



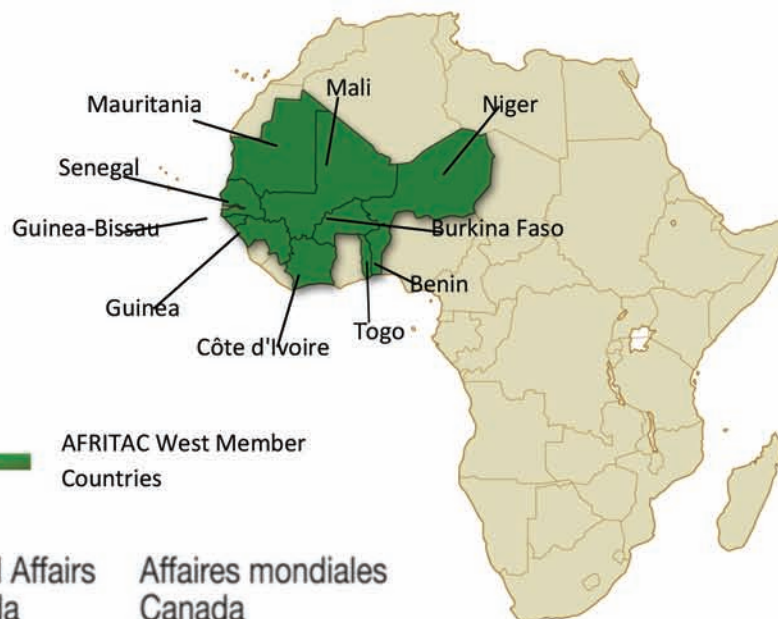
AFRITAC West

## REGIONAL TECHNICAL ASSISTANCE CENTER FOR WEST AFRICA



**Australian  
Aid**

# ANNUAL REPORT 2016



AFRITAC West Member  
Countries

Global Affairs  
Canada

Affaires mondiales  
Canada



**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



INTERNATIONAL MONETARY FUND



**AFRITAC West**

**A Multi-Donor Initiative Supported by Recipient Countries and Technical and Financial Partners**

## MEMBER COUNTRIES



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**France**



**Italy**



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**Luxembourg**



**The Netherlands**



**Switzerland**



**German cooperation**



**West African Economic and Monetary Union (WAEMU)**



**Global Affairs Canada / Affaires mondiales Canada**



**Australian Agency for International Development (AUSAID)**



**European Union (EU)**



**African Development Bank (AfDB)**



**Central Bank of West African States (BCEAO)**



**European Investment Bank**



**International Monetary Fund (IMF)**



**giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

IMF Regional Technical  
Assistance Center for West Africa

**Activity Report**

2016

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## A WORD FROM THE CHAIR OF THE AFRITAC WEST STEERING COMMITTEE

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The 2016 fiscal year (May 2015-April 2016) was made of challenges and encouraging results. The Center had to address the temporary suspension of missions triggered by the Ebola virus disease and by security conditions surrounding election periods in the sub-region, as well as the postponement or even the cancellation of some missions as a result of terrorist attacks in some of our countries.

The Center used flexible and innovative approaches to implement its work program in a satisfactory manner in spite of these difficulties. I am delighted to announce that the Center successfully executed 85 percent of its work program and reached more than 50 percent of the objectives set for by its Steering Committee at the beginning of the fiscal year.

As in the past, AFRITAC West's activities during the 2016 fiscal year supported our governments' efforts to advance reforms and capacity development. The Center's activities, through technical assistance missions, regional training workshops, and internship programs—provided tremendous opportunities to professional staff in our administrations, to broaden their experience, gain new working tools, or learn from their peers from other countries.

The Center needs resources to provide this support and to execute its work program. For this reason, I would like to pay tribute to all of AFRITAC West's technical and financial partners that participate in financing the Center's activities. I would also like to pay tribute to and thank all the development partners that provide us with technical assistance to supplement AFRITAC West's activities. Not only is this pooling of efforts beneficial to our countries, it is also necessary to ensure that the progress made in capacity development is sustainable.

**Hadizatou Rosine Coulibaly/Sori**  
**Minister of Economy, Finance, and Development of Burkina Faso**



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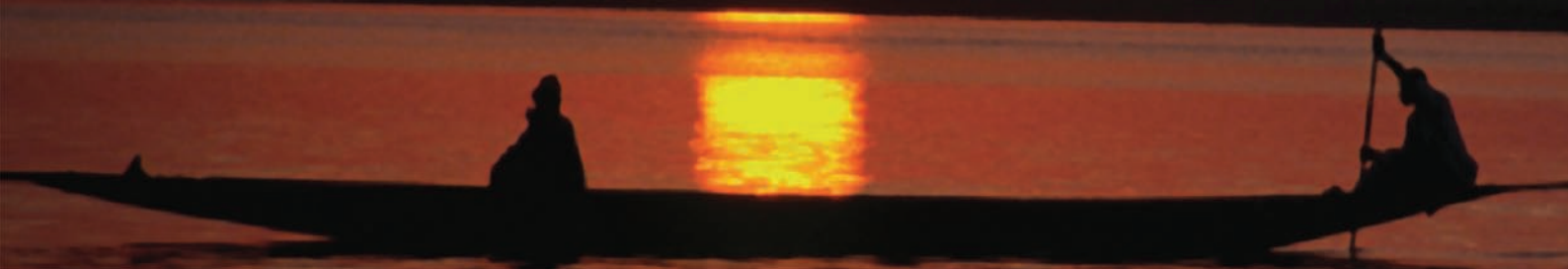
**ACRONYMS AND ABBREVIATIONS**


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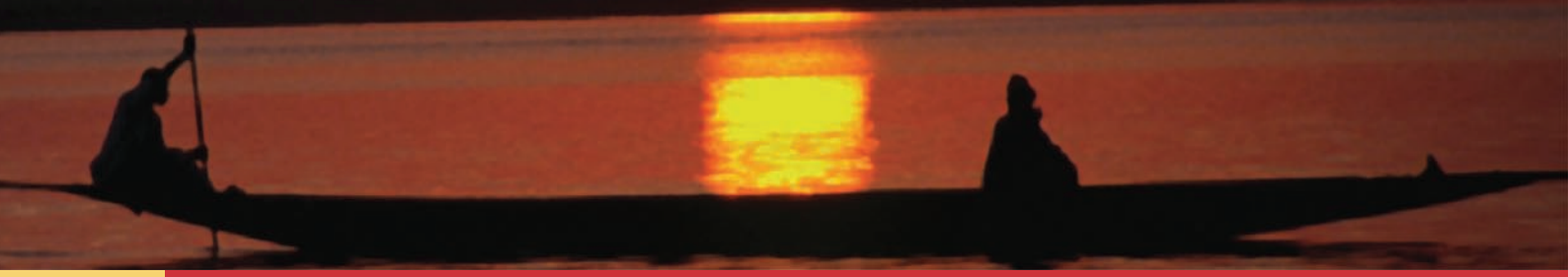
<b>ACPR</b>	Prudential Supervision and Resolution Authority
<b>AFC</b>	AFRITAC Central
<b>AFDB</b>	African Development Bank
<b>AFRISTAT</b>	Economic and Statistical Observatory for Sub-Saharan Africa
<b>AFRITAC</b>	IMF Regional Technical Assistance Center for Africa
<b>AFW</b>	AFRITAC West
<b>ANC</b>	Annual national accounts
<b>ATI</b>	African Training Institute
<b>AUT</b>	WAMU Securities Office
<b>BCEAO</b>	Central Bank of West African States
<b>BCM</b>	Central Bank of Mauritania
<b>BCRG</b>	Central Bank of the Republic of Guinea
<b>BGCT</b>	Treasury ledger
<b>BNV</b>	National Valuation Office
<b>BOAD</b>	West African Development Bank
<b>BPC</b>	Balances pending collection
<b>BPM6</b>	Balance of Payments and International Investment Position Manual, Sixth Edition
<b>CA</b>	Commitment authorizations
<b>CAA</b>	Public Debt Management Department
<b>CDCP</b>	Accrual- and receivable-payable basis accounting
<b>CET</b>	Common external tariff
<b>CM</b>	Cash management
<b>CME</b>	Medium-Sized Taxpayers Center
<b>CNDP</b>	National Committee on Public Debt
<b>CNE</b>	National Committee on Debt
<b>COFEB</b>	West African Center for Banking Studies
<b>COTECNA</b>	Import inspection agency
<b>CP</b>	Commitment plans
<b>CUT</b>	Treasury single account
<b>DCIME</b>	Directorate of the Medium-Sized Taxpayers Center
<b>DDP</b>	Public Debt Directorate
<b>DGB</b>	Directorate General of Budget
<b>DGD</b>	Directorate General of Customs
<b>DGE</b>	Large-Sized Taxpayers Directorate
<b>DGI</b>	Directorate General of Taxes
<b>DGSBF</b>	Directorate General of Banking and Financial Supervision
<b>DGSCN</b>	Directorate General of Statistics and National Accounting

<b>DGSIF</b>	Directorate General for Supervision of Financial Institutions
<b>DGT</b>	Directorate General of Treasury
<b>DGTCF</b>	Directorate General of Treasury and Public Accounting
<b>DME</b>	Medium-Sized Taxpayers Directorate
<b>DNCI</b>	National Directorate of the Property Register and Taxes
<b>DND</b>	National Customs Directorate
<b>DNI</b>	National Tax Directorate
<b>DNTCP</b>	National Directorate of Treasury and Public Accounting
<b>DPBEP</b>	Multiyear economic and budget programming paper
<b>DPME</b>	Small and Medium-Sized Taxpayers Directorate
<b>DPPD</b>	Multiyear expenditure programming paper
<b>DRFM</b>	Director of Financial Resources and Materials
<b>DSA</b>	Debt sustainability analysis
<b>DSF/DSAF</b>	Debt sustainability framework/Debt sustainability analysis framework
<b>DSID</b>	Directorate of Statistics and Customs Information Technology
<b>ECOWAS</b>	Economic Community of West African States
<b>ERETES</b>	Computer tool to assist in preparing the national accounts
<b>FAD</b>	Fiscal Affairs Department, IMF
<b>FY</b>	Fiscal year
<b>GATT</b>	General Agreement on Tariffs and Trade
<b>GDDS</b>	General data dissemination system
<b>GDP</b>	Gross domestic product
<b>GF</b>	Government finance
<b>GFS</b>	Government Finance Statistics
<b>GFSM</b>	Government Finance Statistics Manual
<b>GIZ</b>	German technical cooperation authorities
<b>HR</b>	Human resources
<b>HRM</b>	Human resource management
<b>IBFI</b>	International Banking and Finance Institute, Banque de France
<b>ICD</b>	IMF Institute for Capacity Development
<b>IFRS</b>	International Financial Reporting Standards
<b>IFU</b>	Single tax identifier
<b>IHPC</b>	Harmonized consumer price index
<b>IMF</b>	International Monetary Fund
<b>INS</b>	National Statistics Institute
<b>INSAE</b>	National Institute for Statistics and Economic Analysis
<b>INSEE</b>	National Institute for Statistics and Economic Research





<b>IS</b>	Information system
<b>JSA</b>	Japanese cooperation agency
<b>LOLF</b>	Organic Law on Budget Laws
<b>MCM</b>	Monetary and Capital Markets Department, IMF
<b>MdF</b>	Ministry of Finance
<b>MEF</b>	Ministry of Economy and Finance
<b>MTAP</b>	Multiyear technical assistance project
<b>MTBF</b>	Medium-term budget framework
<b>MTDS</b>	Medium-term debt strategy
<b>MTEF</b>	Medium-term expenditure framework
<b>NBE</b>	State budget nomenclature
<b>NPI</b>	National public institutions
<b>OHADA</b>	Organization for the Harmonization of Business Law in Africa
<b>PAP</b>	Annual performance projects
<b>PB</b>	Program budget
<b>PC</b>	Payment credits
<b>PCE</b>	Government chart of accounts
<b>PCSE</b>	Simplified government chart of accounts
<b>PIMA</b>	Public investment management assessment
<b>PLF</b>	Draft budget law
<b>PNG</b>	Government net position
<b>PNT</b>	Treasury net position
<b>PPM</b>	Procurement plans
<b>PRSP</b>	Poverty reduction strategy paper
<b>QNA</b>	Quarterly national accounts
<b>RAFIT</b>	Revenue Administration Fiscal Information Tools
<b>RPROG</b>	Program manager
<b>SA</b>	Suspense account
<b>SE</b>	Staff expenditure
<b>SGE</b>	Large-Sized Taxpayers unit
<b>SIAR</b>	Computerized risk analysis system
<b>SIGFIP</b>	Integrated public financial management system
<b>SME</b>	Medium-Sized Taxpayers unit
<b>SNA</b>	United Nations System of National Accounts
<b>SP-CTBPE</b>	Permanent Secretariat of the State Technical Program Budget Committee
<b>STE</b>	Short-term expert
<b>SYDAM</b>	Automated customs clearance system for merchandise
<b>SYDONIA</b>	Automated customs system



<b>TA</b>	Technical assistance
<b>TAME</b>	Electronic merchandise processing and risk analysis
<b>TCEI</b>	Table of integrated economic accounts
<b>TFP</b>	Technical and financial partners
<b>TI</b>	Tax inspection
<b>TOFE</b>	Table of government financial operations
<b>TRA</b>	Table of resources and applications
<b>TRIE</b>	Interstate road transit
<b>UMA</b>	Arab union of the Maghreb
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNECA</b>	United Nations Economic Commission for Africa
<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

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## I. EXECUTIVE SUMMARY

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**1. This report presents AFRITAC West's activities and results for the 2016 fiscal year.**

Accordingly, it covers the period from May 2015 through April 2016 (the 2016 fiscal year) and outlines the Center's activities and results achieved through technical assistance missions, training workshops, peer training internships, and capacity development for sub-regional institutions.

