



**AFRITAC West**  
INTERNATIONAL MONETARY FUND  
Abidjan, Côte d'Ivoire



# ANNUAL REPORT FOR FISCAL YEAR 2020

## July 2020



**EUROPEAN UNION**  
Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
Swiss Confederation  
Federal Department of Economic Affairs,  
Education and Research SEDR  
State Secretariat for Economic Affairs SECO



# CONTENTS

ACRONYMS AND ABBREVIATIONS .....	3
FOREWORD BY MAMADI CAMARA, PRESIDENT OF THE AFRITAC WEST STEERING COMMITTEE	5
FOREWORD BY THE COORDINATOR .....	6
I. DECISIONS BY THE AFRITAC WEST STEERING COMMITTEE .....	10
II. IMPACT OF THE COVID-19 PANDEMIC ON THE CENTER'S WORK PROGRAM.....	11
III. EXECUTION OF THE FY 2020 WORK PROGRAM AND FY 2021 WORK PROGRAM.....	13
A. Execution of the FY 2020 work program .....	13
Benin.....	13
Burkina Faso .....	15
Côte d'Ivoire .....	18
Guinea .....	20
Guinea Bissau .....	23
Mali .....	25
Mauritania.....	26
Niger .....	29
Senegal.....	32
Togo.....	35
Regional Public Investment and Financial Markets Board (CREPMF) .....	37
BCEAO and the Secretariat-General of the WAMU Banking Commission (SGCBU).....	37
WAEMU Commission.....	38
B. FY 2021 Work Program .....	39
CUSTOMS ADMINISTRATION .....	40
TAX ADMINISTRATION.....	41
PUBLIC EXPENDITURE MANAGEMENT - BUDGET ASPECT.....	42
PUBLIC EXPENDITURE MANAGEMENT – ACCOUNTING AND TREASURY ASPECT .....	43
PUBLIC FINANCE STATISTICS.....	45
REAL SECTOR STATISTICS .....	46
DEBT AND FINANCIAL MARKETS DEVELOPMENT .....	47
BANK SUPERVISION .....	48
MACROECONOMIC AND FISCAL ANALYSIS .....	49
IV. 2019-2020 BUDGET EXECUTION AND 2020-2021 PROJECTION (IN U.S. DOLLARS AT APRIL 30, 2020).....	50
V. STATUS OF FINANCIAL CONTRIBUTIONS FOUR FOURTH CYCLE AT APRIL 30, 2020.....	51

# ACRONYMS AND ABBREVIATIONS

<b>AE</b>	Commitment authorization
<b>AFDB</b>	African Development Bank
<b>AFRITAC</b>	IMF Africa Regional Technical Assistance Center
<b>AFW</b>	West AFRITAC
<b>APP</b>	Annual performance plans
<b>ASYCUDA</b>	Automated customs system
<b>AUT</b>	WAMU Securities Agency
<b>BCEAO</b>	Central Bank of West African States
<b>BCRG</b>	Central Bank of the Republic of Guinea
<b>CD-PORT</b>	Capacity Development-Projects, Outputs, and Results Tracking
<b>CE</b>	Payment [appropriations]
<b>CP</b>	Payment appropriation
<b>CREPMF</b>	Regional Public Investment and Financial Markets Board
<b>CTCCMB</b>	Joint technical committee on macroeconomic and fiscal framing
<b>DAF</b>	Directorate of Finance
<b>DGB</b>	Directorate General of Budget
<b>DGBF</b>	Directorate General of Budget and Finance
<b>DGCI</b>	Directorate General of Contributions and Taxes
<b>DGD</b>	Directorate General of Customs
<b>DGDP</b>	Directorate General of Public Debt
<b>DGE/DGEP</b>	Directorate General of Economy and Planning
<b>DGI</b>	Directorate General of Taxes
<b>DGID</b>	Directorate General of Taxes and Property Administration
<b>DGPEE</b>	Directorate General of Economic Forecasting and Analysis
<b>DGT/DGTCP</b>	Directorate General of Treasury and Public Accounting
<b>DNB</b>	National Directorate of the Budget
<b>DNEEP</b>	National Directorate of Economic Analysis and Forecasting
<b>DPAE</b>	Directorate of Economic Forecasting and Analysis
<b>DPB</b>	Directorate of Budget Programming
<b>DPBEP</b>	Directorate of Fiscal and Multiyear Economic Programming
<b>DPEE</b>	Directorate of Economic Forecasting and Analysis
<b>DPIB</b>	Directorate of Public Investment Programming
<b>DPPD</b>	Multiyear expenditure programming paper
<b>DPPSE</b>	Directorate of Economic Forecasting, Policy, and Statistics
<b>DRAR</b>	Directorate in charge of Intelligence and Risk Analysis
<b>ECENE</b>	Unregistered foreign trade survey
<b>ECF</b>	Extended Credit Facility
<b>EU</b>	European Union
<b>FAD</b>	IMF Fiscal Affairs Department
<b>FY</b>	
<b>GDP</b>	Gross domestic product

<b>GFS</b>	Government finance statistics
<b>GFSM</b>	Government Financial Statistics Manual
<b>GIZ</b>	German Agency for International Cooperation
<b>ICD</b>	IMF Institute for Capacity Development
<b>IMF</b>	International Monetary Fund
<b>INS/INSTAT</b>	National Statistics Institute
<b>INSEED</b>	National Institute for Economic and Demographic Statistics and Analysis
<b>IS</b>	Information system
<b>IVP</b>	Import Verification Program
<b>MTDS</b>	Medium-term debt strategy
<b>MTEF</b>	Medium-term expenditure framework
<b>MTFF/MTEF</b>	Medium-term fiscal framework
<b>NIF</b>	Taxpayer identification number
<b>OHADA</b>	Organization for the Harmonization of Business Law in Africa
<b>ONS</b>	National Statistics Office
<b>PCE</b>	Government accounting framework (Plan comptable de l'État)
<b>PIM</b>	Public investment management
<b>PIMA</b>	Public Investment Management Assessment
<b>PPAT</b>	Multiyear technical assistance project
<b>QNA</b>	Quarterly national accounts
<b>RBM</b>	Results Based Management
<b>SGCBU</b>	Secretariat General of the WAMU Banking Commission
<b>SIGFIP</b>	Integrated public financial management system
<b>SNA</b>	System of national accounts
<b>SYSGEX</b>	Exemptions management system
<b>TA</b>	Technical assistance
<b>TOFE</b>	Government Financial Operations Table
<b>TRE</b>	Source and application of funds table
<b>TSA</b>	Treasury single account
<b>VAT</b>	Value Added Tax
<b>WAEMU</b>	West African Economic and Monetary Union
<b>WAMU</b>	West African Monetary Union
<b>WCO</b>	World Customs Organization
<b>WTO</b>	World Trade Organization

# FOREWORD BY MAMADI CAMARA, PRESIDENT OF THE AFRITAC WEST STEERING COMMITTEE

The West Africa Regional Technical Assistance Center (AFRITAC West) has been supporting our States and our institutions and strengthening the capacities of sub-regional officials for 17 years. The Center is now a major actor and key partner in strengthening capacities in the region. It plays an essential role for the development of our countries, for sustainable, inclusive economic growth, for poverty reduction, and for regional integration.

Fiscal year 2020, the first year of Guinea's presidency, witnessed a health crisis impacting the entire world. The economies of AFRITAC West's member countries withstood a number of shocks related to the COVID-19 pandemic, including disruption of production and reduced demand; the repercussions of worldwide deterioration of economic growth; tightening of financial conditions; and the decline of

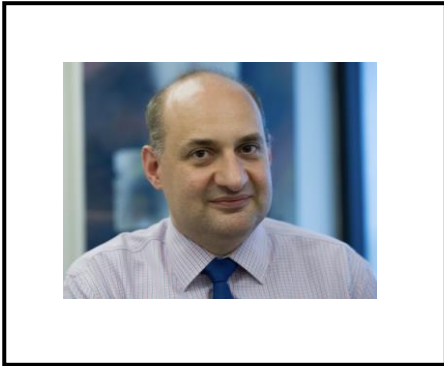
commodities prices. In response to the crisis, the IMF reacted promptly by proposing economic policy measures and implementing mechanisms for emergency financial assistance and support for our economies.

In that context, the Center continued assisting the member countries through remote support, topical seminars, and regular contact.

I should note that the major of challenges facing our States in combating COVID-19 have only underscored the relevance and urgency of AFRITAC West's strategic priorities. And while the urgency has become more pressing, the priorities for our technical assistance needs have not changed: they concern raising revenue, managing public debt and expenditure, defining fiscal priorities, implementing and monitoring those priorities, bank supervision, and improving the quality and availability of macroeconomic statistics.

I would also like to acknowledge the contribution of the technical and financial partners, without which all of this would not have been possible. The creation of AFRITAC West and the achievement of its objectives was made possible by their generous financial contributions. Our special thanks go to the European Union, France, Luxembourg, Germany, Norway, China, Switzerland, and the European Investment Bank. With their support, the Center will continue its activities for the fourth cycle. I congratulate the member countries in general for signing letters of understanding to contribute to funding the Center and having made the first disbursements, and I encourage the States to continue their efforts.





## FOREWORD BY THE COORDINATOR

The regional macroeconomic context was promising, with strong, sustained growth expected despite significant regional and international risks. The economic growth forecasts were achieved by all the countries covered by AFRITAC West, supported by the implementation of economic reforms, despite a difficult external environment, security challenges, and presidential elections held in several member countries.

However, the last three months of FY 2020 witnessed the effects of the COVID-19 pandemic on the member countries' economies. The forecasts for growth were revised downward, with reduced growth in 2020 and 2021 compared to the initial forecasts. The revised economic growth forecasts for the West African Economic and Monetary Union (WAEMU) for 2020 and 2021 are -1.2 percent and -1.3 percent, respectively, compared to 6.5 percent and 5.6 percent before the crisis. In Guinea, the forecasts are -1.5 percent and -1 percent compared to 6 percent and 6.6 percent; and in Mauritania, -2 and 4.2 percent compared to 6 percent and 6.2 percent. The substantial financial support received by all AFRITAC West member countries enabled them to prepare their response by allowing them to redirect their resources to the health sectors and support for the private sector and the most vulnerable despite the anticipated decline in tax revenue in 2020, estimated at 2.6 percent of GDP on average for the region.

AFRITAC West, in close cooperation with headquarters staff, mobilized to continue its activities through remote missions. In addition to support missions conducted remotely, the Center held a number of "webinars" in all areas of intervention as well as remote training. Nonetheless, the crisis resulted in the cancellation of seven intensive internships and 33 technical assistance missions this past fiscal year. In the early weeks of the lockdown, AFRITAC West conducted 14 remote activities, and the Center's Steering Committee consultation was also conducted remotely. The Committee ratified the reports on execution of the work program and budget for fiscal year 2020 and the budget and work program for fiscal year 2021.

**During the period covered by the report (May 2019 – April 2020),** the Center conducted 105 technical assistance (TA) missions out of 140 planned, or an execution rate of 71 percent for TA missions (Table 1). This lower rate is due to the transition phase associated with the replacement of three advisors who left the Center, the postponement and cancellation of a number of missions, the unavailability of experts in certain areas, and the impact of the health crisis on the program. The countries that received the most TA during the period are Guinea, Mauritania, Niger, and Togo (Figure 2).

**In terms of training actions,** 11 seminars and six intensive internships were organized in all areas during the period under review. These actions provided training to 459 officials.

**The topics addressed in regional seminars** include taxpayer registration procedures, the optimization of public investment management, integration of debt management and government cash flow management, and regulation and supervision relating to cyber security in the banking sector. Work-study trips addressed other topics such as the quarterly accounts; fiscal risk identification, analysis, and reporting; management of customs disputes; promotion of sustainable growth; and diversification of the economy.

**Personnel changes** during the year included the departure of three resident advisors, Olivier Sanz, Oumar Dissou, and Serge Vera, former advisors in tax administration, debt management, and customs administration, respectively. The Center welcomed the arrival of their successors, Michel Bua, Chaker Soltani, and Ahmed Boilil. Mr. Bua has extensive experience in various positions relating to tax audit (auditor and chief of different units). He also worked at the headquarters of the French Ministry of Finance. Before joining the IMF Fiscal Affairs Department, Mr. Bua worked at the French Ministry of Foreign Affairs. He recently held the position of IMF Resident Representative to the Central African Republic and the Comoros. Mr. Chakar served as the AFRITAC Central advisor in public debt management for the last five years. He previously served as Tunisia's Director General of Debt during 2011-2014 and Director of Debt Strategy in 2006. Mr. Bolil was the AFW Resident Advisor in customs administration, then served as resident advisor in customs techniques in Togo with African Development Bank (AfDB) financing. He was previously the Deputy Director General of Customs in Mauritania, and subsequently served as advisor to the Minister of Finance.

**Outreach.** AFRITAC West maintains and continually updates its website and Facebook page and makes mission reports available online to committee members. The Center publishes *La Gazette*, a quarterly activity report summarizing the previous quarter's activities and activities planned for the next three months. *La Gazette* also features a topical subject and explains the issues surrounding the Center's activities. In addition, the Director continues to strengthen the strategic partnership with donors and large directorates receiving TA. In this context, he traveled to Burkina Faso, Niger, France, Norway, and the Netherlands. Those activities helped increase the number of the Center's donors, which include Norway and Switzerland as of December 2019.

**In regard to results-based management (RBM), the system established by the IMF** supports the extension of logical frameworks at the project level for each country and incorporates them in the mission terms of reference so as to focus greater attention on monitoring key phases or milestones. Also, since FY 2020, the terms of reference for all the Center's TA missions systematically include the logical framework for the mission and the project progress report.

**The results as of April 30, 2020 indicate solid achievement of milestones.** Of the 203 weighted milestones for FY 2020, 114 were achieved, 54 were partly achieved, and 35 were not yet achieved (Figure 1). The results by sector of activity show that half of the planned milestones were achieved in all areas.

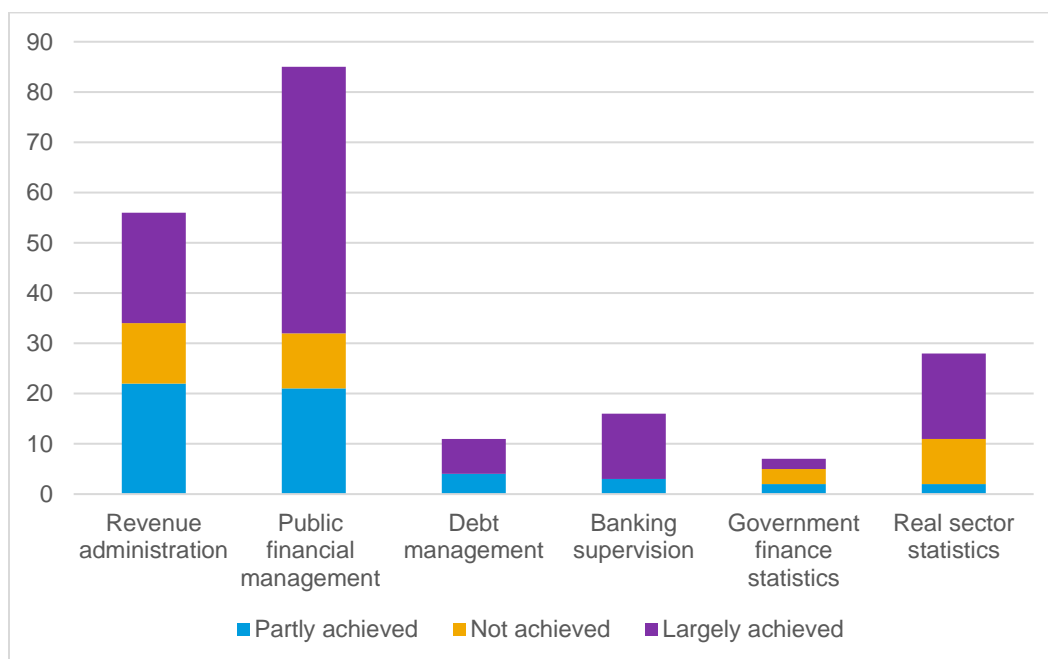
The FY 2021 work program, designed in a pre-COVID-19 context, provides for 152 TA missions, 11 seminars, and 14 intensive internships. National workshops, on-site and online (webinars) are also planned to disseminate the content of seminars to a larger number of officials or to cover specific topics in certain countries. The strategic priorities for FY 2021 remain essentially unchanged, and the work

program adopted by the Steering Committee remains in effect. AFRITAC West will demonstrate flexibility in responding to new requests relating to the implementation of policies established to respond to the pandemic in the member countries.

