advisory on Fiscal Risk	Mr. Frank	Mr. Steger	02/16-25
Egypt	SOEs and fiscal risk	Mr. Wiest	Ms. Halstead	02/23- 03/03
Egypt	Follow-up on fiscal costs and risks from PPPs	-	Mr. Tenne	02/22- 03/05
Lebanon	Gender-based budgeting workshop	Mr. Frank	Mr. Gschiel	03/03-05
Djibouti	Follow up on May 2017 HQ mission on TSA and cash management	-	Mr. Kobou	03/03-13
Yemen	Budget Planning	Mr. Frank	Mungenast	03/10-13
Algeria	Support to implement the provisions of the new organic budget law related to the budget preparation	Mr. Wiest	Messrs. Bloch & Escoffier	03/16-26
Algeria	Support to implement the monitoring of fiscal risks	Mr. Wiest	Messrs. Ravanel & Vassy	03/16-26
Morocco	Development of capacity to assess fiscal costs and risks from PPPs (PIMA follow-up)	-	Messrs. Funke & Tenne	03/16-27
Sudan	Advisory on Macro Fiscal Planning	Mr. Frank	Ms. Khattab	03/22-26
Sudan	Cash Management	Mr. Frank	TBC	04/19-30
Afghanistan	Selected PFM topics for new Program	Mr. Frank	-	04/24-05/01
Djibouti	Development of institutional arrangements and capacity to improve revenue forecasting	-	Mr. Hengy	04/05-15
Revenue Administration				
Egypt	Follow-up on compliance risk management	Mr. Markov	Mr. Martens	02/23-03/05
Jordan	Improvement of Customs selectivity and targeting system through enhanced data analysis capacity	Mr. Markov	TBC	TBC
Sudan	Further implementation of risk management within Sudan Customs Authority operations	-	TBC	TBC
Iraq	Advise on the managements arrangements and implementation of new IT-system to support main business processes in the tax administration	Mr. Markov	Mr. Soussi	TBC
Egypt	Performance management in customs administration	Mr. Markov	Ms. Tracy	04/06-16
Jordan	Advise on the implementation of a formal binding public and private ruling mechanism	-	Mr. Woods	04/12-23
Morocco	Advise on how to identify, assess and rank compliance and institutional risks and how to develop a compliance improvement program to mitigate risks	-	TBC	TBC

Country	Topic	METAC Staff	External Staff	Dates
Regional	Regional workshop on customs modernization strategies for improved revenue mobilization (at CEF)	Mr. Markov	-	04/21-23
Statistics				
Iraq	Compilation of full sequence of accounts	Mr. Alsammak	Mr. Adil	02/9-13
Lebanon	Develop GDP by expenditure	Mr. Alsammak	-	03/02-13
Sudan	Update and revise CPI weights	-	TBC	03/15-26
Morocco	Training on national accounts concepts and compilation issues	Mr. Alsammak	Mr. Chevalier	03/16-20
Djibouti	Development of the GDP compilation system and documentation of sources and methods	-	Mr. Sory	03/22-04/02
Sudan	Training on national accounts and preparation of files for rebasing	Mr. Alsammak	Mr. Frigui	03/29-04/09
Regional Workshop	Workshop on measurement of the non-observed economy in the national accounts	Mr. Alsammak	Mr. Iommi	04/12-16
Afghanistan	Develop quarterly GDP	Mr. Alsammak	Mr. Struck	04/19-23

Development Partners



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