**2. The Center was set up in the context of the AFRITAC Initiative, which comprise five regional Technical Assistance Centers in sub-Saharan Africa.** This Initiative, which came into being in 2002, was triggered by the request by African policy makers, as part of the New Partnership for Africa's Development (NEPAD) to the IMF to help strengthen the institutional and human capacity for the design and implementation of economic policies to accelerate economic growth and reduce poverty in their countries. AFRITAC West was set up in 2003 in Bamako, and was relocated to Abidjan in 2012. It covers 10 countries: Bénin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Sénégal, and Togo. The Center also provides technical assistance to the Central Bank of West African States (BCEAO) and to the WAMU Government Securities Agency. With an approach to a demand-driven support, AFRITAC West offers its members a local and flexible technical assistance to strengthen their institutional and human capacity in the areas of government finance, debt management and development of financial markets, macroeconomic statistics, banking supervision and bank restructuring; and macroeconomic forecasting and analysis.

**3. AFRITAC West's operations are funded by the 10 states that are beneficiaries of the technical assistance it delivers and by bilateral and multilateral partners.** As of April 30, 2016, these partners included the European Union Commission, the Netherlands, France, Kuwait, Canada, the African Development Bank (AfDB), Luxembourg, Australia, Switzerland, Germany, the European Investment Bank (EIB), Italy, the German cooperation, the Central Bank of West African States (BCEAO), and the International Monetary Fund (IMF). For the financing Phase now in progress, contributions from member countries and partners for which commitment letters have been signed amount to US\$2.9 million and US\$38.4 million, respectively (Table 1). As of April 30, 2016, AFRITAC West's expenditure for fiscal year 2016 was US\$6.9 million, equivalent to an increase of 1.4 percent as compared with the previous fiscal year, reflecting mainly activities in Macroeconomic Analysis and Forecasting launched during in fiscal year 2016, as well as a substantial increase in training workshops (Table 2).

**Table 1. AFRITAC West. Statement of Financial Contributions for Phase III  
(November 2009–April 2016)**

		Commitments received (Nov. 2009–Jan. 2015) for Phase III		Payments received for Phase III		Payments due expected for Phase III
	Currency	In foreign exchange	In U.S. dollars <sup>1</sup>	In foreign exchange	in U.S. dollars	in U.S. dollars
<b>Partners</b>						
Germany	Euro	1,000,000	1,426,750	1,000,000	1,426,750	-
Germany	Euro	100,000	121,530	100,000	121,530	-
Australia	U.S. dollars	1,250,000	1,250,000	1,250,000	1,250,000	-
African Development Bank	U.S. dollars	1,500,000	1,500,000	1,500,000	1,500,000	-
European Investment Bank	Euro	1,000,000	1,356,000	1,000,000	1,356,000	-
Canada	Dollar CAN	2,000,000	2,111,825	2,000,000	2,111,825	-
EU-Africa, Caribbean and Pacific (ACP)	Euro	2,000,000	2,782,800	2,000,000	2,782,800	-
EU-regional	Euro	10,000,000	12,476,100	10,000,000	12,476,100	-
France	Euro	3,600,000	4,894,456	3,600,000	4,894,456	-
Italy	Euro	600,000	906,266	600,000	906,266	-
Kuwait	U.S. dollars	2,500,000	2,500,000	2,500,000	2,500,000	-
Luxembourg	Euro	1,250,000	1,679,227	1,250,000	1,679,227	-
The Netherlands	U.S. dollars	4,411,725	4,411,725	4,411,725	4,411,725	-
Switzerland	U.S. dollars	1,030,954	1,030,954	1,030,954	1,030,954	-
<b>Subtotal, partners</b>			<b>38,447,633</b>		<b>38,447,633</b>	-
<b>Beneficiaries</b>						
Bénin	U.S. dollars	275,000	275,000	165,643	165,643	109,357
Burkina Faso	U.S. dollars	275,000	275,000	275,000	275,000	-
Côte d'Ivoire	U.S. dollars	767,483	767,483	767,483	767,483	-
Guinea	U.S. dollars	275,000	275,000	275,000	275,000	-
Guinea Bissau	U.S. dollars	-	-	-	-	-
Mali	U.S. dollars	275,000	275,000	271,159	271,159	3,841
Mauritanie	U.S. dollars	275,000	275,000	96,334	96,334	178,666
Niger	U.S. dollars	275,000	275,000	-	-	275,000
Sénégal	U.S. dollars	275,000	275,000	162,913	162,913	112,087
Togo	U.S. dollars	275,000	275,000	109,950	164,950	110,050
<b>Sous-total Bénéficiaires</b>			<b>2,967,483</b>		<b>2,178,482</b>	<b>789,001</b>
<b>Total</b>			<b>41,415,116</b>		<b>40,626,115</b>	<b>789,001</b>

Source: IMF Institute for Capacity Development.

1. The exchange rate used for commitments during Phase III depends on the signing date of the Letter of Intent. The amount of payments received in U.S. dollars depends on the date of disbursement.



Table 2. AFRITAC West (Phase III). Financial Monitoring, 2015-2016 (In U.S. dollars)

Expenditure categories	Cycle III budget, FY 2010-2017	Expenditure FY 2010	Expenditure FY 2011	Expenditure FY 2012	Expenditure FY 2013	Expenditure FY 2014	Expenditure FY 2015	Expenditure FY 2016
<b>Resident advisors</b>	<b>18,171,401</b>	<b>1,098,504</b>	<b>2,341,157</b>	<b>2,344,062</b>	<b>2,188,325</b>	<b>2,032,182</b>	<b>2,704,347</b>	<b>2,654,426</b>
Fiscal affairs and revenue administration	7,319,675	504,288	1,021,790	980,899	980,143	790,026	1,021,826	954,495
Financial markets and public debt	4,166,185	214,200	515,003	585,107	583,095	439,195	684,511	566,869
Statistics	3,566,001	222,949	544,528	440,060	354,876	502,079	517,434	487,166
Macroeconomic analysis and forecasting	615,113	-	-	-	-	-	82,256	263,791
Regional travel	2,504,426	157,067	259,836	337,996	270,212	300,882	398,321	382,105
<b>Short-term experts</b>	<b>10,700,782</b>	<b>322,073</b>	<b>920,136</b>	<b>1,192,670</b>	<b>1,321,247</b>	<b>1,593,050</b>	<b>1,718,957</b>	<b>1,798,341</b>
Finances publiques et administration des recettes	6,132,682	268,296	597,887	744,294	767,857	839,970	1,073,637	911,258
Marchés financiers et dette publique	2,529,378	17,624	140,070	256,023	285,330	516,881	388,546	457,873
Statistiques	1,790,539	36,153	182,179	192,353	268,060	236,199	256,774	306,347
Aspects juridiques	-	-	-	-	-	-	-	-
Analyses et prévisions macroéconomiques	248,183	-	-	-	-	-	-	122,863
<b>Training / seminars/workshops</b>	<b>4,191,202</b>	<b>-</b>	<b>445,105</b>	<b>320,716</b>	<b>580,401</b>	<b>728,644</b>	<b>494,543</b>	<b>805,760</b>
Regional seminars/workshops	3,655,579	-	445,105	320,716	457,075	551,144	494,543	689,524
Training in macroeconomic and financial management	535,622	-	-	-	123,326	177,500	-	116,236
<b>Diagnostic missions</b>	<b>248,725</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,004</b>	<b>141,721</b>	<b>-</b>	<b>-</b>
Government finance and revenue administration	234,804	-	-	-	93,083	141,721	-	-
Financial markets and public debt	13,921	-	-	-	13,921	-	-	-
Statistics,	-	-	-	-	-	-	-	-
legal affairs	-	-	-	-	-	-	-	-
<b>Backstopping and project management</b>	<b>2,807,415</b>	<b>192,857</b>	<b>454,365</b>	<b>310,566</b>	<b>394,609</b>	<b>381,609</b>	<b>347,954</b>	<b>322,502</b>
Backstopping, travel,	1,543,614	101,134	273,676	175,359	146,925	207,786	191,222	221,541
project management	644,494	59,983	109,458	78,848	69,584	60,266	79,096	85,276
travel (staff)	619,307	31,740	71,231	56,359	178,100	113,557	77,636	15,685
<b>Other</b>	<b>1,317,632</b>	<b>5,018</b>	<b>58,519</b>	<b>65,769</b>	<b>320,006</b>	<b>235,898</b>	<b>204,850</b>	<b>203,270</b>
Assessment	239,918	-	-	-	214,316	25,602	-	-
Misc. coordination and administrative expenditure	1,077,714	5,018	58,519	65,769	105,690	210,295	204,850	203,270
<b>Subtotal</b>	<b>37,437,157</b>	<b>1,618,452</b>	<b>4,219,282</b>	<b>4,233,783</b>	<b>4,911,592</b>	<b>5,113,103</b>	<b>5,470,651</b>	<b>5,784,299</b>
<b>Trust fund management</b>	<b>2,620,601</b>	<b>113,292</b>	<b>295,350</b>	<b>296,365</b>	<b>343,811</b>	<b>357,917</b>	<b>382,946</b>	<b>404,901</b>
<b>Total expenditure, donors and lenders</b>	<b>40,057,758</b>	<b>1,731,744</b>	<b>4,514,632</b>	<b>4,530,148</b>	<b>5,255,404</b>	<b>5,471,020</b>	<b>5,853,597</b>	<b>6,189,200</b>
Contribution, IMF	6,471,203	466,213	871,808	823,916	751,560	1,039,600	897,288	657,731
Contribution, host country	1,394,771	169,750	349,480	370,094	122,633	-	103,821	106,323
<b>Coordination and admin. of the Center (IMF and host country)</b>	<b>7,865,974</b>	<b>635,963</b>	<b>1,221,288</b>	<b>1,194,010</b>	<b>874,193</b>	<b>1,039,600</b>	<b>1,001,109</b>	<b>764,054</b>
<b>Total AFRITAC West</b>	<b>47,923,731</b>	<b>2,367,707</b>	<b>5,735,919</b>	<b>5,724,158</b>	<b>6,129,597</b>	<b>6,510,620</b>	<b>6,854,706</b>	<b>6,953,254</b>

Source: IMF Institute for Capacity Development.

**4- The Center comprises a Director and a team of 15 staff.** Technical assistance is implemented by nine Resident Advisors who are experts in the IMF's areas of expertise; while support in the administrative, technical, and logistics management areas is provided by a staff of six locally-recruited staff.



Staff of AFRITAC West, Abidjan, April 2016.

**5- The Center's supervisory body is the Steering Committee (SC), which includes representatives from beneficiary countries, development partners, and the IMF.** The West African Economic and Monetary Union (WAEMU) Commission, the Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT), and Pôle de Dakar (Strategy for Development and Public Finance) attend Steering Committee meetings as observers. The Center's work programs, prepared through in consultation with the authorities of member countries and IMF country teams are endorsed by the Steering Committee. The Committee is chaired on a rotating basis by the ministers of economy and finance of the member countries, for a two-year term. The Republic of Burkina Faso has chaired the Committee since the fiscal year 2016. The 2015 Steering Committee meeting adopted the following changes: (i) the frequency of Steering Committee meetings was changed from two meetings per year to only one; (ii) the term for the Steering Committee Chair was increased from one to two years for each member country, with a succession determined in alphabetical order; and (iii) every other annual meeting will be held in the host country, Côte d'Ivoire.

**6- The last meeting of the Steering Committee was held on May 4 and 5, 2016 in Abidjan.** It provided an opportunity for the SC to endorse the Center's reports on execution of activities as well as the budget for fiscal year 2016; to adopt the working program for the fiscal 2017; and to discuss and validate the strategic paper outlining the Center's strategic priorities for the next financing Phase commencing in June 2017.





The 26th meeting of the Steering Committee, Abidjan, May 2016.

**7- An independent external evaluation of the Center's activities was conducted in 2013.** Since then, the Center has focused on implementing the recommendations made by the evaluation. In this context, the 21 recommendations were divided into eight categories, and one or more activities were proposed for recommendation. Out of the 21 recommendations, seven were scheduled for implementations during the next financing Phase that will begin with FY2018. Of the 14 remaining recommendations, half have been fully implemented, and the balance has been partially completed. The actions that have been taken include the launch of the internship program in June 2015, the preparation of annual budgets based on work plans, an increase in the share of multiyear technical assistance projects from 34 percent to 50 percent of the portfolio since FY2015, and the preparation by IMF staff of a Handbook for RTACs in September 2015.

**8- The objectives presented in the Center's work program are part of its medium-term strategy** based on the Program Document adopted in support of its third financing Phase covering the period 2009-2014 as well as the memorandum adopted by the Steering Committee to extend the third financing Phase from 2014 to 2017. These strategic areas are summarized in Table 3 below.

### Table 3. AFRITAC West Strategic Framework, 2012-2017

[illegible]



**9- Execution of the work program for the period May 2015-April 2016 was generally satisfactory, with a rate of 85 percent, while more than 50 percent of the milestones set for the year were achieved.** The Center's activities were in line with the work program approved by the SC in April 2015, despite a number of unfavorable exogenous factors, which included: (i) the temporary suspension of missions as a result of the Ebola virus disease (Guinea) and security conditions in connection with election periods; (ii) a delay of approximately six months in the recruitment of the new Resident Advisor in Public Expenditure Management (Treasury); and (iii) the postponement of certain activities the authorities' request. Depending on the area, the execution rate varied between 36 percent in public accounting and 100 percent in government finance statistics.