In terms of distribution of activities by area of intervention, revenue administration is the sector for which the greatest number of missions are planned, followed by public expenditure management and macroeconomic statistics (Figure 4). In terms of beneficiaries, the program provides for at least 10 TA missions for each member country (Figure 5).

The work program also includes activities conducted jointly with the technical and financial partners (WAEMU Commission, the Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT), the German Agency for International Cooperation (GIZ), the IMF departments, AFRITAC Central, and AFRITAC West 2) in the context of seminars and training workshops. Strengthening of coordination with the other technical and financial partners will also be enhanced, building on progress to date. AFRITAC West will continue to actively participate in the donor coordination mechanisms established in the member countries.

**Figure 1. Progress on FY 2019 milestones  
(Status at April 30, 2020)**

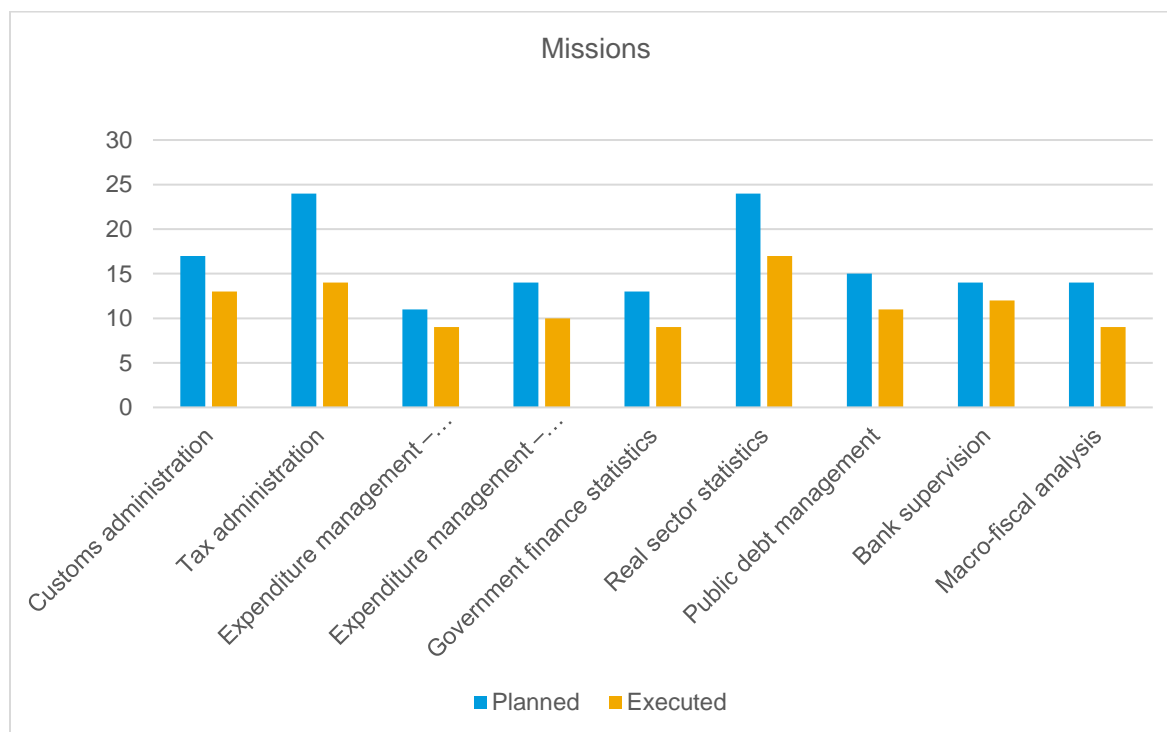




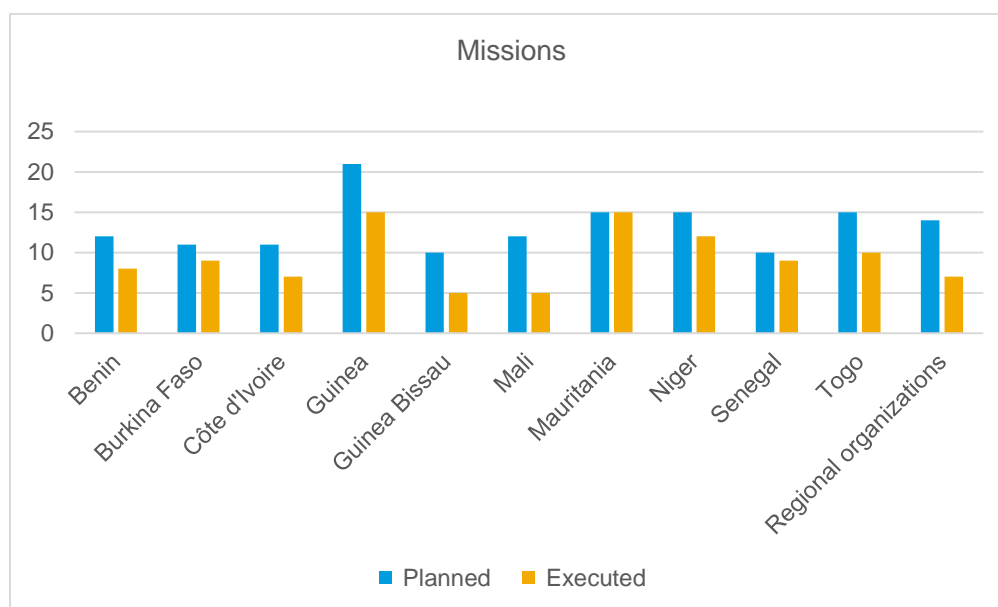
**Table 1. Number of missions conducted  
(Status at April 30, 2020)**

Functional area	Number of missions planned	Number of missions conducted	Number of missions postponed or canceled
Customs administration	17	13	4
Tax administration	24	14	10
Expenditure management – budget	13	9	4
Expenditure management – Treasury	14	10	4
Fiscal statistics	13	9	4
Real sector statistics	24	17	7
Public debt management	15	11	4
Bank supervision	14	12	2
Macro-fiscal analysis	14	10	4
<b>Total</b>	<b>148</b>	<b>105</b>	<b>43</b>

**Figure 2. FY 2020 work program execution by functional area  
(Status at April 30, 2020)**



**Figure 3. FY 2020 work program execution by beneficiary  
(Status at April 30, 2020)**



## I. DECISIONS BY THE AFRITAC WEST STEERING COMMITTEE

The AFRITAC West Steering Committee, following consultation of its members:

- Adopted the minutes of the 29th meeting held on March 21, 2019 in Abidjan;
- Ratified the reports on execution of the work program and budget for fiscal year 2020 as at end-January 2020 and on the budget and work program for fiscal year 2021;
- Welcomed contributions from Norway and Switzerland to financing for the Center's activities, as well as substantial additional financing from France;
- Supported the IMF's idea of exploring different ways to finance the regional centers through financing of other topics or through bilateral projects such as the project to finance debt management activities by Japan;
- Decided that the next Steering Committee meeting would be held in Côte d'Ivoire in March 2021 and chaired by Guinea.

## II. IMPACT OF THE COVID-19 PANDEMIC ON THE CENTER'S WORK PROGRAM.

- 1. Like many countries around the world, the AFRITAC West member countries are facing an unprecedented health and economic crisis.** The health crisis associated with the spread of COVID-19 will result in decreased economic growth in the region due to the combination of multiple shocks, including decreased activity in a number of sectors of activity following social distancing measures, the fiscal cost of combating the disease, deterioration of the external environment that will reduce external demand and tighter financing conditions, and the decline of exports and commodities prices. Tax administrations, for example, will face a number of challenges to be overcome, in particular the impact of fiscal measures adopted in response to the crisis and slower economic growth.
- 2. In support of its members, the IMF responded promptly to the crisis** by proposing economic policy measures, instituting emergency financial support mechanisms and support for low-income countries, and providing adequate technical assistance to strengthen countries' capacities and institutions during the health crisis.
- 3. In response to the spread of the pandemic, AFRITAC West switched to remote work** and, in cooperation with headquarters, implemented new ways to provide capacity building (Box 1) through video conferences, support in the drafting of texts, webinars, and ongoing assistance, and by supporting planning for the continuity of government activities. These activities were conducted in close coordination with the IMF departments. The Center also conducted a number of technical assistance and training missions remotely for the member countries.
- 4. During the initial weeks of the pandemic, several missions had to be canceled or postponed.** Three technical assistance (TA) missions with tax administrations planned in March and April [2020] (Guinea-Bissau, Mali, and Mauritania) had to be canceled due to travel restrictions imposed in early March to slow the epidemic's spread. With respect to real sector statistics, a TA mission to Mali and Benin and two missions to Guinea were canceled, and one mission in Mauritania was conducted remotely with the authorities' consent. Four missions (Burkina Faso, Côte d'Ivoire, Mali, and Togo) on budget aspects of public expenditure management were canceled. In the area of debt management, two TA missions in Guinea-Bissau and Burkina Faso and one mission for the WAMA Securities Agency (AUT) were canceled, while a mission to Guinea on the medium-term debt strategy (MTDS) was replaced by a debt reporting mission conducted remotely. Regarding cash flow aspects of debt management, the missions postponed from FY 2020 (Mali, Côte d'Ivoire, Guinea-Bissau, and Senegal) due to COVID-19 will be conducted to the extent possible during FY 2021. In macro-fiscal analysis, [three] missions (Niger, Togo, and Burkina Faso) were canceled.
- 5. The AFRITAC West FY 2020-2021 work plan was designed in a pre-COVID-19 situation,** and therefore minor changes can be expected to the extent the countries' strategic objectives remain largely unchanged – the crisis has indeed increased the urgency of implementing the actions identified in the work program.
- 6. The Center provided advice and recommendations to governments and institutions of the subregion's countries** to help them better cope with the health crisis. In the areas of public expenditure

management and macro-fiscal analysis, the Center also took part in developing technical notes and organizing webinars to strengthen governments' capacities in the use of budget tools adapted to respond to COVID-19. For the real sector in particular, notes were shared on the continuation of activities to compile the national accounts, the consumer price index, the industrial producer price index, and the export and import price indices. The indices were among the measures adopted to support the economy and ensure the continuity of operations. Through exchanges with governments and institutions, the modalities of remote support were defined and the FY 2021 program of activities was adapted accordingly.

**Box 1: New modalities of technical assistance in the context of the health crisis**

With the health crisis, a new way of working remotely had to be implemented through videoconferences. This new mode of capacity building is being improved based on ongoing experiences.

**The impact of the COVID-19 crisis on AFRITAC West activities necessitated a new approach to delivering technical assistance:**

- **Strengthen coordination between AFRITAC and headquarters to limit the number of actors** working with the administrations and avoid creating confusion at a time when communication has become difficult;
- **Take better account of, and be more responsive to, the beneficiary countries' expectations;**
- **Limit the use of consultants to experienced experts.** Remote missions are difficult to conduct, exhausting, and require thorough knowledge of the context;
- **Aim to adapt our remote support appropriately and effectively.** The TA program had to be adapted to respond to our member countries' priorities. Accordingly, we must be flexible in adapting the program to demands and priorities.

Finally, in regard to the manner of working remotely, the missions in progress show the need to work differently, limiting discussions of findings to a minimum and focusing on implementing good practices while trying to reconcile short-term priorities for managing the health crisis and implementing programs with more critical medium-term priorities for sustainable capacity strengthening.

**Key challenges:**

- Support administrations in preparing or improving continuity plans in the context of an acute health crisis;
- Support administrations in the context of a resumption of activities by identifying and prioritizing actions to be taken;
- Improve the identification and prevention of risks; and
- Develop the administrations' capacities in statistical analysis to optimize the normal resumption of activities.

# III. EXECUTION OF THE FY 2020 WORK PROGRAM AND FY 2021 WORK PROGRAM

## A. EXECUTION OF THE FY 2020 WORK PROGRAM

**7. At end-April 2020, the Center had executed 71 percent of its annual work program in terms of TA missions. Eleven seminars and six intensive internships were organized.** Improved tools supported the monitoring of the Center's strategic objectives, expected outcomes, results indicators, and intermediate steps or milestones. The preliminary results at April 30, 2020 indicate good progress toward the achievement of milestones. Of the 203 weighted milestones for FY 2020, 114 were completed, 54 were partially completed, and 35 were not yet completed (Figure 1). The results by sector show that half of the planned milestones were achieved in all areas.

### BENIN

---

#### ***Customs administration.***

**8. Strengthening post-clearance inspections.** In the context of its support, the Center noted that the increase in resources in 2018 paved the way for solid results in terms of revenue collection. The efforts in terms of allocation of personnel led to the collection of 66.9 percent of the taxes and duties forecast for 2018. However, the staffing reduction begun in 2019 is liable to have a negative impact on the capacity of the Customs Investigations Division's capacity to achieve objective fixed for 2019, which was reduced with respect to 2018. The lack of data on the number of cases opened and/or closed precludes measurement of whether the target – to conduct at least one-half of post-clearance inspections at business premises – was achieved. Working sessions were organized with each of the investigative teams to discuss the specifics of cases in progress, and found improvement in the quality of execution. To effectively support the recommended measures, an action plan was prepared and proposed. Progress in implementing the action plan will be evaluated during the next mission programmed in 2020.

**9. Automated risk management and targeting of inspections.** The Center's technical assistance determined that the selectivity of controls at the Cotonou Port Customs bureau has improved and is consistent with the objectives of the automated risk management program. The use of automatic selection rules has decreased considerably. During January to August 2019, 65 percent to 80 percent of red lane declarations were selected on the basis of [ASYCUDA] scoring. However, the overall selection targets were not achieved. The volume of red lane declarations has decreased but is still too high. The green lane has gone virtually unused since last January, with the exception of June, when of the percentage of declarations of release for consumption routed through the green lane increased to 12 percent before declining again in the following three months. The committee on inspection selectivity has been formally established and is now in operation. The statistical monitoring unit established in January 2019 was recently elevated to a divisional unit under the Directorate of National Revenue.

#### ***Public expenditure management.***

**10. Improving the integration of cash flow management and debt management.** In the area of cash flow management, the mission strengthened officials' capacities in preparing higher-quality cash flow

forecasts. Rolling forecasts are not yet being prepared, and the forecasts calculated at the start of the year have not been updated. Significant progress was observed in implementing the Treasury single account (TSA). In light of difficulties encountered in implementing some of the previous recommendations, a new timetable was developed.

**11. Strengthening implementation of the Treasury single account:** Practical experience with the TSA was launched, and the Directorate General of Treasury and Public Credit (DGTCP) finalized the inventory of bank accounts. The implementation of the TSA should be consolidated by extending the connection of accounting workstations to the TSA, setting up a notification system for accounting officers' expenditures by means of a dedicated tool, and improving cash flow forecasts and forecast updates. The terms of reference have been prepared for a study of the impact on the banking system of closing public bank accounts. At the conclusion of the study, an analysis of public bank accounts will be conducted, which will allow the process of closing the accounts to begin. The road map for consolidation of the TSA was updated, and a two-day workshop was held to strengthen the capacities of some 20 attendees in cash flow management, the TSA, and the features of an effective, efficient notification system for cash flow management.

**12. Support in preparations of the accounting reform planned for 2021:** In the context of ongoing efforts to prepare a new accounting framework, a draft decision was prepared providing for the establishment of dossiers for the government's 2021 opening balance sheet (OBS); a DGTCP team accompanied the mission at all discussions with the ministries and directorates involved, including the directorate in charge of materials accounting, and it was trained in the tasks of preparing the OBS. A two-day workshop was held to strengthen the capacities of about 20 individuals in the application of three accounting standards in the context of preparing the government's opening balance sheet.

**13. Strengthening transparency and fiscal credibility.** AFRITAC West's support entailed strengthening authorities' capacities to identify, analyze, report, and monitor fiscal risks. The authorities were familiarized with the definition and sources of fiscal risks, inter alia, through a half-day capacity strengthening seminar for 35 participants from the relevant central government administrations and public corporations, which reviewed the principal fiscal risks to which Benin is exposed and effective approaches to monitoring and managing those risks. The seminar also helped them prepare a detailed action plan to prepare a full report of fiscal risks for the upcoming fiscal year by the end of the current year.

#### ***Public finance statistics.***

**14. Work on expanding the scope of coverage of public finance statistics in accordance with the GFSM 2001/2014.** The Center assisted in finalizing the conversion tables for the different general government subsectors. The production of financial operations tables (TOF) for those subsectors is planned for the short term, as well as the compilation of consolidated general government statistics. In addition to producing the TOF, the Center supported the production of the other tables of the minimum analysis framework for the budgetary central government, i.e. (i) the cash flows, (ii) the financial position, and (iii) the debt position. The production of minimum analysis framework tables was also begun for the other general government subsectors, i.e., social security, local administrations, and extrabudgetary units. In that context, particular emphasis was given to making statistics more accessible to the general

public. The practice adopted was to provide feedback to the authorities as well as the technical and financial partners prior to wider dissemination on the ministry website.

### ***Real sector statistics.***

**15. Retropolation of the national accounts.** The AFRITAC TA supported the development of templates for retropolation of the national accounts after the change of base year. Additional efforts are envisioned to collect the missing information in order to fill in the working templates. In addition, national accounting officers were trained in compilation of the national accounts for subsequent years following the compilation of base year accounts.

### ***Debt management.***

**16. Toward better integration of cash flow management and debt management.** On the debt management side, the mission provided guidance on improvements to facilitate the integration of debt management and cash flow management. Roughly 50 percent of the recommendations to be implemented in 2018 are completed and 40 percent are in progress; work has not begun on one action. Deficiencies were noted in the approach to implementing the 2019 market financing plan. In light of difficulties encountered in implementing some of the previous recommendations, a new timetable was developed.

## **BURKINA FASO**

---

### ***Customs administration.***

**17. Strengthening of the Customs valuation function.** The mission noted that nine months after the launch of the import verification program and the strategy to bring the valuation function back in house, Customs had made a qualitative leap forward in applying transaction value. In general, this progress is reflected in the partial or complete implementation of 17 measures recommended during the previous mission. The ratio of total revenue to revenue from selected products improved. The strategy deployed is relevant but requires a degree of vigilance nonetheless. The Transition and Supervision Committee played a decisive role in the success of the insourcing strategy. The value control team and the clearance bureaus also contributed to the significant progress observed. The analysis of declarations geared toward control of transaction value is highly informative. Controls with conclusive results were initiated by the post-clearance inspection unit to confirm the declared values. As concerns the response from economic partners, the results are mixed. The difficulties observed in October 2018 have not been forgotten, but the private sector's assessment has taken a positive turn.

**18. Improved management, monitoring, and control of exemptions.** The TA mission found that information on the period of validity of exemption decisions and any extensions are accessible to customs agents on request in SYSGEX (the dedicated exemptions management module). However, access to exemption decisions, regulations, and monitoring data must be requested from the Directorate of Legislation and Regulation (DLR). Despite UNCTAD's intervention, the exemptions management module is still unavailable due to technical problems that could not be identified. The DLR defined additional new



codes to better handle exemptions. The removal of exempt merchandise without presentation of the exemption certificate is still in need of improvement. Most inspection certificates are not detailed and do not fully reflect all the findings. Moreover, the findings are not systematically entered to the automated customs disputes system (SYGICOD), limiting their usefulness for sound risk analysis. Customs should step up its efforts on a number of priority actions, some of which were previously identified in May 2018 and have not been addressed.

### ***Tax administration.***

**19. Modernization of procedures for collection and management of tax arrears.** The mission reviewed the implementation of the plan developed in October 2018 to collect the largest outstanding tax debts. It also proposed a matrix for classification of tax arrears by nature of risk with a matrix classifying arrears by type of taxpayer and type of debt. The mission also evaluated progress in implementing the accounting network for the Directorate General of Taxes (DGI), which will take effect January 1, 2020, with the underlying issue of preparing the Receiver General's opening balance sheet. To improve the tax arrears situation, the mission suggested that the transaction rules and procedures be simplified, particularly following tax audits, and that the procedure for writing off unrecoverable debts be put in practice. The mission encouraged the implementation of an expanded database in the near future, to include bank account, financial, real property, and land ownership information, and the development of relevant management dashboards to strengthen the strategic and operational management of tax arrears.

**20. Strengthening of strategic coordination and organization to improve the performance of basic tax administration functions.** Lasting improvement of DGR performance will be subject to further efforts in (i) instituting genuine strategic coordination of DGI missions, (ii) consolidation of the DGI organization, and (iii) better control of operational processes. The actual progress made in the last two years primarily concerned the IT area. The operational units made increased use of the SINTAX application, and the range of remote procedures available to taxpayers was expanded. The increased use of new technologies enabled the tax administration to better identify and control the tax population and secure tax revenue despite the difficult context. In fact, the DGI's performance improved by 0.75 percentage points of GDP during 2019 despite the deteriorating security context in some regions of the country and significant social unrest at the DGI during the first four months of the year. Significant weakness in key tax administration functions persist nonetheless: (i) information on taxpayers' tax obligations is not always accurate; (ii) collection actions are inefficient; (iii) no progress has been made on the planned simplification of tax regimes (particularly for small taxpayers); and (iv) the procedures for refunding VAT credits should be further streamlined. The minimal progress relative to the scope of the reform challenges is due not to a lack of understanding of the issues or indifference toward addressing them but essentially to weak coordination at different strategic levels and in the performance of activities. These difficulties stand in the way of genuine change, the emergence and sustainable implementation of good practices, and the adoption of corrective measures when difficulties arise.

### ***Public expenditure management.***

**21. Support in preparing a directive on annual accounting, reconciliation, and closing operations for fiscal year 2019 under the accrual method of accounting.** In the context of support, it was noted that the DGTCP had begun work on preparing the 2019 opening balance sheet (OBS) as provided by the



draft roadmap and recommendations of the March 2019 mission, and concrete progress had been made. However, the postponement of accounting reconciliation operations normally preceding preparation of the 2019 OBS to a later date prevented verification of the quality of the accounts presented on the 2019 OBS. The mission noted that a number of activities included in the OBS roadmap were postponed or delayed and are now priorities for the successful preparation of the OBS and the 2019 accounting closing. A table presenting the implementation status of recommendations and an action plan for preparation of the OBS were provided. The TA also included the organization of a two-day workshop, with logistical support from the GIZ, to strengthen the capacities of some 40 participants on accounting quality, posting and reconciliation operations, and preparation of the closing balance sheet under accrual accounting.

**22. Support in implementing the TSA.** Progress was made in implementing the TSA with the Council of Ministers' October 2019 approval of a proposed decree on the establishment of the TSA, the creation of a TSA implementation committee pursuant to a DGTCP internal memorandum, and the designation of a project point of contact. The partial inventory of public bank accounts (9 out of 14 banks at the time of the mission's visit) served as the basis for an initial list of public bank accounts. However, little progress was made on the effective implementation of the TSA. From an organizational standpoint, the TSA project is competing with two other important reforms by the DGTCP scheduled for completion in January 2020: (i) the establishment of new DGI, Customs, and ministerial accounting networks, and (ii) the transition to accrual accounting and preparation of the OBS. The list of public bank accounts should be improved to support the analysis and identification of suitable bank accounts as candidates for consolidation in the TSA. From a technical standpoint, the IT component of the TSA project (automated interbank clearing system STAR and SICA expenditures, SWIFT) is being implemented in the context of the World Bank project to support financial inclusion in Burkina Faso. At the time of the mission's October 2019 visit, project implementation had not begun. The initial phase of project framing had been completed in end-November 2019. The mission also conducted a two-day workshop with logistical support from the GIZ to strengthen capacities in implementation of the TSA and accounting reforms.

#### ***Public finance statistics.***

**23. Refinement of TOFs for the general government subsectors and compilation of consolidated general government statistics.** The Center's assistance focused on two areas, (i) communication and outreach for the authorities and (ii) technical work with technical staff. Concerning the first point, the Center met with key officials from the units in charge of compiling and producing primary data for subsectors of the budgetary central government and social security. The TA supported the refinement of TOFs for the different subsectors and the start of production of consolidated general government statistics. In addition, it supported the production of all other minimum analysis framework tables, i.e., the cash flow position, the balance sheet, and the public debt position.

#### ***Real sector statistics.***

**24. Preparation of financial accounts and alignment of quarterly national accounts (QNA).** The National Statistics Institute (INS) hosted a mission on the financial accounts. After the process of changing the base year for the national accounts, resulting in a new base year 2015 and the compilation of the 2016 accounts and a retroplated series, the INS planned to start on implementation of the System of National Accounts 2008 (2008 SNA), including the preparation of the financial accounts. The financial

accounts present the financial flows representing the counterpart of monetary transactions in goods and services. The balance of flows theoretically equals the capital account balance. They are used in consolidating the sequence of national accounts. The mission trained the national accounts team on the tools required, and prepared working templates to facilitate compilation of the accounts. The producers of accounts, including the BCEAO, were involved in the working visits. The TA served as the occasion to review INS progress in aligning the QNA on the new national accounts series. Beginning on April 22, 2020 – i.e., during the COVID-19 period, discussions were held with the INS to finalize the alignment of the QNA series, including the construction of annually chained quarterly volume measures.

### ***Macroeconomic and fiscal analysis***

**25. Strengthening the revenue forecasting mechanism and tools.** A TA mission for the Directorate General of Sector Studies and Statistics (DGESS) reviewed the tools, schedule, and participants in the revenue projection process; assessed the quality of the available tools from the standpoint of infra-annual, annual, and multiyear forecasting; identified challenges with a view to improving them; and offered a technical note on methodological concepts and a common calendar for preparation and update of revenue forecasts. The mission also prepared a plan for the development of revenue forecasting tools (multiyear and infra-annual), which was validated during the mission.

## **CÔTE D'IVOIRE**

---

### ***Tax administration.***

**26. Modernization of DGI management tools.** In recent years, the Ivoirian tax administration implemented new tools to modernize its management. Some of the tools resulted in progress in certain areas such as monitoring and managing performance and automation. The tools led to performance improvements in some areas and increased use of information and indicators for purposes of monitoring and control. The development of a medium-term multiyear strategy defining the DGI's objectives and priorities would lead to increased use of indicators for strategic purposes and coordination and provide increased visibility for decision making. The DGI headquarters staff are still continuing to focus on day-to-day activities and monitoring revenue. They should step up actions in the area of planning, the production of standards, and monitoring and evaluating operational activities in addition to the achievement of financial objectives, to ensure that all dimensions of performance are considered in the evaluations. Very positive developments were observed in the area of technology. The integrated SIGICI application is deployed in all units located in the capital and will be rolled out to the provincial directorates in the near future. Remote filing and payment is widely used, and the processing of business tax returns in SIGICI is increasing the quantity and quality of information available.

### ***Public expenditure management.***

**27. Support for preparation of the government's 2020 opening balance sheet.** The TA included: (i) monitoring the status of previous missions' recommendations, including review and verification of the accounting trial balance; (ii) assistance in the preparation of the draft decision on the methodology to be used in compiling the opening balance sheet (OBS); and (iii) preparing six model accounts based on the authorities' selection of accounts prescribed by the new accounting framework, to serve as a reference for continued work on the other balance sheet accounts. The mission also contributed to the preparation

of the draft fiscal and accounting map organized by cycle, process, procedure, and task, and a draft roadmap for the strategy for the initial 2020 OBS and additional information to be incorporated gradually.

**28. Participation in a mission from the IMF Fiscal Affairs Department (FAD) to support consolidation of the TSA and improved cash flow management:** The Center's support included (i) a diagnostic assessment of the institutional framework for managing cash flows and the TSA, and (ii) recommendations for improving cash management processes and tools and ongoing consolidation of the TSA. The mission prepared a dozen priority recommendations to achieve best international practices for cash flow management and the TSA. It also conducted a technical workshop to strengthen capacities in cash flow planning.

**29. Strengthened budget execution to support the new program budget.** In April 2020, the Center provided TA to strengthen the budget execution mechanism and expenditure cycle to support implementation of the new program-driven budget management put in place in January 2020.

#### ***Public finance statistics.***

**30. Refinement of TOFs for the general government subsectors and compilation of consolidated general government statistics.** The Center's support included the refinement of conversion tables and production of TOFs for the different general government subsectors for fiscal year 2018, as well as other tables of the minimum analysis framework. With respect to the extrabudgetary units subsector, the Center helped extend the scope of coverage of statistics to other public sector units that do not provide market goods or services. As a result of sectoring work, some public sector units having the legal form of corporation were reclassified as extrabudgetary units because they did not engage in market activities. They will be gradually incorporated in the extrabudgetary units subsector, the first iteration of which will be limited to the financial operations of national public institutions.

**31. Production of public finance statistics in accordance with GFSM 2014 standards.** the Center supported Côte d'Ivoire in producing TOFs for the different general public subsectors and the consolidated position of general government transactions. It also established an annual frequency for production of statistics, within nine months from year end, for TOFs for the social security, local government, and extrabudgetary units subsectors, and the consolidated general government position. It was decided that the TOF for the budgetary central government would be produced within 45 days from the end of the month.

**32. Work on expanding the scope of coverage of public finance statistics in accordance with GFSM 2014.** The Center noted with satisfaction the continued production of TOFs for the budgetary central government in accordance with GFSM 2014. Its support enabled the budgetary central government TOF to be produced at a quarterly frequency pending the country's transition to monthly production. Also, in preparation for producing the consolidated general government position and measuring the impact of the different subsectors, the mission recommended adjustments to the statistics, in particular through the application of revenue attribution. In regard to other tables of the minimum analysis framework, in particular the cash flow position (Table II), the balance sheet (III), and the public debt position (IV), the mission was pleased to observe that they are produced on a regular albeit annual basis. The mission reviewed and refined the various tables produced.