**10- Three peer learning missions out of the seven originally planned took place.** These internships enabled six officials from member countries to broaden their experience in public expenditure management. The low execution rate reflects mainly the response rate from the host countries that had been approached.

**11- In the area of training, 13 workshops were organized** (Table 4). Thanks to these workshops, more than 400 officials from AFRITAC West member countries were trained on the selected topics and were given the opportunity to exchange experience with other participants and trainers.



**DIRECTOR**  
**M. Jean Le Dem (until July 2015)**

Prior to his assignment to AFRITAC West, Mr. Le Dem served as Deputy Division Chief in the African Department of the IMF. He has conducted missions to a variety of African countries, including Mauritania (2003-2007) and Guinea (2007-2010).



**DIRECTOR**  
**Mme Kabedi-Mbuyi (from August 2015)**

At the time of her appointment as Director of AFRITAC West, she served as Deputy Division Chief in the African Department of the IMF, and Mission Chief for Sierra Leone (2012-2015). She had also held several positions at IMF Headquarters and in IMF representative capacity.

Table 4. AFRITAC West: Seminars Organized during Fiscal Year 2016

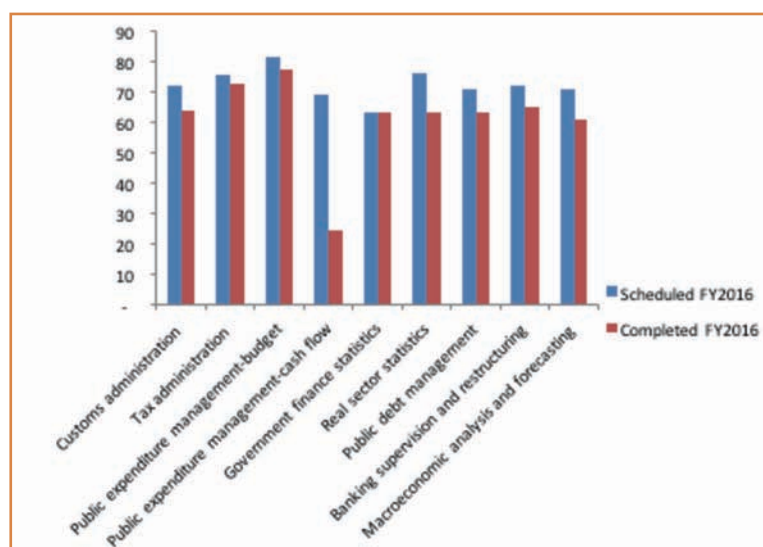
Area	Topic	Place	Date	Partner	Number of participants
Real sector statistics	Integration of government finance statistics into the national accounts	Abidjan	May 25-27, 2015	WAEMU	34
Banking supervision and bank restructuring	Macro prudential surveillance	Dakar	June 1-5, 2015	COFEB	30
Tax administration	Tax inspection for banking and insurance operations	Nouakchott	June 15-19, 2015		36
Macroeconomic analysis and forecasting	High-level seminar on improving macroeconomic analysis and forecasting in West Africa	Abidjan	June 25-26, 2015		30
Public debt management and financial markets development	Training on the approach used to build an interest rate curve	Cotonou	September 7-11, 2015		39
Public expenditure management (budget)	Decentralization of expenditure authorization processes	Abidjan	January 18-22, 2016	AFC FAD	32
Tax administration	Tax inspection for mining operations	Cotonou	November 2-11, 2015		46
Macroeconomic analysis and forecasting	Course on regional integration	Dakar	December 7-18, 2015	ICD, COFEB	27
Customs administration	Role of intelligence in the customs administrations	Abidjan	January 11-15, 2016		33
Macroeconomic analysis and forecasting	Simulation of exogenous and/or economic policy shocks	Dakar	January 25-29, 2016		36
Government finance statistics	Public sector debt statistics	Lomé	March 21-25, 2016		33
Real sector statistics	Integration of monetary, financial, and balance of payments statistics into the national accounts	Dakar	March 29-April 1, 2016	COFEB	43
Banking supervision and bank restructuring	Risk-based supervision	Paris	February 22-26, 2016	AFC Banque de France	14

## 2- THE CENTER'S ACTIVITIES AND ACHIEVEMENTS IN 2016

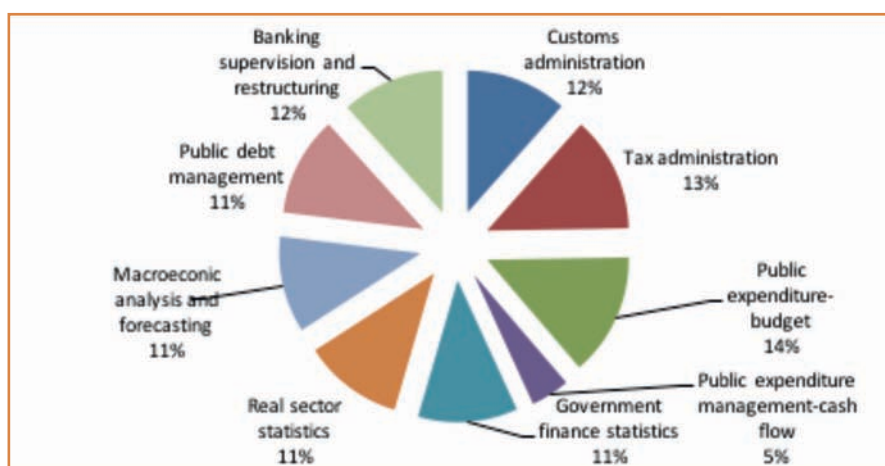
### A- IMPLEMENTATION OF THE WORK PROGRAM FOR THE 2016 FISCAL YEAR

**12.** In fiscal year 2016 (FY16), the Center's activities were conducted in accordance with its logical framework for the period 2014-2017. In terms of the volume of technical assistance (TA) delivered, the areas of government finance statistics, expenditure management (budget), and tax administration registered the highest scores as against the projections made at the beginning of the fiscal year (Figure 1). However, other than the area of expenditure management (Treasury), the shares of different areas in the total volume of TA delivered were about the same (Figure 2). Details of TA activities by beneficiary in FY16 are provided in Appendix 1.

**Figure 1 – Technical Assistance Programmed and Delivered by Area  
(In staff weeks)**



**Figure 2 – Distribution of Technical Assistance Delivered by Area  
(As a Percentage of Total Volume)**



## A.1. Customs Administration

**13. Consistent with the Center's logical framework for 2014-17, TA missions in customs administration focused on the following objectives:** (i) enhance risk management; (ii) develop capacity to fight fraud; (iii) improve and facilitate trade; (iv) enhance supervision; (v) share good practices at the regional level; and (vi) develop the technical capacity of customs officers. These activities accounted for 64 staff weeks, equivalent to a completion rate of 89 percent for FY16.

◇ *Effective risk management.* The Center continued its multiyear projects to implement automated risk management and selective inspection systems in Benin, Mali, and Senegal; and to assess the impact of this system in Côte d'Ivoire.

◇ *Developing capacities to fight fraud.* The activities focused on continuing the efforts to computerize customs disputes in Benin and Mali; launching preparatory work for setting up of a procedure for supervision and monitoring of merchandise imported under the exemption system in Togo and Côte d'Ivoire; and monitoring implementation of a national valuation bureau in Mauritania.

◇ *Improve and facilitate trade.* The Center continued its project to convert transit records into the book entry format and to rationalize the scanner system in Senegal.

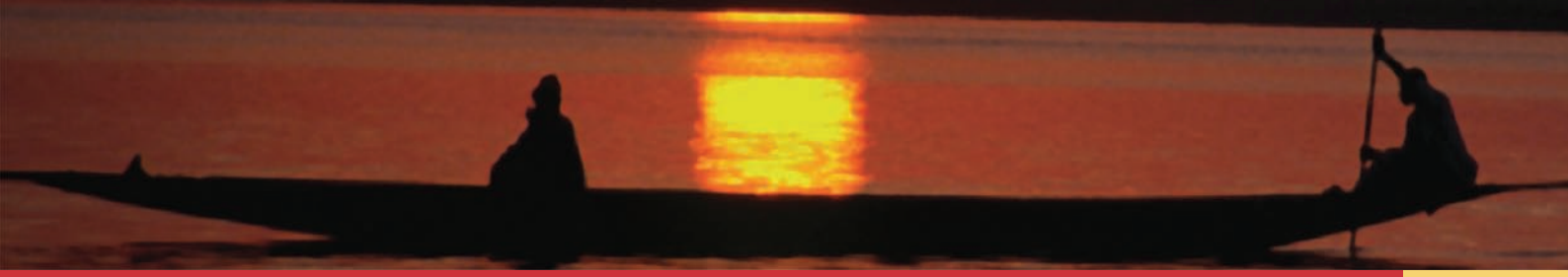
◇ *Improve continuous inspections and effective consistency.* The Center provided TA to Guinea-Bissau on the acceptance of merchandise.

## A.2. Tax Administration

**14. The Center's activities in tax administration focused on three areas:** (i) continuing to implement the multiyear program to modernize medium-sized taxpayers; (ii) developing national capacity in tax inspection and training; and (iii) developing regional capacity to supervise tax operations. More specifically, the Center's activities enabled the launch of a new multiyear program to strengthen medium-sized taxpayers in **Niger** and **Guinea**; the continuation of programs to modernize the medium-sized Taxpayers administration initiated in 2014 in **Mali**, **Benin**, and **Burkina Faso**; the closing of multiyear TA projects in **Mauritania** and **Senegal**; and the drafting of the procedures manual in **Benin**.

**15. Technical assistance from the Center helped strengthen tax inspection and collection of tax arrears** in **Niger**, **Burkina Faso**, and **Togo**. The purpose of this activity was to strengthen the tax operations in all units of the Tax Department (DGI), including the Large-Size Taxpayers Directorate (DGE) and the Tax Inspection Directorate. The support was additional to TA provided to enhance medium-sized taxpayers Centers.





### A.3. Public Financial Management

**16. At the country level, TA involved support for the implementation of fiscal reforms.** These activities primarily included the development of macro-processes to renovate the information system in Côte d'Ivoire and Benin; implementation of commitment authorizations/payment credit mechanisms in Burkina Faso and Niger; budget preparation in Togo; expenditure execution in Benin, Guinea-Bissau, and Senegal; wage bill management in Senegal, Mali, Guinea, and Mauritania; management of cash and the treasury single account in Niger and Togo; the treasury ledger in Côte d'Ivoire; and accounting standards in Senegal.

**17. The work program implementation in Public Financial Management amounted to 102 staff weeks,** equivalent to an execution rate of 68 percent for FY16. This performance reflects the postponement of a number of missions as a result of the security and political situation in some countries, the postponement of the workshop on cash management and treasury single account, and the prolonged vacancy for the Accounting and Treasury Resident Advisor position, for which activities took place only in the second half the fiscal year.

### A.4. Debt management and Development of the Financial Markets

**18. The TA program for FY16 was based on the following strategic objectives:** (i) modernization of the institutional and organizational framework for public debt management in Benin, Côte d'Ivoire, Guinea-Bissau, and Togo; (ii) development of a better understanding of the key analytical frameworks used in public debt management in Mali and Mauritania; (iii) capacity development for Treasury services in relation with the government securities markets operations in Guinea and Senegal; and (iv) support for the WAMU Securities Office in its efforts to develop the regional government securities markets.

**19. The work program implementation translated into 63 staff weeks,** equivalent to an execution rate was 89 percent for FY16. Eighteen missions out of the 20 programmed at the beginning of the year were completed.

### A.5. Macroeconomic statistics

#### Government finance statistics

**20. During FY16, activities on government finance statistics (GFS) focused on the implementation of the new harmonized government finance framework of the WAEMU,** and consisted primarily of: (i) producing the minimum analytical framework (for GFSM 2001), and specifically the WAEMU 2009 Government Finance Operations' Table (TOFE); (ii) assessing the availability and quality of the data; (iii) assessing the capacity to expand the coverage of GFS as a priority for decentralized government agencies and social security funds; (iv) updating the timetable for the production of the minimum analytical framework and expanding the TOFE's coverage and scope; (v) assessing the treasury ledger

(BGCT) as the main data source for producing GFS for the central government; (vi) providing training on GFSM 2001/2014; (v) improving collaboration and data sharing between producers and users of GFS and; (vi) improving practices in the area of GFS dissemination. The programmed number of staff weeks was fully executed. Statistiques du secteur réel.

### Real sector statistics

**21. In FY16, the Center's activities focused on national accounting statistics.** The aim was that all member countries are in position to produce annual and quarterly national accounts that meet international standards, with reasonable lags, using sound statistical techniques, with a scope that meets users' requirements. In all the activities carried out during the period, 54 percent of the support was provided to countries pursuing implementation of SNA 1993 to reduce dissemination lags; 33 percent was provided to countries launching implementation of SNA 2008; and 12 percent to countries developing quarterly national accounts.

### A.6. Banking supervision and bank restructuring

**22. The Center's activities focused on strengthening and making banking supervision more effective.** They included the following: (i) implementation of the Basel Core Principles; (ii) adaptation and upgrading of the regulatory document; (iii) organization of on-site and off-site supervision activities; (iv) development of surveillance tools; and (v) training activities. No bank restructuring missions were conducted, as these activities are covered directly by the IMF Monetary and Capital Markets Department.

**23. In terms of missions, with an execution rate of 90 percent, equivalent to 65 staff-weeks rather than 72 programmed, activity levels for regional institutions fell short of the program.** By contrast, the volume of missions carried out for Guinea and Mauritania met or exceeded (in Mauritania's case) the initially-programmed levels.