### ***Real sector statistics.***

**33. Preparation of the quarterly national accounts and the new 2015 base year.** In May 2019, a mission assisted the National Statistics Institute (INS) in a review of the mechanism for compiling the quarterly national accounts (QNA). The mission recommended that the INS disseminate the QNA to users with the associated metadata (template, high-frequency indicators, methodology). The INS is also in the process of preparing a new 2015 base year for the national accounts in accordance with SNA 2008 recommendations. In the context of the new base year, the Center conducted three missions with the INS in November 2019, December 2019, and January 2020 in order to expedite production of the 2015-2018 accounts. The missions help the INS achieve that objective and recommended that the INS continue work to improve the use of all source data in preparing the source and application of funds table. The mission emphasized the importance of efforts to reconcile discrepancies found in the summary of national accounts by going back to the primary sources of information.

### ***Macro-fiscal analysis.***

**34. Capacity-strengthening in macroeconomic analysis (phase 1).** The mission consisted of a one-week workshop to train some 20 officials from the Directorate of Economic Forecasting, Policy, and Statistics (DPPSE) in tools for economic analysis. The workshop combined theoretical presentations with hands-on exercises in groups. Areas of improvement were identified for the economic publications and the mechanism. A second phase of support in this area (to replace the topic initially provided in the FY 2020 program) will entail a workshop on techniques for deseasonalizing and economic forecasting.

## **GUINEA**

---

### ***Customs administration.***

**35. Strengthening of the Customs valuation function.** In the course of the Center's TA it was found that while numerous measures had been implemented, the Customs administration should continue to prioritize actions to fully implement the strategy for insourcing and enhanced control of the Customs valuation function. In close cooperation with a working group, the mission helped prepare a document entitled "Insourcing strategy for the Customs valuation function," which defined the general objective of "Contributing to increasing government own resources," and the specific objective of "Appropriate and effectively manage the Customs valuation function throughout the customs territory by September 2020." The strategy paper was supplemented by a detailed action plan and implementation schedule.

### ***Tax administration***

**36. Strengthening of key tax functions of the National Directorate of Taxes (DNI). Two missions were organized during the period.** The key objectives were to (i) offer additional support for the project to review and clean up the taxpayer files, (ii) assist the responsible managers in clearing tax arrears, and (iii) strengthen oversight of the 2019 performance contract between the minister of budget and the national director of taxes, then assist in drawing up the 2020 performance contract. The mission was pleased to note the publication of the decision officially instituting the new taxpayer identification number, the regular sharing of the active taxpayers file with the Customs administration, the reinstatement of GPS tracking, and signature of the circular establishing new rules for taxpayer management. Other areas of

progress were the 2019 implementation of the new performance contract format and signature of the decision establishing a committee on write-offs of unrecoverable tax arrears. A number of essential activities were delayed, however, such as internal control and clearing of tax arrears. Also, implementation of the performance contract is in need of improvement, and the support promised to the DNI in 2019 is insufficient. In terms of TA, the plans to clean up files and clear tax arrears were updated, an approach was organized for taxpayers identified by GPS tracking but not yet taxed, and the proposed 2020 performance contract was formalized.

### ***Public expenditure management.***

**37. Support for automating the government accounting system.** In cooperation with an FAD expert (project funded by the European Union), the mission assisted in the automation of the government accounting system by participating in the quality review of the draft functional terms of reference for a software application to automate the government accounting system. The mission adopted a participatory methodology to review and enhance the initial draft terms of reference with selected DGTCP members, followed by a two-day workshop with roughly 60 attendees to review the document outline, validate the inventory of existing components and the key accounting functions and procedures to be automated. With the support of the DNTCP and key senior accounting officers, the mission supplemented the draft terms of reference for automating the accounting system in form and substance, with a restructured, documented plan, a functional description of the principal accounting processes, business area procedures, crosscutting procedures, and a description of the principal legal and regulatory reports the future information system should provide. The draft terms of reference also includes a full description of the future plan for automating the general accounting system and the associated risks; it proposes a modular structure for the general government accounting information system, organized according to financial issues, in order to obtain the initial results within a reasonable time period; it also details the key preliminary actions and measures to be implemented to ensure the success of the future automation plan.

**38. Support in the development of a legal framework for public investment management.** The purpose of this mission was to support the authorities' efforts to improve public investment management (PIM) following the Public Investment Management Assessment (PIMA) mission conducted by FAD. Specifically, it assisted the authorities in developing a draft-level regulatory framework (cf. decree) to establish the key phases of PIM, the formulation of investment projects, and accounting recognition and monitoring of the assets produced by the projects, including planning, programming, budgeting, implementation, and monitoring-evaluation. The draft decree was prepared by means of a participatory process with the sixteen structures divided among the four key ministries involved in PIM in Guinea.

**39. Support for implementation of the commitment authorization (AE) – annual payment appropriation (CP) mechanism for budgeting multiyear investment projects and capacity-strengthening in public investment management.** AFRITAC West's technical support helped consolidate the implementation of the AE/CP technique for appropriate budgeting and monitoring the execution of public investment expenditures. The support was provided for headquarters as well as the sector ministries, and included:

- Capacity strengthening for actors in charge of PIM at headquarters and in the sector ministries;

- Restructuring of the public investment expenditures of six other ministries using the AE/CP mechanism, and improving the quality of their multiyear expenditure programming documents (MTEF);
- Training of a team of instructors from the National Directorate of Budget to continue reorganizing capital expenditures using the AE-CP mechanism in other ministries and institutions.

***Public finance statistics.***

**40. Refinement of statistics for the budgetary central government and expansion of the scope of coverage of government finance statistics according to GFSM 2014.** The Center supported the definition of a methodology to expand the scope of coverage of statistics to all general government subsectors. Off-site work with the units in charge of managing and monitoring operations of general government subsectors combined outreach and technical work. It also served as the occasion to collect additional information to refine the TOFs for the different subsectors. At the conclusion of the work, the mission developed a conversion table for local governments and a new TOF architecture for the budgetary central government, which were provided to public finance actors. The new presentation will have the advantage of facilitating the migration of the subsector's statistics to GFSM 2014 standards and principles. In addition, meetings with social protection institutions familiarized the mission with the details of reforms under way.

***Real sector statistics.***

**41. Preparation of the 2017 and 2018 national accounts in accordance with SNA 1993 and rebasing of the national accounts in accordance with SNA 2008.** The Center supported the INS in compiling the 2017 and 2018 national accounts in accordance with SNA 1993. The capacities of the national accounting officers were strengthened to enable them to take over the process of compiling the national accounts. Particular emphasis was given to processing source data and control, reconciliation, and estimating procedures. The mission also assisted the INS with the change in base year under SNA 2008, including a review of surveys conducted (trade margins, nonprofit organizations, and household services) or in preparation (survey of the structure of intermediate consumption). The results of surveys on households' final consumption expenditure and the informal sector are in the process of validation. [Two other missions were planned for February and April 2020 but could not be conducted due to COVID-19 restrictions.](#)

***Debt management.***

**42. Strengthening of debt service projection practices and transparency of debt.** The TA supported the correction of weaknesses observed in the debt service projection techniques currently used by the National Directorate of Debt and Official Development Assistance (DND-APD). The fragmentation of debt information among several units and inadequate coordination of debt management activities also affect the DND-APD's capacity to produce reliable debt service projections. The mission urged the authorities to modernize the institutional framework for debt management and reduce the fragmentation of debt management responsibilities, as was emphasized during recent missions. The Center also provided training to DND-APD staff on practical measures relating to the debt statistics bulletin. It assisted the DNA-APD and improving the contents of the bulletin for first quarter 2019 and preparing a draft procedures manual to serve as a guide for the preparation of future bulletins.



**43. Development of a medium-term debt strategy (MTDS).** The mission provided practical training and technical support to the authorities in the formulation of the public debt management strategy, in particular appropriation of the MTDS development process and use of the IMF/World Bank MTDS quantitative tool. Officials from units involved in the public debt management process, in particular the DND-APD and the DNTCP, were the primary beneficiaries of the training.

#### ***Bank supervision and restructuring***

**44. Reform of regulations and implementation of supervision.** One of the missions to the Central Bank of the Republic of Guinea (BCRG) during the period was canceled due to a conflict with admission from IMF headquarters to define technical assistance priorities for the coming three years (the Financial Sector Stability Review). The mission conducted in October 2019 and February 2020 focused on (i) the final review and adjustment of new financial and statistical reports that the banks will be required to submit periodically, and the design of correspondence tables between the new documents and the accounting framework for banks; (ii) finalization of the individual banks' ratings for 2018 based on the methodology revised in January 2019; (iii) continuation of work in preparation for review of the solvency ratio; and (iv) participation in a seminar for Guinean banks organized by the BCRG to present the new accounting framework and new reporting statements. During the seminar, the resident advisor presented the main aspects of the reform and answered questions from the banks. Over 30 participants attended the seminar, the majority of whom were bank finance and IT managers.

#### ***Macroeconomic and fiscal analyses***

**45. Strengthening of mechanisms and practices for macroeconomic and fiscal framing and tax revenue forecasts.** The mission assessed the implementation status of the previous missions' recommendations. It also met with the key revenue forecasting actors. A three-day seminar was arranged for roughly 100 officials. A conceptual note was produced at the close of mission. A plan for strengthening the framing mechanism was also proposed and validated.

## **GUINEA BISSAU**

---

#### ***Customs administration.***

**46. Strengthening of the Customs valuation function.** The mission found that only eight of the 20 measures that had been recommended to support effective insourcing of the Customs valuation function and correct application of transaction value had been fully or partially implemented since the October 2018 visit. The efforts made by the Directorate of Information Systems and Statistics are encouraging, with two very positive developments: (i) deployment of ASYCUDA++ in nearly all the Customs clearance bureaus and (ii) the development of an application, the Guinea-Bissau Customs Information System, to manage data output by ASYCUDA++. However, much remains to be done in relation to staff appropriation of the tools (outreach, training) to improve the effectiveness of Customs operations. Post-clearance inspection of declared customs values has yet to be put in operation. Customs should step up its efforts in several priority actions, several of which were previously identified in October 28 have yet to be addressed.

### ***Public expenditure management.***

**47. Support for the preparation of a procedures manual for public expenditure execution.** The purpose of the mission was to support the authorities' efforts to improve the process and control of budget execution by putting tools in place to support budget execution. The mission assisted the authorities in preparing a procedures manual for public expenditure execution that covers the key phases of budget execution, from putting the appropriations in place after budget approval by the Popular Assembly through payment of expenditures to the Treasury. The mission also reviewed progress in implementing the priority recommendations of previous missions since the most recent review, conducted during the September-October 2018 mission.

**48. Support for the preparation of a procedures manual for accounting officers of the Treasury General.** The mission noted that the recommendations from the two previous missions were partially implemented, with 25 percent of those actions completed. For half of the recommendations, implementation had yet to begin. Progress was observed on several points, however. Accounting procedures and detailed diagrams have been prepared to improve the recognition of specific operations. Bank reconciliations were conducted on a more regular basis by end-2018. A draft procedures manual for cash-basis accounting was prepared during the mission, with active participation by Treasury General staff. Those advances are fragile, however, and significant weaknesses in the accounting system persist. The monitoring of third-party accounts and provisional allocation of expenditures is not organized and is not performed on a sufficiently regular basis. In regard to regulations, the WAEMU directives were transposed in national law, but there is no guidance for applying them.

### ***Real sector statistics.***

**49. Compilation and dissemination of national accounts based on the new 2015 base year.** The mission supported the Nationalist Statistics Institute (INE) in compiling the 2017 and 2018 accounts and disseminating the 1997-2017 series. The INE published its new series of national accounts at a session held during the mission and chaired by Ministry of Finance authorities. The accounts were compiled in accordance with SNA 2008. The mission developed an Excel-based tool to support work on the provisional accounts. The tool will enable the INE to publish the provisional accounts on schedule. The tool supports calculation of GDP under the production and demand approaches.

### ***Macro-fiscal analysis***

**50. Integration of the new national accounts series in the TCHINTCHOR macroeconomic model.** The efforts facilitated update of the TCHINTCHOR model by inclusion of the 2015 and 2016 source and application of funds tables (TRE) in the model. The TRE are the result of work by the INE to implement SNA 2008. The mission also assisted in adapting the TOFE and balance of payments frameworks to the new methodologies used by the units that produce the information. This progress with respect to the previous situation, in which projections were based on the 2013 TRE, should be consolidated through the production of TRE for each current year of national accounts and expansion of the coverage of economic indicators to other productive sectors and other economic processes.



### ***Tax administration***

**51. First tax administration evaluation using the Tax Administration Diagnostic Assessment Tool (TADAT).** The advisor participated in a joint evaluation by the IMF, AFRITAC, World Bank, and the African Tax Administration Forum (ATAF) conducted in November 2019 to establish the baseline position of the Malian tax administration in accordance with the TADAT methodology. The TADAT assessment identified strengths and weaknesses of the Malian tax administration, which is distinguished by its strong performance on some of the dimensions measured for good practices in risk identification and management of disputes. The Malian tax administration has been implementing significant reforms for number of years with support from partners, which accounts for some of the high scores. Based on the TADAT findings, the mission identified areas for potential improvement over a realistic implementation schedule that would enable Mali to significantly increase its TADAT score in the near term.

### ***Public expenditure management.***

**52. Support in rationalization of the expenditure cycle.** The mission assisted the authorities in analyzing the current structure of the expenditure execution cycle, including the identification of redundant controls. It made recommendations for gradually implementing a streamlined mechanism adapted to the program mode of budget execution, in keeping with good practices in the subregion and at the international level. In particular, it proposed important institutional reforms to resolve the issue of redundant controls in the expenditure cycle.

### ***Real sector statistics.***

**53. Implementation of the new base year for the national accounts. The National Statistics Institute (INSTAT) plans to adopt the SNA 2008 and change the base year, currently 1997, to 2015.** The mission supported INSTAT in processing the data collected in the context of the integrated regional survey on employment and the informal sector (ERI-ESI), the harmonized household living conditions survey (EHCVM), the survey of nonprofit institutions (ISBL), and the survey on trade margins. The ERI-ESI data will require significant review and cleanup before it can be used for purposes of the national accounts. The main problems were identified and solutions proposed to address them. A mission planned for December 2019 could not be conducted due to security reasons, and a second mission planned for February 2020 was canceled due to the COVID-19 situation.

### ***Debt management.***

**54. Support in developing a strategy for restructuring the public debt portfolio.** The mission assisted the authorities in identifying the refinancing risk associated with the debt portfolio and evaluating the appropriate restructuring strategy to mitigate refinancing risk. The assumptions for external and domestic financing were evaluated in terms of anticipated costs, opportunity costs and, where appropriate, the composition of financing by type of instrument. The mission supported the development of an action plan to reduce refinancing risk for the portfolio and to control the cost of debt.

## ***Macro-fiscal analysis.***

**55. Strengthening the framing mechanism and appropriation of the macroeconomic forecasting model (*modèle macroéconomique, MME*) implemented by the National Directorate of Development Planning (DNPDP).** The mission was conducted in the form of a workshop among members of the Forecasting and Modeling Committee technical team. The five key components of the workshop were: (i) determination of the implementation status of the roadmap from the previous mission, and update of data for the model; (ii) corrections to the model; (iii) testing of the model by projection of years 2017 and 2018; (iv) projection over the 2019-2022 period; and (v) a communication on macroeconomic framing practices. At the close of the workshop, the participants were satisfied with the results obtained and considered the MME-DNPDP model capable of producing the macroeconomic framing. They also agreed to use the model in the September 2019 macroeconomic framing session and to prepare a framing note based on the results.