### A.7. Macroeconomic analysis and forecasting

**24. The program of activities for FY16 focused on the following key areas: (i) upgrading the institutional mechanisms for macroeconomic analysis;** (ii) improving the short-term economic monitoring and forecasting systems, including in tax revenue; and (iii) improving the mechanisms for the macroeconomic framework models, simulation of exogenous shocks, and economic policy impacts. The working program entailed a total of 61 staff weeks with an execution rate of 86 percent. B- K e y Results Achieved in Fiscal Year 2016

## B. KEY RESULTS ACHIEVED IN FISCAL YEAR 2016

**25. Satisfactory results were achieved in most areas.** Based on the target results or milestones programmed for FY16, the execution rate was at least 50 percent, except in two areas; and there was a very good performance in tax administration, banking supervision, and expenditure management, for which the weighted execution rates were in the range of 56-77 percent with few or no benchmarks postponed to FY17. The achievement of these benchmarks led to the implementation of substantial reforms as illustrated in boxes 1 and 2 below. Moreover, country assessment indicates that Togo and Côte d'Ivoire achieved their results at more than 60 percent of the programmed levels of activity.

**Table 5. Status of Benchmarks for FY16 by Area  
(In Numbers, Unless Otherwise Indicated)**

Area	Programmed	Achieved	Partially achieved	Postponed until the 2017 fiscal year	Cancelled
Customs Administration	28	9	4	15	0
Tax administration	33	23	5	5	0
Public Financial Management (cash flow)	5	2	1	2	0
Public Financial Management (budget)	18	6	8	4	0
Government Finance Statistics	19	2	9	8	0
Real Sector Statistics	37	6	17	13	1
Debt and Financial Markets	26	12	3	9	2
Banking Supervision	12	6	6	0	0
<b>TOTAL</b>	<b>178</b>	<b>66</b>	<b>53</b>	<b>56</b>	<b>3</b>

**Table 6. Status of Benchmarks for FY16 by Country  
(In Numbers, Unless Otherwise Indicated)**

Beneficiary	Programmed	Achieved	Partially achieved	Postponed until the 2017 fiscal year	Cancelled
Benin	19	6	8	5	0
BURKINA FASO	22	3	6	13	0
COTE D'IVOIRE	25	14	7	3	1
GUINEA	10	2	5	2	1
GUINEA-BISSAU	7	0	4	3	0
MALI	19	3	5	11	0
MAURITANIA	15	5	6	4	0
NIGER	11	4	2	5	0
Senegal	15	6	4	5	0
TOGO	14	9	2	3	0
WAEMU	1	1	0	0	0
BCEAO	3	2	1	0	0
TRAINING	12	10	0	1	1
WAMU SECURITIES	4	1	2	1	0
BANKING COMMISSION	1	0	1	0	0
<b>TOTAL</b>	<b>178</b>	<b>66</b>	<b>53</b>	<b>56</b>	<b>3</b>



### Box 1. AFRITAC West: Key Results for 2016 Fiscal Year

#### Customs Administration

- Benin and Côte d'Ivoire: Automated updating customs fraud frequencies.
- Togo: Establishment of a procedure to control and monitor merchandise imported under the customs exemption regime.

#### Tax administration

- Benin, Guinea, and Mauritania: Increase in the average on time declaration rate, with a target range of 80-90 percent; and in the number of registered medium-sized taxpayers with a target of a 10 percent increase per annum.
- Guinea and Togo: Reduction of 20 percent at end-2015 in tax arrears verified as of January 1, 2015.
- Mali and Niger: Increase in the tax rate (domestic tax revenue/GDP) of 0.5 percent between 2015 and 2016.
- Senegal: Set up of a risk analysis system, implementation of a system to assess the impact of the revenue collection services, and tax information sharing on the broadening of the tax base.

#### Expenditure management

- Burkina Faso: Identification and budgeting of commitment authorizations in accordance with the directive on budget law.
- Côte d'Ivoire: Adoption of an indicator on the clearance of provisional allocation accounts, and adoption of the specifications for the overhaul of the information system.
- Senegal: Preparation of the compendium of State accounting standards and 30 account registers in the public accounting system.

#### Debt management and development of financial markets

- Benin, Mali and Niger: Selection of Primary Dealers based on the suggested procedures.
- WAMU Securities Office: Adoption of mechanisms on privileges granted to Primary Dealers.

#### Macroeconomic statistics

- Burkina Faso: Implementation of quarterly national accounts.
- Guinea-Bissau: Production of a publication bulletin for the 2013-2014 Annual National Accounts and three data input models.
- Senegal: Full migration to the TOFE based on GFSM 2001/WAEMU 2009.

#### Banking supervision

- Guinea: Preparation and implementation of an actions plan for the application of measures introduced under the new banking law.
- Mauritania: Preparation of a draft revision of the laws on banking regulation and on the charter of the central bank.

**BCEAO:** Preparation of the draft regulatory texts on calculation of prudential capital and submission to the WAMU Council of Ministers; and validation by the BCEAO decision-making authorities of the draft texts introducing consolidated-based supervision in the WAMU.

### Box 2. Modernization of the Public Debt Management Framework in Bénin

During FY16, Bénin received 58 weeks of technical assistance from AFRITAC West, including 11 weeks in debt management financial markets development. This support contributed to the modernization of the management framework for the country's public debt and the attainment of the following results:

**Adoption of the decree establishing public debt management policy.** The adoption of this decree represents an important step in the modernization of Bénin's public debt management framework. Bénin is one of the few AFRITAC West member countries to have a modern debt management policy paper compliant with the 09/2007/CM/WAEMU Regulation of July 4, 2007 establishing the reference framework for policy on public debt and its management in WAEMU member countries. The Decree contains key guidelines and practices to be used as reference for public debt management and for the issuance of government guarantees.

**Reorganization of the Debt Management Unit.** A new management structure using the front, middle, and back office model was implemented at the Debt Management Unit (Caisse Autonome d'Amortissement-CAA). This represents a clear improvement over the previous structure. It enhances operational efficiency, encourages more communication between teams, and supports transparency and accountability. The new structure is compliant with the IMF and World Bank guidelines in public debt management, and with the new debt policy established by the authorities.

**Improved information on public debt.** The CAA went on line in January 2016 with a website presenting information on public debt operations. By placing this website online, Bénin substantially improved the transparency required for public debt management, while giving current and potential investors access to information to gain a better understanding of the public debt situation and the risks it entails. The website is a good reference for other AFRITAC West member countries and other sub-Saharan African member countries interested in improving transparency on public debt operations.

## C- TRAINING AND PEER-LEARNING ACTIVITIES

**26. The Center organized 13 regional workshops covering all operating areas, and three study missions under the peer learning program.** This section provides the details of these activities.

### C1. Regional Workshops

#### Customs Administration

**27. Customs fraud intelligence (Abidjan, Côte d'Ivoire, January 2016).** The main objective of this workshop was capacity development in the area of intelligence, as an extension of the customs risk management process. The workshop gave participants an understanding on developing the intelligence function and its contribution to risk management. It also gave them the opportunity to discuss challenges they face in this area, in their respective intelligence organizations so that they could ultimately establish more appropriate, and above all, functional mechanisms.



**From right to left: the Resident Advisor in the area of Customs Administration, the Director of the Center, and the IMF Experts who led the workshop.**

## Tax administration

**28. Tax inspection for international operations of banks and insurance companies (Nouakchott, Mauritania, June 2015).** This workshop aimed to enhance tax inspectors' capacity in the use of regulatory instruments to fight illegal transfer of profits between multinational companies. The regional approach was highlighted to stress the need to create a group of regional experts, particularly in the WAEMU community. The Center's Resident Advisor also contributed to the updating of the database for analysis, performance, and comparison of the tax and customs administrations implemented by the Fiscal Affairs Department, IMF (*Revenue Administration Fiscal Information Tools—RAFIT*).



Opening remarks by the Minister of Finance of Mauritania at the Regional workshop on tax inspection for international operations of banks and insurance companies (Nouakchott, June 2015).

**29. Supervision of international operations of the mining industries (Cotonou, Benin, November 2015).** The Center organized the third session of the Regional Working Group on Tax Inspection for International Operations, in collaboration with the Benin's Tax Department. This workshop provided training for members of the Working Group on various stages of mining projects, ranging from preliminary research, to advanced research and production, to marketing. Technical, technological, and industrial issues were described and addressed during the workshop. Participants also showed great interest in the economic, accounting, and fiscal aspects of the workshop's subject.



## Public expenditure management

**30. Decentralization of payment authorization procedures in francophone sub-Saharan Africa (Abidjan, Côte d'Ivoire, January 2016).** Participants greatly appreciated this workshop because of its inter-regional focus and the relevance of the topics addressed, which provided an opportunity for broad sharing of experiences among government finance professionals from finance and line ministries, audit court judges, and members of parliament. A report was prepared on the workshop, with recommendations on the prerequisites and mechanism for implementing the decentralization of payment authorization procedures.



The AFRITAC West/AFRITAC Central joint workshop in Abidjan.

## Debt Management

**31. Interest rates curve preparation approach (Cotonou, Benin, September 2015).** This workshop was attended by approximately 40 participants representing the Center's 10 member countries, the WAMU Government Securities Office, and the West African Development Bank (BOAD). It provided the opportunity to train participants, and for a beneficial exchange of experience on issues related to the preparation of interest rates curve for the region, and countries' role in the emergence of such a curve, through their public securities issued in the regional market.



Regional workshop on procedures for preparing the interest rate curves, September 15, 2015, Cotonou.

## Banking supervision

**32. Macroprudential surveillance, systemic risks and financial stability (Dakar, Senegal, June 2015).** This workshop was held with support from the BCEAO Training Center, with approximately 30 participants representing the 10 AFRITAC West member countries, professionals from the ministries of economy and finance, central banks, and the Secretariat General of the WAMU Banking Commission. The workshop increased the awareness of, and trained participants in connection with macroprudential policies and financial stability.



**33. Risk-based supervision (Paris, France, February 2016).** The workshop was jointly organized by AFRITAC West and AFRITAC Central, in partnership with the International Banking and Finance Institute, Banque de France. The latter provided substantial logistic and pedagogic support, particularly by inviting a number of experts from the Authority for Prudential Supervision and Resolution. This workshop enabled a broad experience sharing among supervisors in the area of risk-based supervision. Participants presented problems encountered in implementing this approach in their respective countries, and recent progress. Various aspects of the subject were addressed in details through case studies and work in groups, the conclusions of which were presented in the plenary session. The workshop helped prepare roadmaps that should be useful and relevant for the supervision authorities.





Participants and trainers, Risk-based Supervision (Paris, France, February 2016).

### Government finance statistics

**34. Public sector debt statistics (Lomé, Togo, March 2016).** This workshop was attended by 33 participants from the 10 countries covered by the Center and the WAEMU Commission. The presentation of the new international standards in the area of public sector debt statistics helped strengthen knowledge and capacity for the production of data under the new standards. The workshop also addressed issues related to the production of the public debt position.

### Real sector statistics

**35. Integration of balance of payments statistics into the national accounts (Dakar, Senegal, March 2016).** This workshop, organized jointly with the BCEAO, was attended by 30 representatives from the 10 member countries of the Center. It entailed a presentation of methods for preparing balance of payments statistics and the status of implementation of the Balance of Payments and International Investment Position Manual, Sixth Edition (BPM 6). It also provided an opportunity for national accountants and forecasters to discuss problems encountered in the use of these statistics, and to propose options for improvement.

### Macroeconomic analysis and forecasting

**36. Macroeconomic analysis and forecasting in the region (Abidjan, Côte d'Ivoire, June 2015).** This workshop marked the launch of AFRITAC West's activities in macroeconomic analysis and forecasting, the new area introduced in 2015. It provided the opportunity for productive discussions with participants on capacity development needs in this area, initiatives underway in their respective countries, and possible areas of intervention for the Center.



**SÉMINAIRE RÉGIONAL EN ANALYSE ET PRÉVISION MACROÉCONOMIQUES**

**Abidjan, 25-26 Juin 2015**

**37. Course on the economic aspects of regional integration (Dakar, Senegal, December 2015).**

The Center organized a course on the economic aspects of regional integration, in collaboration with the IMF Institute for Capacity Development and the BCEAO. Representatives from all member countries and regional institutions covered by AFRITAC West participated in this course, which focused on issues and concepts related to trade, monetary, and financial integration; with applications to the cases of the WAEMU, ECOWAS, and the UMA.





**Group photo taken at the AFRITAC West-ICD course in Dakar, Senegal, December 2015.**

**38. Macroeconomic shock simulations (Dakar, Senegal, January 2016).** This workshop gave participants the opportunity to discuss issues related to simulations of impact of shocks using macroeconomic models available in the countries, and to suggest improvement for these models. It also gave participants the opportunity to take stock of progress in initiatives taken at the regional level to strengthen existing macroeconomic frameworks and simulation mechanisms. During these activities, the conditions and mechanisms for implementation of macroeconomic impact studies and simple models in the countries covered by the Center were also discussed.



Group photo from the workshop on Macroeconomic Shock Simulation (Dakar, Senegal, January 2016).&@

## C.2. Peer-Learning Program

**39. During its first year of application, the peer-learning program covered only the area of public financial management.** It enabled six officials to participate in professional attachments programs as presented below. Reports as well as testimonies from participants (Box 3) highlight the valuable lessons learned and potential applications in their respective countries.

- ❖ One official from **Senegal** participated in an peer-learning mission with the General Treasury of Morocco on the conversion to accrual or receivable-payable basis accounting in connection with the implementation of the accounting reforms required under the new harmonized government finance framework of the WAEMU. More specifically, the participant studied the approach used by the Moroccan authorities in the preparation of the opening balance sheet of the Treasury's accounts.
- ❖ Two officials from **Benin** and **Senegal** respectively worked jointly with the Reforms Directorate of the Ministry of Finance of Cameroon on the issues of decentralization of payment authorization procedures and management of the wage bill.
- ❖ Three officials from **Guinea**, **Mali**, and **Mauritania** participated in a peer-learning mission in **Côte d'Ivoire** on the budgeting and management of the wage bill.