## **MAURITANIA**

---

### ***Customs administration.***

**56. Strengthening of the post-clearance inspection function.** The mission noted the commitment of the Directorate General of Customs (DGD) to strengthen post-clearance inspections (PCI). The DGD created a supervisory committee in charge of implementing and monitoring actions in the context of strengthening PCI and designed a proposed control structure in line with international standards. Customs has formalized the framework and established the modalities and procedures for implementing PCI through Decision No. 0822 MDAMEFCB/2018. However, several obstacles are liable to impede the functioning of the unit in charge of PCI, in particular: (i) insufficient staffing, (ii) lack of a communication policy, (iii) weaknesses in terms of intelligence, and (iv) lack of experience in programming and implementing inspections. The mission familiarized officials with the risk analysis and management exercise; the processing and analysis of databases for the purpose of targeting and selection of sectors for inspection; and the technique for preparing an annual on-site verification plan. A draft framework directive on intelligence was also prepared.

**57.** From 2015 to 2017, AFRITAC West provided capacity-strengthening for the Mauritanian Customs in the control of declared Customs values in the context of a multiyear technical assistance project. A March 2018 evaluation and found that the Customs had made great strides in applying transaction value. In November 2018, an AFRITAC West mission supported the analysis of mirror data to improve selectivity at the Directorate of Customs Inspections (DRED) and the National Customs Value Bureau (BNV). This was followed by a January visit to evaluate how well the mirror analysis method was being appropriated and identify potential improvements to make if fully operational.

**58.** In the context of Mauritania's regional integration, it requested the Center's support in migrating to the Economic Community of West African States (ECOWAS) Common External Tariff and in implementing the region's trade liberalization plan. An action plan was agreed upon for the support.

## ***Tax administration***

**59. Strengthen collection procedures.** Ineffectiveness of collection actions jeopardizes any efforts that might be made in other areas to improve the tax system. The requirement of improving procedures for collection and payment of taxes is therefore an essential link for credibility of the tax administration. AFRITAC worked on both these areas in order to improve, in particular, the management of problematic tax arrears. In view of the continual growth of tax arrears, a methodology was proposed to help the tax administration identify priorities for collection. To improve the collection situation, particularly for tax arrears, the mission emphasized that the procedure of writing off uncollectible arrears should be simplified and effectively used once the preliminary steps have been completed, to enable the collections staff to focus their actions on recoverable debts. A one-day training session on good practices for tax collection was organized during the mission.

## ***Public expenditure management.***

**60. Support in preparing MTEFs for the ministries.** The mission's primary objective was to support the authorities in implementing MTEFs in the ministries to strengthen results-based budgeting as recommended by the new framework budget law (LOLF) promulgated in October 2018. The mission's work included capacity strengthening in creating MTEFs for budget officials at headquarters and four sector ministries designated by the authorities. The mission was conducted in two phases:

- A one and one-half-day technical capacity strengthening workshop for some 30 participants from the DGB and the finance and planning units of the four ministries in question, with the presentation of six MTEF training and awareness modules; and
- Hands-on practice by the four ministries in creating MTEFs. Because the fiscal year 2019 budget exercise was in progress, the mission's work proceeded under the assumption the MTEFs would be prepared for the period 2020-2022.

**61. Improvement of accounting procedures relating to debt:** significant progress is being made in the accounting area with the recent adoption of Decree 2019-186 of July 31, 2019, beating general regulations for budget management and public accounting; and two decisions adopting the consolidated government accounting standards and creating a committee on public accounting standards. Despite some areas in need of clarification, the new LOLF and General Regulations on Budget Management and Accounting (RGBCP) introduce significant changes in the area of accounting recognition of debt. The fragmentation of responsibilities for debt management and marked weaknesses in the coordination of actors results in redundant tasks and a risk for the reliability of debt data recorded in multiple systems or files. The lack of a common IT tool used by all actors exacerbates the situation. Several recommendations were made to improve accounting procedures for debt and prepare accounting processes based on the accrual method of accounting.

## ***Debt management.***

**62. Development of the Treasury securities market.** The purpose of the mission was to assist the authorities in implementing revised procedures for the issuance of Treasury securities. The mission noted recent progress following revision of the modalities and procedures for issuing Treasury securities via auction. The mission also solicited the opinions of market actors on the effectiveness of the new issuance

modalities and identified the steps needed to support efforts to modernize the process of issuing public securities and the development of the Treasury securities market.

### **63. Development of the medium-term debt strategy (MTDS)**

The TA mission and training supported the authorities in formulating the public debt management strategy and in particular their appropriation of the process of developing an MTDS and using the quantitative MTDS tool developed by the IMF/World Bank. Officials involved in the public debt management process, from units of the Ministry of Finance, the Ministry of Economy and Industry, and the Central Bank of Mauritania, were the chief beneficiaries of the training.

The mission's discussions with the participant included the different steps in preparing an MTDS, the technical and institutional prerequisites to preparing and successfully implementing a realistic, credible MTDS, and the contents of the document or communication presenting the MTDS.

#### ***Bank supervision.***

**64. Adaptation of the regulatory framework and capacity strengthening.** Two missions were conducted with the Central Bank of Mauritania (BCM) to begin preparations for implementation of the new prudential ratios for solvency and liquidity, which will take effect in 2020 and represent the transposition of Basel III standards in Mauritania under a proportional approach. A number of training sessions were conducted for this purpose for commercial bank representatives and BCM staff. The missions also reviewed the contents of management dashboards developed to provide the governor with the real-time, relevant data needed to effectively monitor and identify sensitive institutions. Lastly, regulatory instructions on sanctions applicable to credit institutions and auditors were drafted and promulgated in late 2019. In the context of a mission conducted remotely due to the health context, two experts supported the BCM in the analysis of prudential reports prepared using a new format that considers the provisions of international solvency and liquidity standards relevant to Mauritania. In particular, the mission aimed to evaluate the impact of the COVID-19 pandemic and travel and mobility restrictions on bank liquidity.

#### ***Public finance statistics.***

**65. Support in the establishment of an organization to produce public finance statistics and expansion of the scope of coverage** to the local government subsectors. In view of delays in Mauritania's process of migrating to GFSM 2014 standards and principles, the Center provided support to the authorities in implementing those efforts. It recommended that the Mauritanian authorities create a committee in charge of producing government finance statistics (GFS committee). To improve efficiency, a TOF team in charge of compiling statistics for the budgetary central government was created within the DGTCP. With the Center's assistance, Mauritania produced statistics for the local government subsector using the tool provided to them.

#### ***Real sector statistics.***

**66. Review of the new 2006-2017 series of national accounts using the 2014 base year.** The mission reviewed the national accounts series disseminated in June 2019 with national accounting officers from the National Statistics Office (ONS). The accounts were prepared in accordance with SNA

2008 for base year 2014. The review identified a number of points submitted to the ONS for consideration. They concerned the retropolated series as well as the years 2015-2017. The ONS disseminated a revised series in February 2020. In March 2020, a mission to the ONS was conducted remotely due to the COVID-19 situation. An action plan was established for the QNA that provides for publication of QNA in September 2021. Monitoring activities were conducted throughout April to review the 2017 and 2018 accounts, which were summarized in a mission report to be provided to the authorities.

### ***Macro-fiscal analysis***

**67. Finalization of the macroeconomic and fiscal model under development.** The mission took the form of a working session in Nouadhibou. An instructional approach was adopted to train the participants on the tool, which was used to create a hub and adapt four modules – real sector projections, the balance of payments, public finances, and the monetary survey – to the different purposes of the administrations involved in the macroeconomic and fiscal framing process. The macroeconomic model is ready to be used. The remaining challenges are to finalize the refinement tasks, incorporate the national accounts based on SNA 2008, begin actions to promote appropriation, and define an appropriate institutional framework for use of the model.

**68. Strengthening appropriation of use of the macroeconomic model.** A second TA mission provided training to officials from the different administrations in the use of the model. During training, a number of aspects of current operations were reviewed. Bilateral discussions with the mission also addressed the institutional framework and the need to establish a modeling team.

## **NIGER**

---

### ***Customs administration***

**69. Strengthening of the post-clearance inspection function.** The aim of the TA was to evaluate the operations and work methods of the Directorate of Fraud Control (DLCF), which is in charge of post-clearance inspections (PCI). The mission noted that the findings of the previous May 2018 mission were still valid: (i) capacity-strengthening had not been conducted for the Division of Customs Investigations and Post-Clearance Inspections; and (ii) no explicit procedures had been developed with respect to the modalities of intervention or inspection methodologies implemented by the investigations units. Nonetheless, Niger's Customs mechanism is based on (i) inspection of merchandise (immediate inspection in Customs bureaus), (ii) once the merchandise is cleared (PCI), and (iii) inspection of merchandise in circulation (surveillance brigades, Territorial Surveillance Division, etc.). The different inspection techniques, based on specific, complementary approaches, increase the chances of detecting fraud. Based on the recommendations of the Community decision and an analysis of the current situation, Customs is urged to implement a strategy to modernize the PCI and intelligence-gathering functions. The strategy will be based on the following measures: (1) creation of a supervisory committee, (2) restructuring and strengthening of the headquarters directorate in charge of the intelligence and inspection functions, (3) the use of regulatory and automation tools, and (4) formulation of a training and communication policy.

**70. Customs valuation.** The mission reviewed progress on the multiyear plan to strengthen capacities in customs valuation and proposed additional activities to fully appropriate the subject.

### ***Tax administration***

**71. Strengthening of key functions at the Directorate General of Taxes (DGI).** Two missions were conducted during the period. They noted progress in validating taxpayer records, with the minister of finance's signature of an internal memorandum prohibiting financial transactions for inactive taxpayers; the revision of the circular on the organization of taxation; and the publication of updated versions of the active taxpayer directory. The reinstatement of management committees, as provided by performance plans being implemented for the past two years, represents another significant advance. Delays were noted, however, in the dissemination of management procedures. Also, the configuration of the SISIC application is sub-optimal and a considerable number of taxpayers are "on hold." Lastly, monitoring of the management committees' recommendations calls for further improvement, and efforts to clear unrecoverable arrears have been suspended. To support the DGI efforts, additional assistance was provided in reviewing and validating the files; a listing of SISIC software errors was developed, and assistance was offered to the management committees to consolidate their resolutions and the 2020 performance plan. Lastly, a working framework was defined with the Directorate of Treasury to facilitate clearing of unrecoverable tax arrears, and work on analyzing the tax returns of non-paying filers managed by the directorate in charge of large business taxpayers (DGE) was begun.

### ***Public expenditure management***

**72. Support for the implementation of the AE-CP mechanism for budgeting and monitoring public investments.** The mission continued assisting the headquarters and ministry budget authorities in appropriating and implementing the AE-CP techniques and mechanisms to enhance the credibility of programming and budgeting of capital expenditures and PPP<sup>1</sup> projects. A two-day technical capacity-strengthening session was held for 35 participants from the Directorate General of Budget (DGB) and the financial and programming units of six other ministries designated by the authorities, and included (1) the presentation of six training and outreach modules on the AE-CP tool; and (2) on-site practical work by the six ministries in structuring capital investments through the use of AE-CP. Because the fiscal year 2019 budget exercise was in progress, the mission's work proceeded under the assumption that the transition to AE-CP budgeting would begin in fiscal year 2020.

**73. Support with the methodology of preparing the government's opening balance sheet in the context of the transition to accrual accounting.** At the authorities' request, the TA established a methodology for the government's opening balance sheet and developed a proposed frame of reference for government accounting standards. The mission also conducted capacity-strengthening in the content and implementation of government accounting standards. The DGTCP had already begun the transition to accrual accounting, with some budget expenditures recorded at the time of validation and implementation of the new government accounting framework. However, significant efforts remain to be conducted with the partners involved to implement the accounting regulatory framework and gradually incorporate the other accounts of the government's balance sheet, in particular the line items relating to fixed assets, equity investments, financial debts, inventories, and outstanding taxes receivable. The

---

<sup>1</sup> Public-private partnership.



methodology proposed is to gradually validate the individual balance sheet accounts in order to produce reliable government accounts in accordance with an accounting framework aligned with international standards for the public sector.

### ***Debt management.***

**74. Strengthening the organizational framework for public debt management.** The TA mission supported the authorities in improving the organizational framework for public debt, particularly the organization of divisional units of the Directorate of Public Debt (DDP) as front office, middle office, and back office in accordance with international standards, and clarification of the functions and responsibilities of each unit. To support the implementation of this reform, the mission prepared a draft decision on the organizational structure of the DDP. The mission also presented the authorities with a proposed institutional and governance framework adapted to public debt management in Niger.

**75. Public debt reporting.** This mission, conducted remotely in the context of COVID-19, aimed to assist the authorities in improving debt reporting. In particular, it supported the DDP in its efforts to implement a website on public debt. The mission assisted the DDP in: (i) preparing the terms of reference for the content and structure of a website on debt reporting; (ii) identifying the most relevant public debt indicators, reports, and information to be published on the website; (iii) determining the format of documents and information to be published on the website; (iv) recommending the frequency of update of the documents and information published; and (v) proposing a model for presentation of the information and documents according to content, importance, and intended audience.

### ***Public finance statistics.***

**76. Work on expanding the scope of coverage of public finance statistics in accordance with the GFSM 2001/2014.** The TA mission reviewed and refined the conversion tables and TOFs for the social security and the budgetary central government subsectors. It assisted in refining the conversion table and preparing the TOFs for the local government subsector. The Center's assistance also included the identification of a sample of extrabudgetary units representing about 75 percent of the budget for Niger's government agencies (établissements publics). Drawing on the budget and accounting nomenclature used by those entities, the mission developed a conversion table and preliminary TOF for the extrabudgetary units subsector. The other tables of the minimum analysis framework are also being produced in accordance with GFSM 2014. The mission applauds the establishment of the public finance statistics (SFP) committee responsible for producing statistics and recommends its full implementation with reorganization as a technical subcommittee to increase its efficiency and leverage the contributions of all committee members.

### ***Real sector statistics.***

**77. Review of the new 2015-2018 series of the national accounts.** In September 2019, a mission worked with the National Statistics Institute (INS) on the review of the 2015-2018 national accounts series disseminated in July 2019. The accounts were prepared in accordance with SNA 2008, using the base year 2015. The review identified a number of items that were submitted for consideration by the INS. The items reviewed relate to data for the 2015 base year and the accounts for the years 2016 through 2018. The INS conducted a seminar during October 21–25, 2019 attended by representatives from AFRISTAT, the AfDB, the WAEMU Commission, the UN Commission for Africa, the World Bank, and the national

statistics institutes of Senegal and Togo. AFRITAC West participated in this event, detailing the recommendations formulated during the September 2019 mission and underscoring other items. The experts in attendance recommended the continued implementation of the recommendation during the forthcoming TA missions for their respective institutions.

### ***Macro-fiscal analysis.***

**78. Participation in an FAD mission on active management of fiscal risks.** The mission compiled a detailed inventory of fiscal risks in Niger, offered recommendations aimed at initiating the process of active fiscal risk management, and proposed an implementation plan.

## **SENEGAL**

---

### ***Customs administration***

**79. To supplement and update the August 2016 FAD mission recommendations on management and control of exemptions and temporary admissions,** and to further the proposed plan to consolidate those activities with the automated Customs regimes management (GRED) application, an October 2017 AFRITAC West mission had recommended a list of measures to improve the management, monitoring, and control of exemptions and temporary admissions pursuant to provisions of the Customs Code. In February 2019, a second AFRITAC West mission noted that while progress had been made on the measures recommended during the October 2017 mission, they should continue to be actively pursued. Implementation of the GRED platform had been delayed, and an action plan was developed for the continuation of activities. The most recent January 2020 visit covered (1) an assessment of the implementation of the February 2019 action plan to strengthen post-clearance control of exemptions; and (2) support toward putting the GRED in operation for use in effective management of the exemption and temporary admissions regimes.