**Box 3. Testimonies from Participants in the Peer-Learning Program during Fiscal Year 2016**

**Ndiaye Serigne Mbaye, Treasury Inspector, Treasury Department, Senegal**

This internship made it possible for me to contribute to the work of the subcommittee to supplement the legal and regulatory framework, which is responsible for preparing a draft compendium of state accounting regulations. This subcommittee submitted its final report today. More specifically, I was inspired by the Moroccan example and by the gradual approach adopted in support of the concept of an opening balance sheet that will be made more reliable as the work of another subcommittee responsible for taking stock of the State's assets progresses. It has already submitted its progress report.

While opting for the definition of a controllable perimeter, i.e., one in which the targeted assets will be surveyed and assessed, among other decisions, this subcommittee deferred the survey of certain types of assets considered more complex to assess.



**Youssoupha Diagne, a Professional with the Budget Directorate, Payment Authorization Division, Ministry of Economy and Finance of Senegal**

I benefited greatly from this internship, as I learned a great deal and discovered other practices different from those used in public expenditure management in Senegal. Decentralization of the payment authorization process is a reality in Cameroon with the transfer of responsibility for managing all implementing activities in the administrative phase of expenditure from the minister of finance to the line ministries and the heads of institutions. This training enabled me to study and understand the expenditure chain with the different players in a context of decentralized payment authorization procedures, and to identify the advantages and avoid the disadvantages so that decentralization can be gradually applied in Senegal.



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### 3- WORK PROGRAM FOR FISCAL YEAR 2017

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#### A- OVERVIEW

**40. The Steering Committee approved the work program for fiscal year 2017 at its annual meeting in May 2016.** The program covers the Center's activities for the period May 2016 – April 2017. The Center's operations are consistent with its' logical framework for 2014-2017. The programmed activities reflect the TA needs expressed by member countries, strategic priorities related to the dialog between the IMF country teams and member countries, and the Center's resources.

**41. The TA volume is projected at 607 staff weeks, equivalent to an increase of 9 percent compared with FY2016 outturn.** The Center's activities cover, technical assistance missions, regional workshops, preparation and follow-up of peer learning internships, and participation in missions organized by regional institutions working in partnership with AFRITAC West, and those organized by the IMF TA departments.

**42. The program comprises 13 regional workshops, including a course to be organized in collaboration with the IMF Institute for Capacity Development (ICD).** Some of these workshops will be organized in collaboration with AFRITAC Central (Table 8). The work program also includes participation of Resident Advisors in diagnostic missions organized by the IMF Fiscal Affairs Department in the areas of tax and customs administration, public expenditure management, and annual multilateral consultations organized by the IMF African Department with WAEMU institutions. Nearly half of the resources provided for the 2017 fiscal year will be devoted to capacity development in revenue administration and PFM.

**43. Despite a rather slow start during the 2016 fiscal year, the peer learning program has been a success and should be accelerated during FY17.** Accordingly, the work program provides for the organization of 13 prefessional attachments in the areas of tax administration, real sector statistics, government finance statistics, public financial management, macroeconomic analysis and forecasting, and banking supervision (Table 9).



Figure 3. Technical Assistance by Area, 2017 Fiscal Year

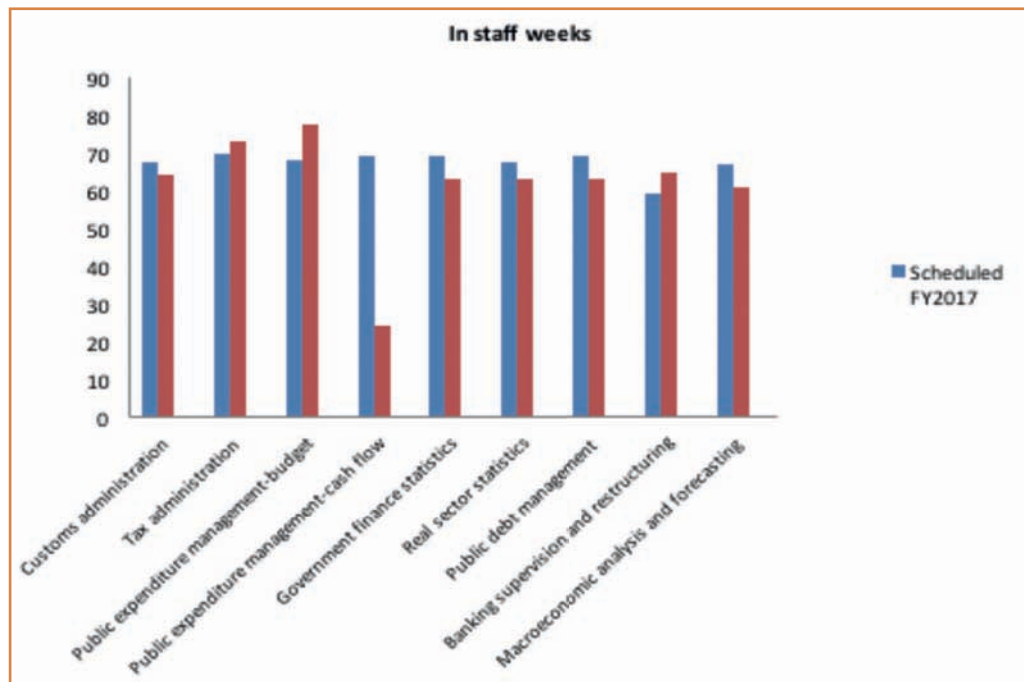


Figure 4. Distribution of the Center's Activities by Area (in percent)

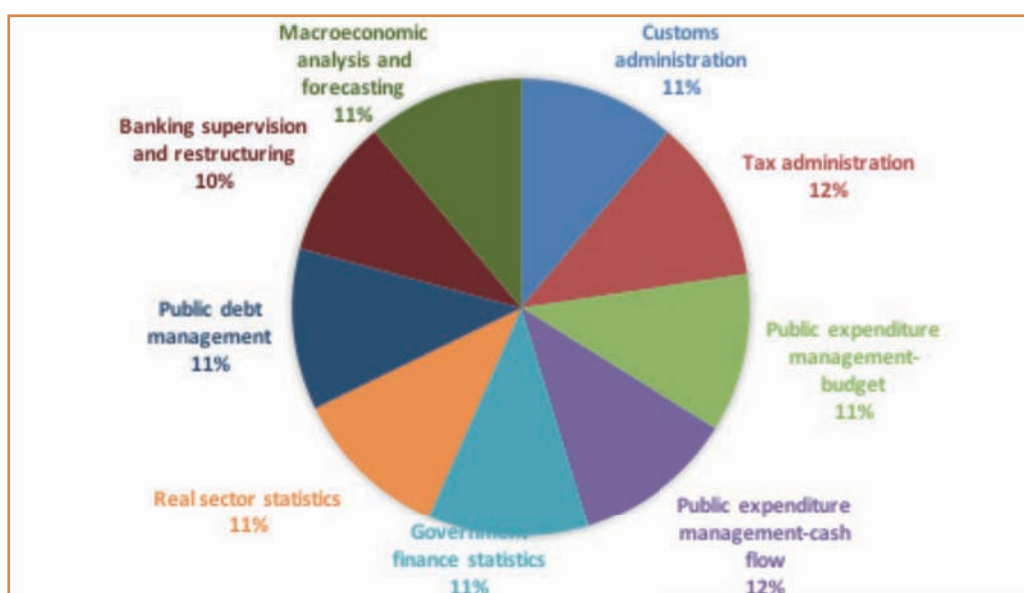
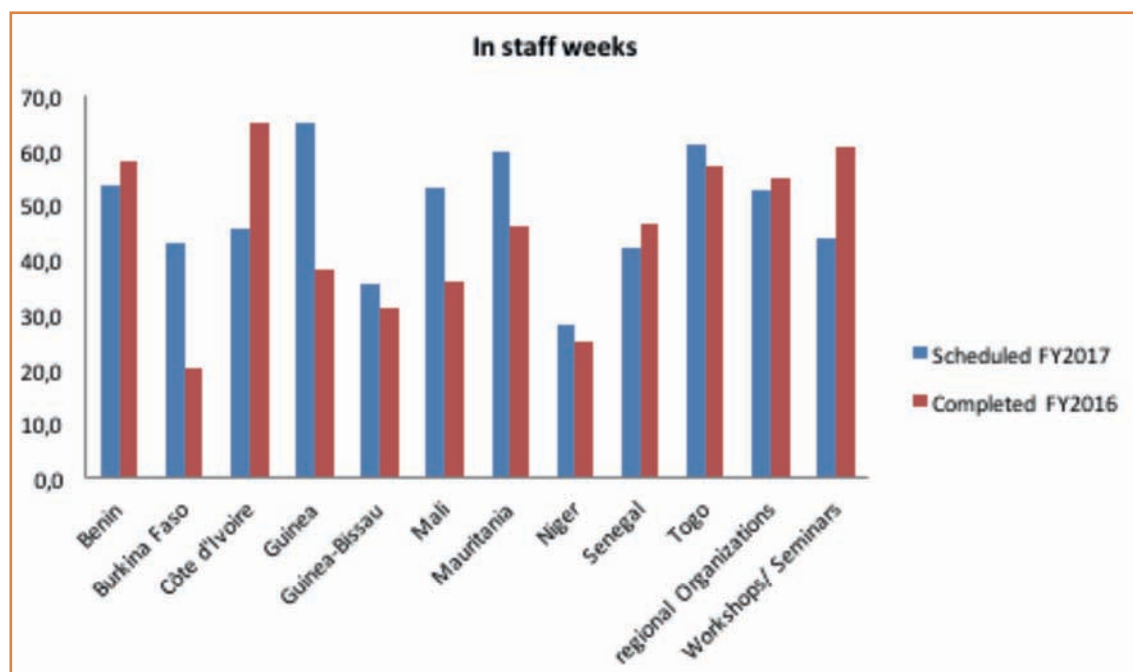


Figure 5. Technical Assistance by Country, 2017 Fiscal Year



**Table 7. List of Workshops Programmed for the 2017 Fiscal Year**

Area	Topic	Place	Date	Partners	Participants
Real sector statistics	Harmonization methods and tools with ERETES, the national accounting computer system	Abidjan	T1		30
Public debt Management	Opportunities and risks in the international capital markets	Abidjan	T1	AFC	30
Public debt Management	Preparation and development of an annual borrowing plan	Lomé	T2		30
Public expenditure management (budget)	Modernization of the budget law documentation	Yaoundé	T3	AFC/FAD	30
Macroeconomic analysis and forecasting	Short-term economic analysis and forecasting in Central African countries	Bamako	T2	AFRISTAT, UEMOA, CEA	5
Macroeconomic analysis and forecasting	Course on financial policies and programming	Ébène	T1	ICD ATI	30
Macroeconomic analysis and forecasting	The macroeconomic framework exercise and its use in preparing medium-term expenditure and budget frameworks	Conakry	T3		30
Tax administration	Tax inspection of telecommunication sector operations	Dakar	T2		25
Tax administration	Management of performance indicators and RAFIT	Abidjan	T1		10
Customs administration	Role of intelligence in customs administrations	Nouakchott	T3		30
Government finance statistics	Expanding the scope of coverage of the table of government financial operations	Nouakchott	T4		30
Banking supervision and bank restructuring	Supervision of banks in difficulty	Abidjan	T4		30
Public expenditure management (cash flow)	Management of cash and the Treasury Single Account	Ouagadougou	T4		30

Table 8. Activities Scheduled under the Peer Learning Program

Area	Internship topics	Potential host country	Comments
<b>Tax administration</b>	Implementation of organizational reforms	Cameroon	The letter requesting acceptance of interns has been sent to the host country.
<b>Real sector statistics</b>	Change of base year and implementation of SNA 2008	Kingdom of Morocco	
<b>Real sector statistics</b>	Preparation of the quarterly national accounts	Burkina Faso	
<b>Real sector statistics</b>	Preparation of the accounts for a current year using the national accounts computer tool (ERETES) module	Burkina Faso	
<b>Real sector statistics</b>	Preparation of the accounts for a current year using the ERETES module	Benin	
<b>Government finance statistics</b>	Production of the TOFE based on the treasury ledger using an automated extraction procedure	Mauritania	
<b>Public expenditure management</b>	Migration to the program budget	Gabon	
<b>Public expenditure management</b>	Coordination between multiyear programming documents and the annual budget	Tunisia	
<b>Public expenditure management</b>	Problems of public-private partnerships	Kingdom of Morocco	
<b>Macroeconomic analysis and forecasting</b>	Institutional framework and gaining a thorough understanding of the macroeconomic framework process	Niger	The host country approved the organization of the internship in May 2016.
<b>Macroeconomic analysis and forecasting</b>	Institutional framework for macroeconomic management and preparation of models to simulate economic policy shocks	Cameroon	The letter requesting acceptance of interns has been sent to the host country.
<b>Macroeconomic analysis and forecasting</b>	Institutional framework and macroeconomic analysis and forecasting mechanisms	Senegal	The host country approved the organization of the internship in May 2016.



## B- WORK PROGRAM

### B.1. Customs administration

#### ❖ Context and priorities

**44. The work program for FY2017 covers two main topics: improvement in the key functions of customs and strengthening management and governance of the customs administrations.** Based on the specific situation of each country and in light of progress made last year, the programmed activities aim to achieve the following objectives:



Johanne Russell is a Customs Administration Advisor. She began her career at the Ministry of Revenue of Canada in 1980. A member of the IMF panel of customs administration experts, she has also contributed to capacity development to fight fraud in Burundi.

- ◇ International trade operators must comply with their declaration and payment obligations in Guinea and Guinea-Bissau.
- ◇ Customs clearance inspections must be more effective and the information provided must be accurate in Benin, Burkina Faso, Mauritania, Senegal, and Togo.
- ◇ Post-customs clearance inspection programs and those aimed at fighting fraud must be more effective in enforcing the provisions of the Customs Code in Burkina Faso, Côte d'Ivoire, Mali, Mauritania, and Togo.
- ◇ Management of priorities and compliance with the rules must be improved through effective risk management in Côte d'Ivoire.

#### ❖ Programmed activities

**45. The Center will organize a workshop on the role of intelligence in customs administrations.** This workshop will be a follow-up to the one organized in January 2016 in Abidjan, which the participants considered to be a great success. The purpose of the workshop will be to develop participants' analytical capacity using specific exercises and a participative approach.

**46. Country activities will involve TA missions and participation in FAD diagnostic missions (Table 10).** The latter are planned in Burkina Faso and Côte d'Ivoire. Moreover, a number of missions have been placed on «standby.» These missions involve capacity development in connection with the obligations of transactors in Guinea and Guinea-Bissau; and automated selective inspections in Burkina Faso and Mali.

**Table 9. Customs Administration Missions Programmed by Country**

Country	Activities	2017 Milestones
<b>Benin</b>	2 missions	<ul style="list-style-type: none"> <li>• Integration of the random rule into the risk analysis system;</li> <li>• Significant reduction in inspection rates;</li> <li>• Feedback for the valuation unit from the operational areas;</li> <li>• Assessment and monitoring of recommendations from the December 2015 FAD diagnosticdiagnosis.</li> </ul>
<b>Burkina Faso</b>	2 missions	<ul style="list-style-type: none"> <li>• Strengthening of supervision methods in enterprises;</li> <li>• Assessment and monitoring of recommendations from the May 2016 FAD diagnostic.</li> </ul>
<b>Côte d'Ivoire</b>	2 missions	<ul style="list-style-type: none"> <li>• Establishment of a procedure on inspection and monitoring of merchandise imported under the customs exemption regime;</li> <li>• Collaboration agreement with the judicial authorities for customs fraud investigations organized</li> </ul>
<b>Guinea</b>	1 mission	<ul style="list-style-type: none"> <li>• Improvement in basic customs functions: acceptance of merchandise and management of manifests.</li> </ul>
<b>Guinea-Bissau</b>	1 mission	<ul style="list-style-type: none"> <li>• Ability to track merchandise and customs activities in the customs systems.</li> </ul>
<b>Mali</b>	1 mission	<ul style="list-style-type: none"> <li>• Modernization of human resource management.</li> </ul>
<b>Mauritania</b>	2 missions	<ul style="list-style-type: none"> <li>• Adjustments in making the first stage of the transaction value application operational;</li> <li>• Strengthening supervision methods in enterprises.</li> </ul>
<b>Senegal</b>	1 mission	<ul style="list-style-type: none"> <li>• Monitoring and implementation of recommendations from the FAD diagnosticdiagnosis.</li> </ul>
<b>Togo</b>	3 missions	<ul style="list-style-type: none"> <li>• Establishment of a procedure on the inspection and monitoring of merchandise imported under the customs exemption and free trade area regimes;</li> <li>• Identification of the prerequisites for automated risk selection mechanisms;</li> <li>• Start of the multiyear automated risk management project.</li> </ul>

## B.2. Tax administration

### ❖ Context and priorities

**47. The tax administration's work program for the 2017 fiscal year covers three key areas:** modernization of medium-sized Taxpayers centers (Burkina Faso, Mali, and Guinea); strengthening of tax inspection, recovery, and tax registration (Guinea, Niger, and Benin); and enhancement of tax inspection (Togo and Mauritania).

### ❖ Programmed activities

**48. At the regional level, the Center will contribute to the organization of two workshops** on tax inspection for international operations in the telecommunication sector; and on managing performance for tax administrations with the RAFIT/International Survey on Revenue Administration (ISORA) platform. The first workshop is part of the effort to develop professional capacity in Tax administration on various aspects of tax optimization in connection with the transfers of earnings between multinational firms. The second workshop will cover training on a modern management tool that suggests that tax administrations should establish steering instruments supported with performance indicators in order to measure results.

**49. Two annual missions are planned for most of the countries.** By contrast, only one annual mission is programmed for countries receiving TA from the IMF Fiscal Affairs Department (Guinea-Bissau, Mali, Mauritania, and Côte d'Ivoire). The Center plans also to participate in diagnostic missions from the IMF Fiscal Affairs Department in Burkina Faso and Guinea. Last, backup missions are planned in connection with the strengthening of medium-sized taxpayers' administrations in Mauritania, Togo, Mali, and Niger (Table 11).



Rénilde Bazahica is a Tax Administration Advisor. She has more than 20 years of experience in taxation. She served as Director General of Taxes in Burundi (2000-2005), and as an IMF Consultant during missions to assess tax reforms in Togo, Mauritania, and Haiti.

Tableau 10. Missions prévues par pays en Administration fiscale

Country	Activities	2017 Milestones
<b>Benin</b>	2 missions	<ul style="list-style-type: none"> <li>A 15 percent increase in the number of medium-sized taxpayers; a spontaneous VAT filing rate of 90 percent; recovery of 90 percent of tax arrears.</li> <li>The central taxpayer register must reflect the real situation of taxpayers and be shared with the customs services. The investigation and research brigade must be reinforced.</li> </ul>
<b>Burkina Faso</b>	2 missions	<ul style="list-style-type: none"> <li>Expansion of the taxpayer register by 15 percent; spontaneous VAT filing rate of 90 percent; effective recovery of 90 percent of recoverable tax arrears.</li> </ul>
<b>Côte d'Ivoire</b>	1 mission	<ul style="list-style-type: none"> <li>Tax inspection programming must be based on risk analysis.</li> </ul>
<b>Guinea</b>	2 missions	<ul style="list-style-type: none"> <li>Recovery of tax arrears that can be easily collected must be confirmed;</li> <li>Tax segmentation policy must be stringently applied; the rules for the transfer of records must be stringently applied; the rules for taxpayer registration must be secured; surveillance of taxpayer obligations must be improved;</li> <li>Diagnostic mission with the Fiscal Affairs Department, IMF.</li> </ul>
<b>Guinea-Bissau</b>	1 mission	<ul style="list-style-type: none"> <li>Registration must be widespread and cover all taxpayers; the taxpayer register must be current; the investigation and research brigade must be reinforced; a strategy to expand the tax assessment base must be prepared and implemented.</li> </ul>
<b>Mali</b>	1 mission	<ul style="list-style-type: none"> <li>The Large Taxpayers Directorate (DGE) and Medium-Sized Taxpayers Directorate (DME) registers must be brought under control; management of tax arrears for medium-sized taxpayers must be brought under control; and tax inspection in medium-sized taxpayers must be strengthened.</li> </ul>
<b>Mauritanie</b>	1 mission	<ul style="list-style-type: none"> <li>The risk analysis criteria defined with support from the mission must be used to select the cases to be subject to tax inspections;</li> <li>The simplified single declaration procedure must be effective.</li> </ul>
<b>Niger</b>	2 missions	<ul style="list-style-type: none"> <li>Collection of tax information must be reinforced; off-site supervision must be improved; the spontaneous declaration rate must be 90 percent;</li> <li>Enhanced management of tax arrears must be confirmed.</li> </ul>
<b>Senegal</b>	2 missions	<ul style="list-style-type: none"> <li>The number of medium-sized taxpayers must increase to an average of 15 percent per annum; the spontaneous VAT filing rate must be 95 percent; and 90 percent of the residual balances pending collection must be recovered.</li> </ul>
<b>Togo</b>	2 missions	<ul style="list-style-type: none"> <li>Programming of tax inspections must be based on risk analysis, beginning with medium-sized taxpayers;</li> <li>The recommendations made by the FAD mission must be followed up.</li> </ul>



### B.3. Public expenditure management

#### Public expenditure management - budget

##### ❖ Context and priorities

**50. The Center's activities will focus on strengthening budget expenditure management in connection with budget preparation and execution.** Specifically, this will involve preparation and execution of the budget using the program budget approach in Benin, Burkina Faso, Côte d'Ivoire, and Mauritania; implementation of multiyear budget programming papers in Guinea-Bissau; wage bill management and budgeting in Guinea and Mali; and capacity development and internalization of new public financial management models in Niger and Senegal. Technical assistance activities in this connection will also involve continuation of two multiyear technical assistance projects in Mali and Togo covering wage bill management and strengthening of budget preparation.



Abdoulahi Mfoumbout is an Advisor in the area of Public Expenditure Management. He held the same position with AFRITAC Central. He was previously Advisor to the Cabinet of the Ministry of Finance of Cameroon. A senior officer at the Ministry of Finance since 1998, he served in financial and budget supervision positions in the Budget Directorate.

#### Programmed activities

**51. The Center will offer a workshop on modernization of the budget documentation in the program budget context and will participate in statutory meetings of public finance professionals.** The purpose of the workshop is to develop capacities of the participants to ensure that the preparation and documentation of the draft budget law is consistent with the program budget logic. The workshop will be organized in partnership with AFRITAC Central. AFRITAC West will also participate in statutory meetings of the network of practitioners and the public finance observatory. It will also provide support in the implementation of an annual action plan for the department of the WAEMU Commission responsible for public finance.

**52. The program includes only one mission per country, except for three countries.** Mali and Togo will benefit from two missions in connection with multiyear technical assistance projects that are in progress. The same is true for Mauritania, which is adopting the program budget process for the first time (Table 12). Moreover, a number of missions have been placed on "standby," essentially involving support for the implementation of recommendations from the public investment management assessment (PIMA) in Burkina Faso, Guinea, and Niger.

Table 11. Public Expenditure Management (Budget) Missions Programmed by Country

Country	Activities	2017 Milestones
<b>Benin</b>	1 mission	<ul style="list-style-type: none"> <li>• Execution of the entire administrative phase of expenditure must now be incumbent on the program authorities or, in an intermediate phase, on the financial and material resource directors (DRFM);</li> <li>• The players must internalize the procedures for execution in program mode.</li> </ul>
<b>Burkina Faso</b>	1 mission	<ul style="list-style-type: none"> <li>• An action plan to rationalize the expenditure chain and to decentralize expenditure authorization procedures must be adopted and implemented.</li> </ul>
<b>Côte d'Ivoire</b>	1 mission	<ul style="list-style-type: none"> <li>• An action plan to rationalize the expenditure chain and to decentralize expenditure authorization procedures must be adopted and implemented.</li> </ul>
<b>Guinea</b>	1 mission	<ul style="list-style-type: none"> <li>• The methodological guide and tool for wage bill management and budgeting must be operational.</li> </ul>
<b>Guinea-Bissau</b>	1 mission	<ul style="list-style-type: none"> <li>• The national experts must internalize the process for preparing and implementing the multiyear economic and budget programming paper.</li> </ul>
<b>Mali</b>	2 missions	<ul style="list-style-type: none"> <li>• Three-year programming for the period 2017-2019 and 2017 annual budgeting of the wage bill must be carried out using the tool;</li> <li>• The manual on personnel expenditure execution must be adopted and disseminated.</li> </ul>
<b>Mauritanie</b>	2 missions	<ul style="list-style-type: none"> <li>• The philosophy of the program budget must be internalized by the players and the conditions for its implementation must be defined;</li> <li>• Budget programs for the first group of ministries must be defined</li> </ul>
<b>Niger</b>	1 mission	<ul style="list-style-type: none"> <li>• Public investment budgets for the four additional ministries must be organized using the commitment authorization/payment credit approach.</li> </ul>
<b>Senegal</b>	1 mission	<ul style="list-style-type: none"> <li>• Expenditure execution procedures must be rationalized and adapted to the new reforms.</li> </ul>
<b>Togo</b>	2 missions	<ul style="list-style-type: none"> <li>• The budget nomenclature must be supplemented with the functional classification;</li> <li>• Documentation of the draft budget law (PLF) and its annexes must be compliant with the Organic Law on Budget Laws (LOLF).</li> </ul>

## Public expenditure management (cash flow accounting)

### ❖ Context and priorities

**53. The technical assistance will involve cash-basis and accrual/receivable-payable basis accounting.** More specifically, this will involve consolidating the fundamentals of cash flow management, preparing the new state chart of accounts, and migrating to accrual-basis accounting. The main activities will involve: (i) preparing the tools to make the new state chart of accounts (PCE) operational in Benin and Guinea; (ii) enhancing the reliability of the treasury ledger in Côte d'Ivoire, Guinea-Bissau, Niger, and Senegal; (iii) strengthening cash management and the treasury single account (CUT) in Mali and Togo; and (iv) preparing for the migration to accrual and receivable-payable basis accounting in Côte d'Ivoire, Burkina Faso, Mauritania, and Senegal.

### ❖ Programmed activities

**54. The Center will organize a workshop on the problems of the treasury single account and will continue to support implementation of regional reforms.** Where the workshop is concerned, it is expected that, when the training has been completed, the participants should be able to conduct active cash management based on a treasury single account with the central bank. As for the WAEMU, the Center will continue to support implementation of an annual action plan of the Government Finance Department of the WAEMU Commission. It will also participate in statutory meetings of the network of practitioners and the public finance observatory.

**55. Activities programmed at the country level will involve the major areas outlined above (Table 13).** They will be carried out with one mission to six countries and two missions to Côte d'Ivoire, Mali, Senegal, and Togo. A "backup" mission on strengthening cash management has also been established for Benin.