### ***Tax administration.***

**80. Initial tax administration evaluation using the TADAT tool.** The evaluation served to establish a reference point for the Senegalese tax administration according to the TADAT criteria by identifying the potential priorities for future reforms. Prior to the evaluation, a two-day training course on the TADAT tool had been organized for more than 15 senior and mid-level managers from the Senegalese tax administration (DGID). The training served to improve their understanding of the evaluation methodology in order to strengthen their engagement and appropriation of the tool. The TADAT evaluation identified the strengths and weaknesses of the DGID. The general impression that emerges from the evaluation is that in recent years the DGID, with support from FAD, made considerable effort to implement a number of tools to improve its performance and effectiveness in different areas (including risk management, communication/tax compliance, tax audit, disputes, and internal control). Considerable progress has been made, but the tax administration recognizes that much remains to be done and is firmly committed to those efforts.



**81. Start up and support for the medium-term revenue strategy.** The mission, conducted in cooperation with FAD, aimed to provide detailed comments on the authorities' draft medium-term revenue strategy (MTRS) paper and the organizational process of implementing the strategy. Comments were provided in a series of notes, and the seminar was organized with all stakeholders involved in implementing the strategy, including the technical and financial partners. The mission noted the authorities' solid appropriation of the strategy. Notes were prepared based on the mission's meetings with representatives of the task force that contributed to the strategy as well as on information collected prior to and during the mission. The notes were drafted in the form of observations and suggestions. Senegal's MTRS aims to increase the tax ratio by 4 percentage points of GDP in four years, from 16 percent of GDP in 2020 to 20 percent of GDP in 2023. During the period, the fiscal policy measures recommended should increase the tax ratio by 1.2 percentage points of GDP, while the administrative revenue measures should generate the other 2.8 percentage points of GDP.

### ***Public expenditure management***

**82. Strengthening budget execution to support the new program-based budgeting approach following an audit of the expenditure cycle.** The Center provided support in strengthening the budget execution mechanism and expenditure cycle to support implementation of the new program-based budget management put in place in January 2020. The support was provided jointly by AFRITAC West and FAD. The mission assisted the authorities in analyzing the current expenditure cycle, including the identification of redundant controls and other weaknesses in the cycle and defining an approach to eliminate them. The mission also organized a seminar attended by 21 participants from the units primarily involved in the expenditure cycle. The seminar presented international experiences in reforming budget execution and the expenditure cycle in order to adapt the reforms to the program budget environment and discussed the challenges in reforming the expenditure cycle in Senegal. It offered recommendations for the implementation (gradually, if need be) of a streamlined mechanism adapted to the program-based approach to budget execution, in line with international and sub-regional good practices. It proposed measures, including an execution mechanism and procedures to improve the balance between flexibility and security of the expenditure cycle, to support the successful implementation of program budgeting.

### ***Debt management.***

**83. Strengthening the institutional framework for debt management.** The mission's objective was to support the authorities in strengthening the institutional framework for debt management and improving the coordination of debt management activities among the different national actors. The mission's work included (i) a diagnostic assessment of the existing institutional framework for debt management; (ii) a review of the text creating and organizing the National Public Debt Commission (CNDP) and a discussion of potential modifications and updates; (iii) assisting the authorities in identifying the practical steps needed to begin the CNDP's operations; and (iv) assisting the authorities in developing a procedures manual for CNDP operations that would formalize the committee's role in coordinating debt-related activities and its involvement in obtaining loans and managing debt. At the close of the mission, a draft revised decree on the creation and organization of the CNDP and a draft CNDP procedures manual had been prepared.

## ***Fiscal statistics***

**84. Work on the compilation of public sector statistics in accordance with the GFSM.** The Center's TA enabled Senegal to produce consolidated public sector statistics. The mission facilitated the production and refinement of TOFs for the different general government subsectors and for the public corporations. The Center also supported public finance actors in producing statistics according to the frequency and timeliness required for the SDDS. In cooperation with the team in charge of compiling government finance statistics, the decision was made to begin production of the other tables of the minimum analysis framework, in particular the cash flow position (Table II), the financial position (III), and the public debt position (IV), for all subsectors of the general government. In addition, plans call for the compilation of budgetary central government statistics fully in accordance with the GFSM 2014 framework.

## ***Real sector statistics.***

**85. Analysis of retropolation results and support with the annual and quarterly national accounts.** The mission supported the National Statistics and Demographics Agency (ANSD) in analyzing the retropolated 1999-2013 national accounts series and in compiling the institutional sector accounts, the source and application of funds table for 2015-2017, and the QNA. It also provided recommendations to improve the calculation of taxes in volume and the quarterly accounts. The ANSD also established a methodology for calculation of the QNA using a quarterly supply and application of funds table based on a template provided by a previous mission. The mission helped develop tables to convert source data (e.g., Tax and Statistical Returns, public finance statistics, balance of payments) to the financial transactions provided by SNA 2008. For the national accounts, the mission worked with ANSD staff to review the calculation of the deflator for 2017 taxes. The mission also emphasized the behavior of changes in stocks (chained to a reference year price) particularly for agricultural products, which did not change signs between 2014 and 2018.

## ***Macro-fiscal analysis.***

**86. Support in development of a macroeconomic model based on the source and application of funds (TRE) table.** The mission supported the Directorate of Economic Forecasting and Analysis (DPEE) in ongoing work on developing a model to serve as the basis for the TRE. The mission took the form of a workshop in which a dozen officials from the DPEE, the DGB, and the Directorate of Planning took part. The workshop was conducted basically in the form of practical exchange on work completed and planned by the DPEE, the experts' recommendations concerning procedures for projection of TREs, and linkages with other modules of the model. The mission found that the macro fiscal framing process was gradually being adapted to the program budget preparation schedule. The new macroeconomic model will include the four accounts (real sector, TOFE, balance of payments, and currency). It will also incorporate the planned development of national gas and crude oil in specific modules. However, the analysis of the model identified a number of areas in need of improvement prior to finalizing the model.

**Customs administration**

**87. Automated risk management and selection of inspections.** The mission observed that the selectivity of inspections at the Lomé Port Customs bureaus has improved markedly, with a significant reduction in the proportion of declarations routed through the red lane between June 2018 and June 2019. The proportion, which was over 50 percent before May 2018, was approaching the target of 30 percent for home use declarations at the Lomé Port bureaus during the first six months of 2019. In terms of monthly average, the proportion of home use declarations routed through the green lane has been 38 percent since January 1, 2019. The percentage of declarations routed through the red lane that are physically inspected is extremely low. The proportion routed through the red lane should be reduced so that all of those declarations are physically inspected. The performance in terms of duties compromised is modest, representing only 2.3 percent to 4.7 percent of taxes and duties over the period. The committee on selectivity of inspections is officially instituted and in operation. It should strengthen monitoring of the application of selectivity rules. An action plan to finalize the automated risk management program was discussed and validated.

**Tax administration.**

**88. Initial tax administration evaluation using the TADAT tool.** The evaluation was conducted using the new 2019 TADAT methodology. The evaluation was preceded by a week of training conducted for numerous staff and managers from the Togolese Revenue Office (OTR). The authorities showed great interest in this first evaluation, which shed light on the strengths and weaknesses of the Togolese tax administration. The evaluation indicated that the OTR had made progress in a number of areas: taxpayer identification and registration, taxpayer follow-up and reminders, communication and information-gathering to improve compliance with tax obligations, cross checking of information, tax disputes, and internal control. A number of the weaknesses identified were already being addressed, such as strengthening the collection and exploitation of information in preparation for implementation of the new E-Tax information system. In addition, the Togolese authorities should give consideration to the development of an action plan to address the findings of the TADAT evaluation.

**89. Strengthening of key tax functions of the OTR.** The mission assessed recent progress by the OTR, reflected in strong performance for VAT declarations by large businesses (99 percent); implementation of a mechanism to deactivate the taxpayer identification numbers of defaulting taxpayers; publication of the register of active taxpayers, shared with the Customs and Excise Commission (CDDI), resulting in rectification of the status of 450 defaulting taxpayers within two months; the imminent launch of the E-Tax application; and creation of the committee to monitor collection efforts. At the same time, the review and validation of taxpayer records is hindered by: (1) lack of a project leader, (2) insufficient outreach to actors, (3) inadequate appropriation of new procedures, (4) lack of control of taxpayer IDs by the CDDI, and (5) insufficient efforts vis-à-vis defaulting taxpayers. The mission reconvened the staff in charge of modernization of taxpayer rolls and updated their action plan. Plans for surveillance of large businesses and coordination of collection efforts were proposed, and implementation was begun.

**90. The previous mission took stock of progress in 2019,** in particular (1) a 47.8 percent increase in revenue raised by the two new midsize business taxpayer centers (CIME) with respect to 2018 results posted by the unit previously managed as taxpayers, and (ii) a 23 percent increase in the number of tax

returns accompanied by payments received by the Directorate of Large Business Taxpayers (DGE). However, the CIMEs have yet to develop work plans, have difficulty effectively conducting their activities, and lack support from the central government. To help the CIME managers optimize performance, a model work plan was proposed by the mission, and implementation of the plan was begun. The support for activities initiated during previous missions continued, including, inter alia, preparation for the automated management of taxpayer registration and directories.

**91. Participation in the FAD post-TADAT<sup>2</sup> mission.** The FAD mission, conducted remotely due to COVID-19, identified three strategic priorities for reforms to be implemented by the OTR pursuant to the results of the August 2019 TADAT evaluation (modernization of taxpayer registration, information management, and governments tax operations); and proposed an operational implementation plan for the 2020-2021 period and a matrix of measures for the very near term to address the risks posed by COVID-19 (health protections for OTR staff and taxpayers, protection of business cash flows, and post-epidemic response).

#### ***Public expenditure management.***

**92. Support for preparation of the government's 2020 opening balance sheet.** The mission supported the DGTCP with preparation of the government's opening balance sheet (OBS) as at January 1, 2020. The mission's activities included (i) monitoring the implementation status of recommendations by previous missions for the accounting system, (ii) assistance in drafting a proposed directive on the methodology for preparing the OBS, and (iii) the development of seven standard OBS accounts based on accounts of the new accounting firm selected by the authorities, to serve as a reference for continued work by the DGTCP team on the other balance sheet accounts. The mission also helped develop a strategy for the 2020 OBS and a proposed roadmap for the strategy of preparing the initial 2020 OBS and gradually supplementing it over the following years. The mission also strengthened capacities of the DGTCP team, which will be able to continue documentation of the other accounts of the 2020 OBS, and conducted a technical workshop for over 30 participants to present the details of the OBS strategy.

#### ***Real sector statistics.***

**93. Compilation of the new series of national accounts using the new 2016 base year.** The June 2019 mission assisted in the work of reviewing the source data collected and pre-arbitrage tasks. This essential work served as the basis for preparation of the source and application of funds tables (TREs) and the branch accounts (first decentralization). The preparation of the TREs was conducted by the National Institute for Statistics and Economic and Demographic Studies (INSEED) through August 2019. In September 2019, a second mission worked with the INSEED to review the TREs prepared by the national accounting officers. The mission provided recommendations aimed at verifying a number of adjustments and expenditure amounts, including households' final consumption. For reference, the INSEED conducted a number of surveys, including the integrated regional survey on employment and the informal sector, the harmonized survey of household living conditions, the harmonized household living conditions survey (EHCVM), the survey of nonprofit institutions (ISBL), and the survey on trade margins. Alongside the work on rebasing of the national accounts, INSEED also worked on compiling the quarterly accounts. The high-frequency indicators were identified and the respective data are being collected.

---

<sup>2</sup> Tax Administration Diagnostic Assessment Tool.

Recommendations were provided to the INSEED to step up production of the index of industrial production and establish a turnover index with the help of the OTR. The most recent mission in January 2020, conducted with other technical partners, noted progress achieved by the INSEED, which plans to disseminate the 2016 and 2017 accounts in April 2020.

### ***Debt management.***

**94. Strengthening debt service forecasting practices and enhancing the transparency of debt management.** The aim of the TA mission was to improve current practices in the area of debt service forecasting and enhance the transparency of debt management. The mission took the opportunity to review the status of the newly created Directorate of Public Debt Financing (DDPF), which found that the implementation of the new organizational unit was well under way. In regard to forecasts, the most recent data show that the DDPF's debt service forecasts still differ considerably from the amounts of actual principal and interest payments. Better coordination between the various government entities is essential to ensure that all government institutions are working from the same consolidated forecasts. To strengthen the transparency of public debt management, the Ministry of Economy and Finance decided to create a new website dedicated to the DGTCP's activities. In the medium term, the DGTCP might consider formally integrating government cash flow management with debt management within the DDPF. The mission offered a proposal for this purpose.

## **REGIONAL PUBLIC INVESTMENT AND FINANCIAL MARKETS BOARD (CREPMF)**

---

**95. AFRITAC West provided support to the CREPMF in reforming the prudential requirements applicable to financial corporations and professionals ("Commercial Participants") in the West African Monetary Union (WAMU) regional financial market.** The mission's work consisted of calibrating the minimum capital requirements under multiple approaches using operational data from the commercial participants. Thereafter, in November 2019, AFRITAC West took part in the industry consultation organized by the CREPMF to present the principal prudential options under consideration following the mission on the calibration of capital requirements. Impact studies were then conducted, followed by the drafting of proposed texts and reporting formats based on guidance provided by the CREPMF.

## **BCEAO AND THE SECRETARIAT-GENERAL OF THE WAMU BANKING COMMISSION (SGCBU)**

---

**96.** A workshop focusing on macro prudential tools was held at the BCEAO in Dakar. The workshop presented international experiences in macro prudential monitoring, followed by working sessions that reviewed the indicators likely to be used in the WAEMU by the region's Financial Stability Board. Another mission focused on the strategy for transition to International Financial Reporting Standards (IFRS) for banks operating in the region. The topics addressed included the scope of application of IFRS standards and the choices and process of adopting the accounting standards to be implemented. In addition, the discussions covered the experiences of a number of English-speaking African countries in the transition to IFRS 9 and the need for the supervisor to establish minimum requirements for the operational modalities of calculating expected losses, which represent a significant innovation for the region's banks.

**97.** Two other missions were conducted at the SGCBU, in particular, for the officials responsible for on-site inspections of credit institutions. The first mission focused on control of credit risk, and the other mission worked to further develop the methodology for on-site inspections relating to investigations into money laundering and terrorism financing. Both sessions enabled the staff members assigned to on-site audits and inspections to develop their expertise in those areas. The session on credit risk provided training to on-site auditors on the issues related to the evaluation of credit risk by the supervisor, and the session on anti-money laundering and terrorism financing improved the methodology used by SGCBU officials in conducting their audits and inspections.

## **WAEMU COMMISSION**

---

**98. Training on the medium-term debt strategy and use of the new debt sustainability framework.**

In response to a request by the WAEMU Commission, the Center organized training for the region's countries on the medium-term debt strategy and use of the revised Debt Sustainability Framework for Low Income Countries (LIC-DSF). Through the training, the participants appropriated the process and different steps of the MTDS and were familiarized with the quantitative MTDS analysis tool. During the workshop, emphasis was given to (i) exemplary practices for the formulation and implementation of the debt strategies; (ii) diagnostic assessment and analysis of the public debt portfolios; (iii) the analysis of costs and risks associated with financing instruments; and (iv) the use of the MTDS analysis tool. The workshop also presented the main characteristics of the LIC-DSF to the participants and provided practical training in the use of the new LIC-DSF model. The participants had the opportunity to work on a country case study and analyze the results of the model to better understand vulnerabilities of the debt.