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**Table 12. Public Expenditure Management (Accounting and Cash Flow)  
Missions Programmed by Country**

Country	Activities	2017 Milestones
<b>Benin</b>	1 mission	<ul style="list-style-type: none"> <li>The operating guide for the state chart of accounts must be prepared, internalized by the players, and implemented.</li> </ul>
<b>Burkina Faso</b>	1 mission	<ul style="list-style-type: none"> <li>The new accounting references must be adopted and internalized by the players.</li> </ul>
<b>Côte d'Ivoire</b>	2 missions	<ul style="list-style-type: none"> <li>Abnormal balances in the treasury ledger must be corrected;</li> <li>The procedures and rules of materials accounting must be defined and harmonized with the general accounting rules.</li> </ul>
<b>Guinea</b>	1 mission	<ul style="list-style-type: none"> <li>The state chart of accounts must be fully implemented.</li> </ul>
<b>Guinea-Bissau</b>	1 mission	<ul style="list-style-type: none"> <li>Abnormal balances in connection with the quality of the treasury ledger must be corrected.</li> </ul>
<b>Mali</b>	2 missions	<ul style="list-style-type: none"> <li>Manuals of procedure must be prepared, internalized by the players, and implemented;</li> <li>The recommendations must be implemented, primarily in connection with cash management and the treasury single account.</li> </ul>
<b>Mauritanie</b>	1 mission	<ul style="list-style-type: none"> <li>The quality of the cash basis accounting must be sufficient to define a path for the implementation of accrual-basis accounting.</li> </ul>
<b>Niger</b>	1 mission	<ul style="list-style-type: none"> <li>Abnormal balances in the treasury ledger must be corrected.</li> </ul>
<b>Senegal</b>	2 missions	<ul style="list-style-type: none"> <li>Manuals of procedure must be prepared, internalized by the players, and implemented;</li> <li>Abnormal balances in the treasury ledger must be corrected.</li> </ul>
<b>Togo</b>	2 missions	<ul style="list-style-type: none"> <li>The treasury single account must operate in accordance with good practices;</li> <li>The Integrated public financial management system (SIGFIP) must be adapted to the new reforms.</li> </ul>



## B.4. Macroeconomic Statistics

### Government finance statistics

#### ❖ Context and priorities

**56. The Technical Assistance will focus on support for the implementation of the methodology of GFSM 2001/2014, and on the production and dissemination of the required statistical**



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**tables.** This will specifically involve the TOFE, which is the key summary document for government finance statistics (GFS). For WAEMU member countries, this entails application of WAEMU Directive 10 of 2009 on the new harmonized public financial management framework and production of minimum analytical framework tables defined under the Directive for the transition period. Effective implementation of the program will require improvement and enhanced use of the treasury ledger as an integrated source of data for the compilation of the government finance statistics for the central government. Last, a substantial aspect of the technical assistance will continue to emphasize the dissemination of the GFS to the general public and to the regional and international organizations, as recommended under the IMF General Data Dissemination System, in which the member countries of the Center participate. The priority in Guinea will be production of the TOFE base GFSM 2001/2014, and in Mauritania, the focus will turn to migration to the TOFE base GFSM 2001/2014.

#### ❖ Programmed activities

**57. The program provides for the organization of a regional workshop on the TOFE and preparation of two methodological bulletins.** The workshop aims to provide support in the preparation of the TOFE with reference to GFSM 2001/2014. Emphasis will be placed on the sources, integration, and analysis of the data for the extended TOFE. Where the methodological bulletins are concerned, the first will address the key changes in connection with GFSM 2014, while the second will cover the classification and processing of social security operations.

**58. The activities** consist essentially of supporting the WAMU member countries in the migration to the WAEMU 2009 TOFE; and accompanying Guinea and Mauritania in producing the TOFE base GFSM 2001/2014 (Table 14). Three missions will also be placed on standby for Benin, Burkina Faso, and Senegal.

Table 13. Government Finance Statistics Missions Programmed by Country

Country	Activities	2017 Milestones
<b>Benin</b>	1 mission	<ul style="list-style-type: none"> <li>• Concurrent production of the WAEMU 2009 base TOFE and migration during first-quarter 2017;</li> <li>• Production of the complete minimum analytical framework;</li> <li>• Experimental TOFE for each of the other subsectors.</li> </ul>
<b>Burkina Faso</b>	1 mission	<ul style="list-style-type: none"> <li>• Concurrent production of the WAEMU 2009 base TOFE and migration during first-quarter 2017;</li> <li>• Production of the complete minimum analytical framework;</li> <li>• Expansion of the TOFE to the central government;</li> <li>• Experimental TOFE for social security.</li> </ul>
<b>Côte d'Ivoire</b>	1 mission	<ul style="list-style-type: none"> <li>• Migration to the WAEMU 2009 TOFE during first-quarter 2017;</li> <li>• Production of the complete minimum analytical framework;</li> <li>• Expansion of the TOFE to the central government;</li> <li>• Experimental TOFE for social security.</li> </ul>
<b>Guinea</b>	2 missions	<ul style="list-style-type: none"> <li>• Production of the TOFE base GFSM 2001/2014, cash flow and debt positions and financial balance sheet on an experimental basis;</li> <li>• GFS Implementation Steering Committee in place and operational.</li> </ul>
<b>Guinea-Bissau</b>	2 missions	<ul style="list-style-type: none"> <li>• Production of the WAEMU 2009 TOFE, cash flow statement, and debt position on an experimental basis.</li> </ul>
<b>Mali</b>	1 mission	<ul style="list-style-type: none"> <li>• <i>Migration to the WAEMU 2009 TOFE during first-quarter 2017;</i></li> <li>• <i>Production of the complete minimum analytical framework;</i></li> <li>• <i>Experimental TOFE for extrabudgetary central government and social security;</i></li> <li>• <i>Production of the bridge table from the treasury ledger to GFSM 2001.</i></li> </ul>
<b>Mauritanie</b>	2 missions	<ul style="list-style-type: none"> <li>• Adaptation of the treasury ledger extraction model to the classification under GFSM 2014;</li> <li>• TOFE team operational and official establishment of a validation committee for the TOFE;</li> <li>• Migration to the TOFE base GFSM 2001/2014 during first-quarter 2017;</li> <li>• Production of the cash flow and debt statement on an experimental basis.</li> </ul>
<b>Niger</b>	2 missions	<ul style="list-style-type: none"> <li>• Production of the WAEMU 2009 TOFE and debt statement on an experimental basis.</li> </ul>
<b>Senegal</b>	1 mission	<ul style="list-style-type: none"> <li>• Production of the complete minimum analytical framework;</li> <li>• Expansion of the TOFE to the central government;</li> <li>• Experimental TOFE for social security and local units of government;</li> <li>• Establishment of a TOFE validation committee;</li> <li>• Development of GFS metadata.</li> </ul>
<b>Togo</b>	1 mission	<ul style="list-style-type: none"> <li>• Concurrent production of the WAEMU 2009 base TOFE and migration during first-quarter 2017;</li> <li>• Production of the complete minimum analytical framework;</li> <li>• GFS implementation committee in place and operational;</li> <li>• Expansion of the TOFE to the central government;</li> <li>• Experimental TOFE for social security.</li> </ul>

## Real sector statistics

### Context and priorities

**59. The programmed activities in the area of real sector statistics focus on national accounting.**

The three main objectives of these activities are: (i) to accelerate implementation of the United Nations System of National Accounts (SNA) 2008 and the change of base year; (ii) to eliminate the lag in the dissemination of the annual national accounts according to SNA 1993; and (iii) to continue implementation of the quarterly national accounts.

### Programmed activities

**60. The Center will organize a workshop on ERETES, the computerized national accounting system.**

The purpose of this training activity will be to develop the capacities of professionals from the national statistics institutes to make more effective use of the ERETES system in accordance with SNA 2008.

**61. The activities programmed at the country level focus on achieving the objectives outlined above.**

Accordingly, they will help countries using the ERETES computer system to adopt appropriate working methods in the establishment of a base year with SNA 2008, and to expand the preparation of the quarterly national accounts. The working program also includes «backup» activities for Benin, Guinea-Bissau, Niger, Senegal, and Togo.



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**Table 14. Real Sector Statistics Missions Programmed by Country**

Country	Activities	2017 Milestones
<b>Benin</b>	2 missions	<ul style="list-style-type: none"> <li>The model for the preparation of the quarterly national accounts must be available;</li> <li>The methodology for the financial accounts and inclusion of the source data must be improved;</li> <li>The financial account for 2014 must be prepared.</li> </ul>
<b>Burkina Faso</b>	1 mission	<ul style="list-style-type: none"> <li>An agenda for establishing a new base year and migrating to SNA 2008 must be adopted;</li> <li>The methodologies and source data for preparing the financial company accounts according to SNA 2008 must be produced.</li> </ul>
<b>Côte d'Ivoire</b>	1 mission	<ul style="list-style-type: none"> <li>The quarterly national accounts must be disseminated.</li> </ul>
<b>Guinea</b>	2 missions	<ul style="list-style-type: none"> <li>The annual national accounts for 2014-2015 must be prepared;</li> <li>Techniques for preparing the accounts must be improved;</li> <li>The nomenclatures and sources of data for the new base with SNA 2008 must be available.</li> </ul>
<b>Guinea-Bissau</b>	3 missions	<ul style="list-style-type: none"> <li>The final annual national accounts for 2014 and provisional accounts for 2015 must be produced;</li> <li>Techniques for preparing the accounts must be improved;</li> <li>The work on treatment of sources for the new 2015 base year according to SNA 2008 must be completed.</li> </ul>
<b>Mali</b>	3 missions	<ul style="list-style-type: none"> <li>The model for preparation of the quarterly national accounts must be updated;</li> <li>The bulletin on sources and methods for preparing the annual national accounts with SNA 1993 must be available.</li> </ul>
<b>Mauritanie</b>	3 missions	<ul style="list-style-type: none"> <li>The final annual national accounts for 2013 must be available;</li> <li>The 2014 and 2015 provisional annual national accounts must be available;</li> <li>The production lags for the annual national accounts must be eliminated.</li> </ul>
<b>Niger</b>	1 mission	<ul style="list-style-type: none"> <li>The annual national accounts for 2006-2014 must be prepared with ERETES;</li> <li>The production lags for the annual national accounts must be reduced;</li> <li>Techniques for preparing the accounts must be improved;</li> <li>Professionals must receive more training in connection with SNA 1993 and the use of ERETES.</li> </ul>
<b>Senegal</b>	1 mission	<ul style="list-style-type: none"> <li>The bridge tables from primary company accounts and household data to SNA 2008 must be available.</li> </ul>
<b>Togo</b>	2 missions	<ul style="list-style-type: none"> <li>The final annual national accounts for 2013 must be available;</li> <li>The 2014 and 2015 provisional annual national accounts must be available;</li> <li>The production lags for the annual national accounts must be eliminated.</li> </ul>



## B.5. Public debt Management

### Context and priorities

**62. The programmed activities continue to focus on improving debt management and development of the capacities for the countries to intervene on the public securities market.** They focus primarily on the modernization of the institutional and organizational framework for public debt management in Burkina Faso, Guinea-Bissau, and Togo; development of the analytical capacities of the units responsible for public debt management in Benin, Guinea, Guinea-Bissau, Mali, and Senegal;



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development of the capacities of the public treasury services to engage in operations on the public securities markets in Benin, Côte d'Ivoire, Mali, Mauritania, and Niger; and support for the WAMU Securities Office in the development of the regional market for state securities.

### Programmed activities

**63. The Center will organize two workshops on the annual borrowing program and the issue of securities on the international markets.** The first workshop aims to expand the knowledge of approximately 30 professionals on the process of formulating the annual borrowing plan based on the adopted debt strategy and based on tactical decisions in connection with the execution of the annual borrowing plan; and the second, which will be organized jointly with AFRITAC Central, will make it possible to: (i) discuss the experiences of countries that have already issued securities on the international markets; (ii) make the countries aware of the risks in connection with access to the international capital markets; and (iii) develop the capacities of the participants to understand the prerequisites and steps in an issue on the international capital markets.

**64. For the regional institutions, the Center will provide technical assistance to the WAMU Securities Office and the Regional Council for Public Saving and Markets (CREPMF).** For the WAMU Securities

Office, the activities under the multiyear technical assistance project launched during 2013-2014 will be continued. They will primarily focus on assisting the Office in preparing a manual of procedures for its activities, developing its capacities in the analysis of risks in connection with the public debt portfolio, and helping to develop management indicators, which are comprised of risk indicators that will provide information on the risk profile of each state of the WAMU. The activities for the CREPMF, which the Center will cover for the first time, will substantially involve assessing its capacity development requirements.

**65. The missions planned at the country level are shown in Table 16.** In general, they aim to support the efforts of the countries to strengthen public debt management through the modernization of the organizational debt management framework, development of their analytical and operational capacities, and improvement in their strategies to engage in operations on the capital markets. The «backup» activities involve Burkina Faso, Guinea, Mali, Niger, Senegal, and Togo.