**99. Participation in the Public Finance Observatory's work.** The Center took part in the work of the WAEMU Commission Public Finance Observatory. Its intervention introduced the participants to the importance of government finance statistics (GFS) and the need to incorporate non-monetary operations in the GFS. In this context, it recommended (i) the definition of a methodology for data collection, (ii) the valuation of non-monetary operations, and (iii) a timetable for incorporating non-monetary operations in the GFS. The Center also proposed closer cooperation between the IMF and the Commission to strengthen and refine the technical assistance to be provided to the WAEMU countries.

**100. In the area of public expenditure management,** AFRITAC West assisted the Commission in preparing a regional guide for the member states on budgeting government-reimbursed expenditures with a view to harmonizing the associated practices within the WAEMU. This assistance comes within the framework of AFRITAC West's support for the implementation of the regional directives of the harmonized public financial management framework.

## B. FY 2021 WORK PROGRAM

101. The work program, detailed by project and country, is set out in the annexes to the report.

Figure 4. Distribution of FY 2021 TA missions by subject area

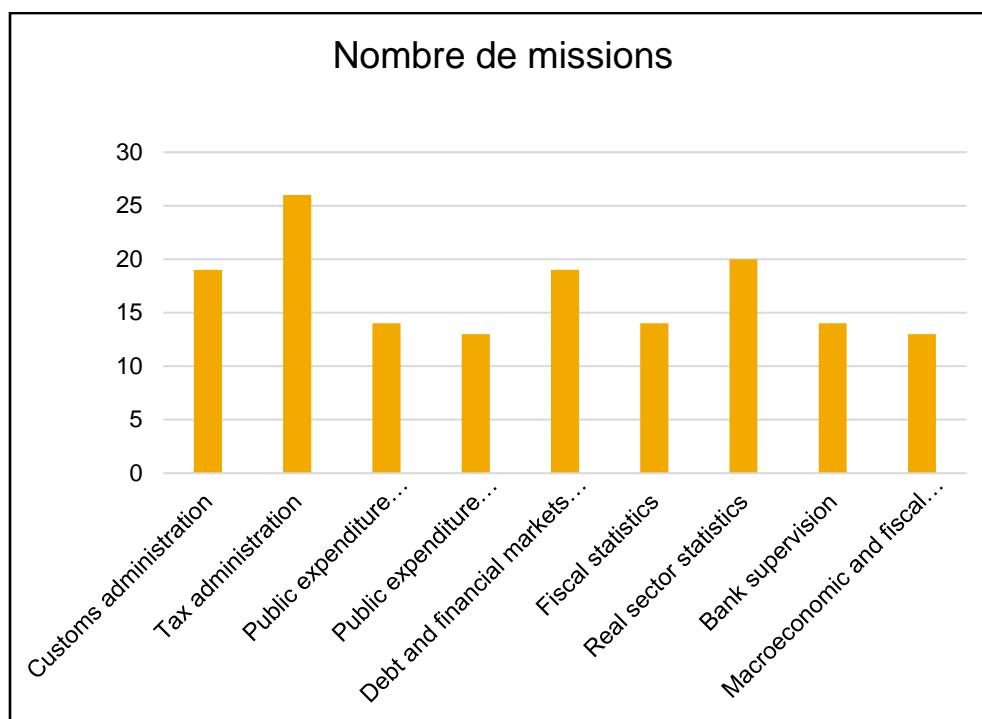
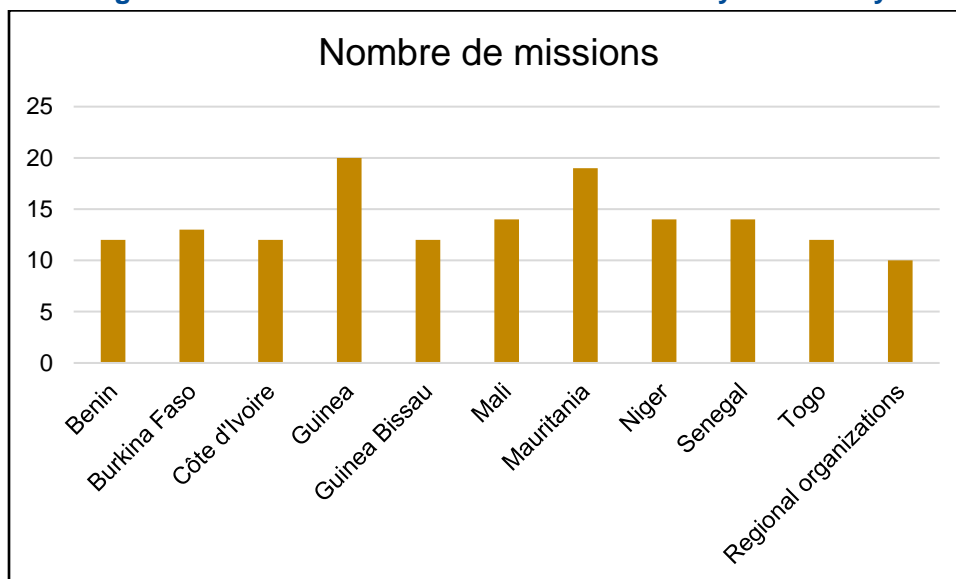


Figure 5. Distribution of FY 2021 TA missions by beneficiary





## CUSTOMS ADMINISTRATION

---

### Context and priorities

**102. The work program covers four main pillars:** (1) support in the determination of the taxable base for merchandise imports (customs value, tariff classification, and origin); (2) automation of customs procedures (simplified, secure clearance procedures); (3) improving risk management and selectivity of inspections; and (4) strengthened control and automated monitoring of exemption regimes and duty deferral programs. Accordingly, and in light of the progress of each customs administration concerned, the FY 2021 work program aims to achieve the following objectives:

- Customs inspections during clearance processes are more efficient, and performance in terms of revenue is positive as a result of (i) strengthening of the customs valuation function in **Burkina Faso, Guinea, Guinea-Bissau, Mauritania, Niger, and Senegal**, (ii) the automation of national transit in Guinea, (iii) support for customs procedures in Mali, and (iv) support for the implementation of measures accompanying the Mauritania – ECOWAS accession agreement (migration of Mauritania's customs tariff to the ECOWAS 2017 harmonized system (SH 2017) and Common External Tariff.
- Controls of international trade operators are more targeted following strengthening of capacities in post-clearance inspections in **Benin, Niger, and Mauritania**.
- The automated surveillance of duty deferral programs and exemptions, which is now in operation, should ultimately facilitate transparent and efficient management and the programming of efficient, relevant post-clearance inspections in **Burkina Faso and Senegal**,
- Management of priorities and legal and regulatory compliance is improved through effective risk management in **Benin, Togo** and, in the near future, **Mauritania**.
- Sanctions imposed for customs violations can be applied more readily and contribute to voluntary compliance with laws on the part of economic operators following adoption of the amended law on customs disputes in **Guinea-Bissau**.
- Customs border controls are more relevant and efficient from the standpoint of taxes as well as protection of the territory as a result of capacity strengthening in risk analysis and targeting for surveillance personnel in **Côte d'Ivoire**.

### Planned activities and expected outcomes

**103. Regional seminar.** The Center will organize a regional seminar on "The issue of monitoring customs obligations and treatment of corresponding customs debt." The purpose of the seminar is to secure customs revenue through the use of the automated system for monitoring, follow-up, and assessment and collection, if need be, of deferred duties for which the commitment period has elapsed.

**104. Practical experience.** To continue pooling knowledge and promote regional integration, the Center will conduct a peer learning program: (i) for the Mauritanian customs administration, which needs to implement a risk management tool. Given that the Ivorian customs administration has implemented an automated risk management system, PVS, it would be advantageous for the Mauritanian customs



officials to benefit from its expertise to implement this important tool to facilitate procedures and improve the relevance of inspections; (2) for the customs administration in Guinea-Bissau, which should benefit from Mauritania's experience, in the context of their multiyear TA program, to strengthen its control of customs valuations.

**105. Technical assistance missions.** The Center will conduct TA missions (Table 4) and participate in diagnostic missions organized by FAD in the member countries. In addition, a number of missions have been put "on hold." They concern monitoring and analysis of Togo's risk analysis system and continued strengthening of control of exemptions and duty deferral programs in Senegal and Niger.

## TAX ADMINISTRATION

---

### Context and priorities

**106. The FY 2021 program will focus on management instruments,** and in particular performance indicators, and will continue to support the administration of VAT, management of midsize business taxpayers, and tax collection. Despite progress made in modernizing tax administrations, the tax ratios and overall revenue collection remain weak in the sub-region as a whole. The weaknesses identified in terms of monitoring and management must be remedied in order to improve performance and consolidate reforms over the long term. Accordingly, the actions programmed for the member countries aim to (i) strengthen mechanisms for management and coordination; 2) support the automation of tax administrations (e.g., development of procedures, launch of taxpayer accounts, expanded implementation of automated cross-checks); and (iii) continue the improvement of tax functions, particularly the areas of registration, management of midsize business taxpayers, and tax collection.

**107. In the context of fragile states,** emphasis will be given to two strategic objectives: improving the effectiveness of tax administration governance and improving essential tax administration functions. The weaknesses observed in those countries relate to the fact that only a limited number of taxpayers are managed as a result of limited operational capacities, the lack of headquarters staff in many cases, and isolated modes of operation, with the absence of ties with other tax administrations and entities negatively impacting performance. Accordingly, the activities planned for FY 2021 consider the needs of tax administrations in fragile states in light of recent developments in implementing reforms and the strategy defined in connection with the capacity strengthening project for fragile states. In that context, the objectives are as follows:

- Pursuant to their management mission, the headquarters units, primarily in Burkina Faso, Guinea, Mali, and Niger, analyze performance trends and identify priorities to better support external units in conducting their operations.
- The cleanup and validation of taxpayer files for large and midsize business taxpayers continue for all fragile countries of the subregion, in particular through automation to build on work in previous years to improve the reliability of taxpayer records and the monitoring of reporting obligations.
- Research and intelligence-gathering activities are gradually consolidated through more intensive use of information from cross checking of files to detect unregistered taxpayers, particularly within the

midsize business taxpayers segment (beginning with Mali and Niger), and through support for tax audits.

- Tax audit operations are more efficient by virtue of improved supervision by headquarters and the use of indicators to better identify risks and improve the administration's responsiveness in case of fraud.
- The management of tax arrears is professionalized in fragile states through the analysis of risks of non-recoverability of tax debts and the effective implementation of procedures for write-off of unrecoverable tax arrears.

### Planned activities and expected outcomes

#### 108. Regional seminar. The Center plans to organize a regional seminar for the member countries on the following topic:

- **Clarification and strengthening of management functions.** Until now, few tax administrations have had a management mechanism supporting a comprehensive approach to analyzing and monitoring activities, identifying difficulties, and prioritizing reforms. This situation has led to a lack of strategic approach, which adversely impacts tax operations and the sustainability of reforms and performance improvements. The seminar will clarify management missions from a strategic as well as operational standpoint, identify the management mechanisms and instruments best adapted to the individual countries' situations, and define practical modalities for carrying out this essential mission.

#### 109. Practical experience. The work program provides for learning through practical experience in the following areas: (i) management of midsize business taxpayers, and (ii) information systems governance.

**110. Technical assistance missions.** The proposed TA missions are presented in Table 5. In parallel with the expert visits, the resident advisors participated more actively in FAD missions in order to consolidate synergies between the Fund's different TA programs.

## PUBLIC EXPENDITURE MANAGEMENT - BUDGET ASPECT

---

### Context and priorities

**111. The program of activities for FY 2021** was defined in the context of pursuing the Center's strategic objectives for the fourth funding cycle. It aims to improve budget operation in terms of accuracy, transparency, and relevance, and improve the implementation and control of budget execution. In particular, the activities provided in the work program aim to:

- Improved budget preparation, and in particular the quality of personnel expenditure programming (wage bill) in **Togo**;
- Improve the programming, budgeting, monitoring, and thereby optimize the management of public investment through support in implementing the recommendations of PIMA evaluations in **Guinea, Mauritania, Mali, and Senegal**, including support in developing medium-term fiscal and expenditure

frameworks in **Guinea-Bissau** and enhancing budget credibility and the program budget performance frameworks in **Côte d'Ivoire**;

- Improving budget documents to provide reliable, useful information to the legislature and the public, in particular on the identification and management of budget risk, and to improve budget transparency in **Niger**;
- Improving budget execution and control of budget execution to optimize budget execution and enhance the credibility and transparency of the budget in order to support results-based program budgeting in **Benin**;
- Strengthening the programming of public expenditure in relation to cash flow management in **Burkina Faso and Senegal**.

### Planned activities and expected outcomes

**112. Regional seminar.** The work program provides for a regional seminar (or potentially an inter-regional seminar, conducted jointly with AFRITAC Central) on the issues, challenges, and optimization of management of tax expenditures and revenue allocation. The participants in the seminars will be introduced to the issues and importance of transparency of these practices, which are in fairly wide use in both subregions.

**113. Participation in the activities of regional institutions.** The work program also provides for participation in capacity-strengthening activities organized by the WAEMU for public finance professionals in connection with the implementation of directives of the WAEMU harmonized public financial management framework.

**114. Technical assistance missions.** Fifteen missions are planned, including two missions each in Guinea-Bissau, Senegal, and the WAEMU Commission and one mission in Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Togo, and an additional country to be determined by FAD.

**115. Practical experience.** Two work-study trips are also planned to offer peer learning on reform of the expenditure cycle, which will support the implementation of program budgeting, and on the preparation of medium-term budget and expenditure frameworks. The trips will be conducted in two of the member countries with valuable experience in this area for the benefit of countries that are preparing to embark on or have recently initiated these important reforms.

## PUBLIC EXPENDITURE MANAGEMENT – ACCOUNTING AND TREASURY ASPECT

---

### Context and priorities

**116. The two priority objectives for the region's countries** continue to be improving the government general accounting system in the context of the transition to accrual accounting, and cash flow management. For a number of years, all the countries covered by AFRITAC West have been resolutely committed to a number of reforms, in particular the implementation and consolidation of the TSA. They

have also embarked on modernizing and professionalizing government cash flow management, with a view to better integration of debt management and cash flow management. AFRITAC West continues to support this regional trend with TA missions, practical learning missions, and regional seminars on those topics.

**117. The program's two priority objectives will be pursued through the following three key pillars:**

- **Continued support for implementing accrual accounting**, with the preparation of accounting instructions on fiscal year closing operations and the preliminary posting and reconciliation operations, the implementation of new financial statements and automated production of financial statements, implementation of internal accounting controls, and the review, reconciliation, and quality control of financial statements in **Benin, Burkina Faso, Côte d'Ivoire, Mali, Mauritania, Niger, Senegal, and Togo**. Specific support for the WAEMU Commission is planned, with the drafting of a guide on the government OBS under the accrual method of accounting.
- **Support the review of the DNTCP organizational framework in the context of support for automation of the general accounting system** in Guinea.
- **Continued support for the TSA and cash flow management in Benin, Côte d'Ivoire, Guinea-Bissau, and Senegal**, with missions to support the implementation and consolidation of the TSA and improve cash flow management.
- **The four missions postponed due to the COVID-19 pandemic will be conducted to the extent possible during fiscal year 2021; the mission in Mali on review and cleanup of the financial statements is currently under way, the mission in Côte d'Ivoire fiscal year closing operations under the accrual method of accounting is planned for September 2020.**

**Planned activities and expected outcomes**

**118. Inter-regional seminar** The seminar topic for the accounting and Treasury area will be “Accounting standards for the public sector,” conducted in cooperation with the International Public Sector Accounting Standards Board and FAD. The seminar will be attended by participants from AFRITAC West, AFRITAC Central, and other Francophone countries, and will serve as the occasion for participants to appropriate the concepts and principles of implementing public sector accounting standards and discuss and exchange best practices.

**119. Technical assistance missions.** Thirteen missions are planned, of which two missions each in Benin, Côte d'Ivoire, and Senegal, and one mission for each of the other countries covered by AFRITAC West (Table 7). The mission in Guinea will be conducted in coordination with a support project financed by the European Union.

**120. Three regional activities** are planned to support the WAEMU Commission in the context of capacity strengthening for WAEMU public finance experts and practitioners, with the Advisor participating in two sessions programmed by the Commission; and one AFRITAC West support mission in drafting the

guide for implementation of the OBS under the accrual accounting method. The draft guide will then be reviewed and validated by experts from the WAEMU member states.

**121. Practical experience.** The work program provides for a work-study trip among peers on the TSA and cash flow management. This activity will be hosted by Cameroon, which implemented the TSA in 2007 and has established a treasury directorate within its Directorate General of Treasury and Financial and Monetary Cooperation, which is responsible for cash flow planning and monitoring.

## PUBLIC FINANCE STATISTICS

---

### Context and priorities

**122. The Center's activities aim to improve the quality of statistics** in order to better support economic policy decisions and enhance transparency. The activities will support the states in migrating statistics to GFSM 2001/2014 standards. The new standards include more explicit instructions on the compilation of financial operations of public sector units to facilitate better assessment of its impact on the rest of the economy. Public finance statistics also play an essential role in tax and fiscal analysis within a framework of rational, efficient management of public resources.

**123. The central pillar of the FY 2021 activity program is support for the implementation of the GFSM 2001/2014 methodology** and the production and dissemination of government finance statistics (GFS) tables. The initial focus will be on statistics of the budgetary central government, i.e.: (i) the TOFE, the principal GFS summary document; (ii) the cash flow position, (iii) the financial position, and (iv) the deposit. Also, the new international standards for GFS call for expansion of the scope of coverage to all general government subsectors (extrabudgetary units, social security agencies, and local governments) to improve the quality, completeness, and relevance of GFS as the key tool for analyzing fiscal policy sustainability. In addition, the compilation of statistics for government corporations will begin in FY 2021 in anticipation of the production [of statistics] on public sector operations.

**124. In that context, outreach for authorities and promoting collaboration between the different users and producers (compilers) of GFS are critical** in the context of harmonization of the different systems of macroeconomic statistics. Also, strengthening the national statistics system, dissemination and publication of data, transmittal of data, and validation/reconciliation of GFS are increasingly important aspects of technical assistance. Those aspects will also be covered by the FY 2021 program.

**125. In regard to the importance of government finance statistics in conducting and evaluating fiscal policies,** the Center plans to add a component to its training program on refining capacities for analysis of the principal government finance aggregates. To this end, the Center's efforts aim to provide the different government finance actors, including senior authorities in the ministries of economy, finance, and budget, with tools and knowledge to utilize the GFS produced, in particular the TOFE, in accordance with GFSM 2014. This activity will better enable them to evaluate the effectiveness of fiscal policy, in particular the efficiency of public expenditure.

## Planned activities and expected outcomes

**126. Regional seminar.** In terms of regional activities, the plan calls for the organization of a seminar for decision makers and senior authorities of the ministries and directorates general. Emphasis will be given to familiarizing participants with the standards and principles of the GFSM 2001/2014, the calculation and analysis of the principal aggregates, and the international standards applicable to good governance and public financial management. The chief aim of the regional training seminar will be to strengthen the participants' knowledge and technical capacities in the field of government finances statistics (GFS) and to provide government finance actors with the tools and knowledge required to analyze economic policies and assess their impact.

**127. Technical assistance missions.** The activities planned (Table 8) will result in the preparation of consolidated statistics for the budgetary central government in accordance with GFSM 2001/2014 for the countries covered by the Center. Reviews of other statistics will also be conducted with a view toward consolidation. The TA missions will include an outreach component: with the expansion of the coverage of GFS in line with progress demonstrated in nearly all countries, support from the authorities will be needed to ensure that the teams in charge of collecting, processing, and compiling GFS have access to financial statements and data for all subsectors of the general government. A particular point of focus will be the monitoring of recommendations from technical assistance missions.

**128. Practical experience.** Two internships will be organized, focusing on strengthening capacities in the management of public corporations and national administrative agencies (établissements publics) and the organization of the division or directorate in charge of compiling and producing central government statistics. The internships will aim to strengthen the capacities of the participating officials in preparing approach papers and strategies for management of the government portfolio, with particular emphasis on the quality and availability of statistics on portfolio performance.

## REAL SECTOR STATISTICS

---

### Context and priorities

**129. The priority objective in the strengthening of statistics systems is to bring the countries up to international standards,** improve the compilation and dissemination of data, and ensure the availability and timeliness of data. In particular, the planned TA activities aim to:

- Continue support for the change of base year for the national accounts with:
  - The development of financial accounts in **Benin, Burkina Faso, Côte d'Ivoire and Senegal;** and
  - Retropolation to produce a long series in **Guinea, Mali, and Togo;**
- Implement QNA, with:
  - Initiation of the system of calculating the QNA in Guinea-Bissau, Mauritania, and Togo;
  - Alignment of the QNA on the new series of national accounts in Côte d'Ivoire and Mali;
  - Continuation of efforts- in Benin and Niger; and
  - Consolidation of systems in **Burkina Faso and Senegal;**

- Continue the development of provisional accounts in **Guinea** and **Guinea-Bissau**;
- Provide support in implementing the index of industrial production and index of industrial prices in **Mauritania**.

### Planned activities and expected outcomes

**130. Regional activities.** A seminar will be arranged on the results of the integration of survey statistics and the processing of statistics on businesses in the national accounts. The aim of the training is to: (i) draw lessons from the methodologies used in surveys of households and the informal sector for the rebasing of the national accounts, (2) share good practices for the processing of statistics on businesses.

**131. The program of activities continues the work on the change of base year and introduction of the QNA.** The activities include TA in compiling retroplated series of the national accounts following a change of base year and implementation of the QNA.

## DEBT AND FINANCIAL MARKETS DEVELOPMENT

---

### Context and priorities

**132. The activities planned in debt management consider the subregional context marked by increased public debt** in most of the countries and increased mobilization of funds on the domestic and international markets, which requires the institution of modern, transparent debt management to control the cost object and limit the risks of debt distress. The activities planned in this area aim in particular to:

- Support the authorities in formulating a public debt policy in **Benin** and **Niger**;
- Assist in consolidating progress in formulating and implementing the medium-term debt strategy in **Burkina Faso, Niger, Guinea, Mali, and Mauritania**;
- Strengthen capacities in the preparation and implementation of credible financing and cash flow plans in **Burkina Faso**;
- Support the improvement of the institutional and organizational framework for public debt in **Guinea-Bissau, Mauritania, and Senegal**;
- Strengthen capacities in the analysis and management of public debt in **Côte d'Ivoire, Mali, and Togo**; and
- Support the **AUT, Guinea and Mauritania** in the development of the domestic government securities market.

### Planned activities and expected outcomes

**133. Regional activities.** A seminar will be conducted on the conditions required for successful formulation and implementation of the MTDS. The training aims to: (i) deepen the knowledge of 30 officials from the member countries on best practices for the preparation, implementation, and monitoring of a credible, realistic MTDS; (ii) appropriate the prerequisites for effective coordination of cash flow



management and debt management; and (iii) form a preliminary idea of the efforts required in each country to reduce the gap between choices validated by the MTDS and MTDS implementation.

**134. WAMU Securities Agency (AUT).** The Center will assist the AUT in designing procedures for control of transactions on the WAMU regional government securities market.

**135. The program of activities emphasizes joint activities with the IMF Monetary and Capital Markets Department and the World Bank.** The activities include TA in the development of the debt policy and the MTDS.

## BANK SUPERVISION

---

### Context and priorities

**136. The scope of intervention in this area focuses primarily on strengthening bank supervision,** in particular by reforming practices to comply with the Basel Committee Principles for Effective Banking Supervision and transposition of the international accords referred to as Basel III. Accordingly, the activities planned in this area will essentially concern reform of certain regulatory aspects and the implementation of risk-based supervision at the BCEAO, the SGCBU, the BCRG, and the Central Bank of Mauritania. The Center will also provide support for the CREPMF to adapt regulations and strengthen the supervision of market participants.

### Planned activities and expected outcomes

**137. Country technical assistance missions.** The multiyear programs to strengthen bank supervision in Guinea and Mauritania will be extended (Table 12) and will to continue adaptation of the regulatory framework and strengthening of the quality of supervision. In particular, the TA will support -in the transition towards the implementation of the new accounting framework and modification of the solvency ratio to align with the Basel III international standard. In Mauritania, emphasis will be given to conducting both on-site and desk-based supervision activities following the 2020 entry into force of the new solvency and liquidity standards for banks.

**138. Technical assistance for the SGCBU.** The TA activities planned will support the supervisory authorities in conducting their activities following, in particular, the 2018 entry into force of the new prudential mechanism and the introduction of consolidated supervision.

**139. Technical assistance for the CREPMF.** The TA will address the finalization of prudential standards, particularly the capital adequacy mechanism for entities subject to CREPMF supervision. The Center will also contribute expertise in the implementation of risk-based supervision for the supervision of entities participating in the financial market.

**140. Regional seminar.** The Center will conduct a seminar on a particular area related to the implementation of risk-based supervision.

**141. Practical experience.** The program also provides for a practical internship at a comparable authority, potentially on the organization and modalities of collecting data from commercial banks by means of a centralized IT platform.

## MACROECONOMIC AND FISCAL ANALYSIS

---

### Context and priorities

**142. The activities in this area focus primarily on the development of institutional capacities** for the preparation and monitoring of macroeconomic policies.

- The strengthening of medium-term macroeconomic frameworks, in particular:
  - The refinement of macroeconomic forecasting tools in **Burkina Faso, Niger, and Senegal**;
  - The integration of macroeconomic and fiscal framing processes in **Guinea-Bissau, Mauritania, Mali, and Togo**;
- The implementation of sound institutional structures to support economic policy decisions, including strengthening of tax revenue forecasting mechanisms in **Burkina Faso, Senegal, and Guinea**.

### Planned activities and expected outcomes

**143. Regional activities.** A regional seminar on “Strengthening fiscal forecasts” will be conducted for the member states. The purpose of this activity is to enhance the credibility of the medium-term macroeconomic and fiscal framing so that it can serve as the basis for preparation of the annual budget.

**144. Country-level activities.** The activities planned for FY 2021 are summarized in the accompanying tables. They focus primarily on assisting the countries in deepening the analysis of the macroeconomic and fiscal framing. Support will be provided in revenue forecasting and improving framing practices and in modeling.

**145. Cooperation with other regional institutions.** The Center will participate in activities organized by AFRISTAT, the WAEMU Commission, the Economic Commission for Africa, and the GIZ, covering regional seminars on the economy and macroeconomic forecasts in the AFRITAC West member countries and workshops on best practices for macroeconomic and fiscal framing.

**146. Practical experience.** The program also provides for a practical internship at a macro fiscal unit on a topic related to fiscal revenue forecasting.

## IV. 2019-2020 BUDGET EXECUTION AND 2020-2021 PROJECTION (IN U.S. DOLLARS AT APRIL 30, 2020)

Project	Summary of phase			FY 2019			FY 2-21
	Program budget	Program budget	Expenses	Operating budget	Expenses	Execution (%)	Operating budget
Public expenditure management	8580253	10876302	5803299	2300300	1940168	84%	2411371
Customs administration	4890041	4653964	2527560	804303	687144	85%	876547
Tax administration	6257224	5458483	2496214	1232938	846198	69%	1260226
Bank supervision and regulation	3905531	3715602	1950060	799101	606471	76%	831306
Debt management	3956536	3834186	2019960	724788	543159	75%	-
Real sector statistics	4820268	4364440	2085728	882341	601486	68%	807549
Fiscal statistics	4455771	3452144	1240796	695424	353498	51%	780152
Customs administration	1725174	1727815	1006353	384557	351168	91%	384557
Macroeconomic adviser	3941239	244150	244150	-	-	-	-
Training project	1075000	741306	298493	13081	13080	100%	-
Governance and evaluation (including RBM Adviser)	639321	419234	21989	32000	-	-	82000
<b>Subtotal</b>	<b>45246358</b>	<b>39643921</b>	<b>19694602</b>	<b>8025128</b>	<b>5942372</b>	<b>74%</b>	<b>7588644</b>
Reserve	1000000	156295	-	156295	-	-	154936
Trust fund management	3167245	2775074	1378622	561759	415966		531205
<b>Total<sup>3</sup></b>	<b>48413603</b>	<b>42418995</b>	<b>21073224</b>	<b>8586887</b>	<b>6358338</b>	<b>74%</b>	<b>8119849</b>

<sup>3</sup> Excluding IMF expenditures and host country contribution in kind.

## V. STATUS OF FINANCIAL CONTRIBUTIONS FOUR FOURTH CYCLE AT APRIL 30, 2020

Partners	Agreement signature date	Agreement currency	Agreement amount	Agreement amount USD	Contributions received	Contributions solicited	Future contributions
				(A)	(B)	(C)	D = (A-B-C)
<b>Partners</b>				36,662,453	32,098,735	145,943	4,256,520
China	7/13/2018	USD	4,000,000	4,000,000	4,000,000	-	-
EU	8/24/2017	EUR	10,000,000	11,816,141	10,752,300	-	1,063,841
EIB	4/19/2018	EUR	200,000	247,555	237,180	-	-
France	12/5/2017	EUR	4,000,000	4,744,396	3,698,240	-	1,046,156
Germany	11/26/2018	EUR	2,500,000	2,842,524	2,839,800	-	-
Germany	9/29/2017	EUR	2,500,000	2,945,335	2,791,100	-	-
Luxembourg	12/21/2016	EUR	5,000,000	5,194,266	4,521,800	-	672,466
Norway	12/3/2019	NOK	40,000,000	4,363,382	2,743,382	145,943	1,474,057
Switzerland	12/18/2019	CHF	500,000	508,854	514,933	-	-
<b>Members</b>				4,789,001	604,817	1,485,160	2,703,809
Benin	2/7/2019	USD	609,357	609,357	304,785	4,572	300 000
Burkina Faso	04/24/2018	USD	500 000	500000	100000	-	400 000
Guinea	10/30/2019	USD	500,000	500,000	-	-	500,000
Mali	04/24/2018	USD	503 841	503841	200,032	-	303,809
Mauritania	4/24/2018	USD	678,666	678,666	-	278,666	400,000
Niger	3/12/2019	USD	775,000	775,000	-	375,000	400,000
Senegal	2/1/2019	USD	612,087	612,087	-	212,087	400,000
Togo	2/25/2019	USD	610,050	610,050	-	310,050	300,000
<b>Total partners and members</b>				41,451,454	32,703,552	1,326,318	7,260,329
<b>Internal transfers</b>							
EIB				6,418	6,418	-	-

France			18,182	18,182	-	-
Luxembourg			6,238	6,238	-	-
<b>Total internal</b>			<b>30,838</b>	<b>30,838</b>	<b>-</b>	<b>-</b>
<b>Host country &amp; IMF</b>						
<b>Host country</b>						
Cash	USD	1,500,000	1,500,000	603,724	296,276	600,000
Type of institution			527,706			
IMF			3,698,006			
<b>Total host country and IMF</b>			<b>5,725,712</b>			
<b>Grand total</b>			<b>47,208,004</b>	<b>33,338,114</b>	<b>1,622,594</b>	<b>7,860,329</b>

▪ *Source: IMF Institute for Capacity Development*