**Table 15. Debt Management Missions Programmed by Country**

Country	Activities	2017 Milestones
Benin	2 missions	<ul style="list-style-type: none"> <li>The schedule of government securities issues for 2017 must reflect the suggested improvements;</li> <li>The annual debt management report or an internal report must contain sections that discuss the areas of vulnerability in the public debt portfolio and the mitigation measures that have been taken.</li> </ul>
Burkina Faso	1 mission	<ul style="list-style-type: none"> <li>The paper defining the policy for issuing state guarantees and procedures for managing guarantees must be adopted.</li> </ul>
Côte d'Ivoire	1 mission	<ul style="list-style-type: none"> <li>The training bulletins on the re-initiation of public securities issues and refinancing risk management techniques must be produced.</li> </ul>
Guinea	1 mission	<ul style="list-style-type: none"> <li>The analytical report on areas of vulnerability in the debt portfolio must be drafted.</li> </ul>
Guinea-Bissau	2 missions	<ul style="list-style-type: none"> <li>The services involved in debt management activities must be reorganized into a front, middle, and back-office structure.</li> <li>The roles and responsibilities of all participants in the debt management process must be specified.</li> <li>An initial public debt portfolio analysis report must be produced.</li> </ul>
Mali	2 missions	<ul style="list-style-type: none"> <li>The schedule of government securities issues for 2017 must reflect the suggested improvements;</li> <li>The standard reports generated from the debt database must confirm that the database is current.</li> </ul>
Mauritania	1 mission	<ul style="list-style-type: none"> <li>An initial schedule for the issue of public securities containing indicative amounts and dates must be produced.</li> </ul>
Niger	1 mission	<ul style="list-style-type: none"> <li>The schedule of government securities issues for 2017 must reflect the suggested improvements.</li> </ul>
Senegal	2 missions	<ul style="list-style-type: none"> <li>The paper presenting the public debt patterns during the past five years must be produced;</li> <li>Presentation bulletins on the procedure for assessing financial terms and conditions must be produced.</li> </ul>
Togo	1 mission	<ul style="list-style-type: none"> <li>The services involved in debt management activities must be reorganized into a front, middle, and back-office structure.</li> </ul>

## B.6. Banking supervision and bank restructuring

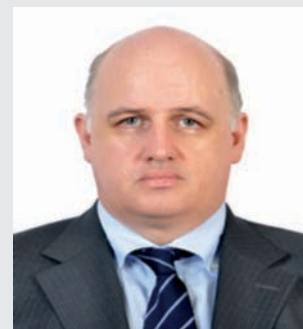
### Context and priorities

**66. The Center's activities in this area will remain focused on strengthening banking supervision.** They will target the BCEAO, the WAMU Banking Commission, the Central Bank of Guinea, and the Central Bank of Mauritania. They will substantially cover compliance with the Principles for Effective Banking Supervision of the Basel Committee on Banking Supervision and the transposition of Basel II and III.

### Programmed activities

**67. The Center's activities programmed at the regional level involve both the BCEAO and the Secretariat General of the WAMU Banking Commission,** and are configured as described be-low. The Center will also organize a workshop on supervision of banks in difficulty and will participate in the multilateral consultations organized each year by the African Development Bank, IMF with the regional institutions of the WAMU.

- ◇ *BCEAO and the Secretariat General of the WAMU Banking Commission.* The Center will continue its technical assistance program on the transposition of the Basel II and Basel III Accords into the WAMU legislation. Based on the progress made during the 2016 fiscal year, the reform of the regional prudential system should now be continued with an implementation phase designed to make the system operational. The following intermediate steps will be expected during the 2017 fiscal year: (i) finalization of the revision of the assessment and rating system for credit institutions; (ii) revision of the ongoing and on-site supervision methods with a view to their adaptation to the new prudential system; and (iii) participation in the accompaniment of banks in the implementation of the new prudential system.
- ◇ *Secretariat General of the Banking Commission.* Training activities are planned for the WAMU Banking Commission as an extension of those the Center has carried out since 2013.
- ◇ **At the country level, the multiyear technical assistance designed to strengthen banking supervision in Guinea and Mauritania will be pursued (Table 17).** Moreover, in addition to the «backup» activities established for the two countries, an immersion internship is planned on the establishment and management of a deposit guarantee fund system for Guinea.



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Table 16. Banking Supervision and Bank Restructuring Missions

Tableau 16. Programmed by Country

Country	Activities	2017 Milestones
Guinea	15 staff weeks programmed (including 10 for on-site missions and 4 for preparation and follow-up).	<ul style="list-style-type: none"> <li>• The regulatory calculation of capital must be revised (to reflect Basel III);</li> <li>• The regulations on risk division and commitments in connection with related parties must be revised;</li> <li>• The reliability of the bank rating and assessment process must be enhanced.</li> </ul>
Mauritania	13 staff weeks	<ul style="list-style-type: none"> <li>• The regulatory calculation of weighted risks must be revised to comply with Basel II;</li> <li>• The process for granting and managing licenses must be revised;</li> <li>• The reliability of the bank rating and assessment process must be revised.</li> </ul>



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During the 15 years prior to joining AFRITAC West in January 2015, Mr. Kamgna was successively responsible for short-term economic forecasting, macroeconomic forecasting, monetary programming, and multilateral surveillance at Headquarters of the Bank of Central African States (the central bank shared by Cameroon, the Central African Republic, Congo, Gabon, Equatorial Guinea, and Chad).

## B.7. Macroeconomic analysis and forecasting

### Context and priorities

**68. The program of activities for the 2017 fiscal year meets the technical assistance requirements identified during the diagnostic mission carried out during the 2016 fiscal year and addresses the requests prepared by the authorities.** It is based on the following main principles: (i) upgrading of the institutional mechanisms for macroeconomic analysis in Burkina Faso, Guinea, Guinea-Bissau, Togo, Mali, and Mauritania; (ii) improving the mechanisms for short-term economic monitoring and forecasting, including tax revenue, in Benin, for the Central Bank of Guinea, in Côte d'Ivoire, and in Guinea-Bissau; (iii) improving macroeconomic framework models, simulation of exogenous shocks or economic policy impacts; and (iv) at the regional level, capacity development and the identification and sharing of good practices in macroeconomic forecasting and analysis.



## Programmed activities

**69. At the regional level, the Center will organize a workshop on macroeconomic frameworks and their use in preparing medium term budget frameworks.** This workshop targets authorities from administrations responsible for economic forecasting and budget framework exercises. The Center will also participate in the organization of a course entitled «Financial Programming and Policies» to be organized by the IMF Institute for Capacity Development, targeting participants from AFRITAC West member countries, with support from the IMF Africa Training Institute.

**70. The programmed activities** focus primarily on helping countries strengthen the analysis and use of macroeconomic framework exercises, particularly through modeling (Table 18). In addition to these activities, the program includes «backup» missions for Benin, Burkina Faso, and Mauritania.

**Tableau 17. Macroeconomic Forecasting and Analysis Missions Programmed by Country**

Country	Activities	2017 Milestones
<b>Benin</b>	1 mission	<ul style="list-style-type: none"> <li>Methodological and technical frameworks for new advanced short-term economic indicators must be prepared.</li> </ul>
<b>Burkina Faso</b>	1 mission	<ul style="list-style-type: none"> <li>The roadmap for the revision of the automated forecasting instrument model and making the long-term economic forecasting (MALT) model operational must be prepared.</li> </ul>
<b>Côte d'Ivoire</b>	2 missions	<ul style="list-style-type: none"> <li>Forecasting mechanisms for the financial authorities must be strengthened;</li> <li>The eco-Budget sustainability model must be revised and internalization by professionals must be reinforced.</li> </ul>
<b>Guinea</b>	2 missions	<ul style="list-style-type: none"> <li>The macroeconomic simulation model for the Guinean economy (MSEGUI model) must be revised and internalization by professionals must be reinforced.</li> </ul>
<b>Guinea-BCRG</b>	1 mission	<ul style="list-style-type: none"> <li>The action plan to reinstate short-term economic monitoring and macroeconomic modeling must be implemented.</li> </ul>
<b>Guinea-Bissau</b>	2 missions	<ul style="list-style-type: none"> <li>The multiyear plan to support macroeconomic modeling must be implemented;</li> <li>Professional staff must be trained so that they can internalize the TCHINTCHOR Model.</li> </ul>
<b>Mali</b>	2 missions	<ul style="list-style-type: none"> <li>The macroeconomic model of the National Development Planning Directorate (MME_DNPD) must be revised and internalization by professionals must be reinforced.</li> </ul>
<b>Mauritania- BCM</b>	2 missions	<ul style="list-style-type: none"> <li>The specified inflation forecasting model must be developed.</li> </ul>
<b>Togo</b>	2 missions	<ul style="list-style-type: none"> <li>Togo's macroeconomic account forecasting model (PRECOMAT 3) must be operational and internalization by professionals must be reinforced.</li> </ul>

Summary table of AFRITAC West's program of activities during May 2016-April 2017

	Customs Administration	Tax administration	Public Expenditure Management	Debt Management	Government finance statistics	Real sector statistics	Banking supervision	Macroeconomic analysis and forecasting
Benin	Automated risk management; Supervision function	Strengthening the Medium-Sized Enterprise Taxpayers Administration; Management of residual balances pending recovery.	Program budget; State chart of accounts.	Annual financing plan; Preparation of the public debt management report.	Production of a TOFE in the 2009 format.	Quarterly national accounts; Financial accounts.		Short-term economic monitoring; Macroeconomic forecasting.
Burkina Faso	Supervision function	Management residual balances pending recovery	Program budget; Accrual-basis accounting.	Operational procedures for the issue/ management of state guarantees and loans subject to onlending.	Production of a TOFE in the 2009 format; Expansion of the TOFE to the central government.	Establishment of a base year; Financial company accounts.		Institutional mechanisms for macroeconomic analysis
Côte d'Ivoire	Automated risk management; Supervision function	Tax inspection; Risk analysis.	Program budget; Accrual-basis accounting; Treasury ledger.	Re-initiation of public securities issues	Production of a TOFE in the 2009 format; Expansion of the TOFE to the central government.	Publication of quarterly accounts.		Short-term economic monitoring; Macroeconomic forecasting.
Guinea	Management of manifests	Management residual balances pending recovery	Wage bill management; State chart of accounts.	Analysis of vulnerable areas in the debt portfolio	Production of the 2009 TOFE based on GFSM 2001/2014	Preparation of the national accounts for 2014-2015; Establishment of a base year.	Strengthening of banking supervision.	Short-term economic monitoring; Macroeconomic forecasting.
Guinea-Bissau	Inspection function	Expansion of the tax assessment base	Budget programming; Treasury ledger.	Modernization of the debt management framework; Capacity development in portfolio analysis.	Production of a TOFE in the 2009 format.	Preparation of the Annual national accounts for 2014 and 2015		Short-term economic monitoring; Macroeconomic forecasting.

Customs administration	Tax administration	Public expenditure management	Debt management	Government finance statistics	Real sector statistics	Banking supervision	Macroeconomic analysis and forecasting
Mali Inspection function	Strengthening the Medium-Sized Enterprise Taxpayers Administration; Management residual balances pending recovery	Wage bill management; Treasury single account	Issue of public securities; Improving the quality of the database.	Migration to the WAEMU 2009 TOFE; Experimental TOFE for central government	Quarterly national accounts; Dissemination of bulletins on the sources and methods for the annual national accounts		Institutional mechanisms for macroeconomic analysis
Mauritania Inspection function	Risk analysis	Program budget; Accrual-basis accounting.	Issue of public securities	Migration to the TOFE base GFSM 2001/2014	Production of the annual national accounts for 2013, 2014, and 2015	Strengthening of banking supervision	Institutional mechanisms for macroeconomic analysis
Niger	Expansion of the tax assessment base; Management residual balances pending recovery	Commitment authorization and payment credits; Treasury ledger.	Issue of public securities	Production of a TOFE in the 2009 format.	Preparation of the annual national accounts from 2006 to 2014.		
Senegal Inspection function	Strengthening the Medium-sized Enterprise Taxpayers Administration; Management of residual balances pending recovery	Expenditure execution; Treasury ledger; Accrual-basis accounting	Training in debt sustainability analysis; Training in the assessment of financial terms and conditions of loans	Expansion of the TOFE to the central government; Experimental TOFE for social security	Bridge tables for household and company primary account data.		
Togo Automated risk management; Inspection function	Risk analysis	Budget programming; Treasury single account	Modernization of the organizational framework for debt management	Production of the TOFE in the 2009 format; Expansion of the TOFE to the central government	Preparation of the Annual national accounts for 2013, 2014, and 2015		Institutional mechanisms for macroeconomic analysis
Regional organizations			Manual of procedures; Risk analysis			Transposition of Basel II/III	

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#### 4- COMMUNICATION, COORDINATION, AND PARTNERSHIPS

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**71. AFRITAC West continued its efforts to improve the reporting and dissemination of information.** The Center maintains a current public website, as well as a secure website for the dissemination of mission reports and documents on Steering Committee meetings, in compliance with the IMF rules on dissemination of information in connection with technical assistance. The private website is accessible to IMF staff and members of the Steering Committee who have signed a confidentiality agreement. Almost all finance ministries, member country central banks, and development partners have signed such agreements. At end-July 2016, more than 220 mission reports covering the period May 2013-April 2016 had been posted at the Center's secure website.

**72. The Center is in ongoing contact with the donors and lenders and subregional institutions that provide technical assistance to its member countries.** Technical assistance missions and training workshops provide a unique opportunity for experts and the Director of the Center to meet the local technical and financial partners, to strengthen collaboration and pool their efforts for effective capacity development in the beneficiary countries. Where the subregional institutions are concerned, during the 2016 fiscal year, the Experts from the Center participated in seminars organized by the Economic Community of West African States (ECOWAS) and the WAEMU Commission. These workshops addressed harmonization of government finance statistics in ECOWAS; methodological changes under MSFP 2001/2014 as compared with MSFP 1986; and integration of public finance statistics into the national accounts. The Center also participated in the work of the Scientific Council of the Statistical Observatory for Sub-Saharan Africa (AFRISTAT).

**73. Training workshops were organized during the 2016 fiscal year with the participation of other partners.** The Center organized two joint seminars with AFRITAC Central (AFC), which covers the francophone countries of Central Africa; and a Resident Advisor from the Center participated in a workshop organized by AFRITAC West 2 (AFW2), which covers the English-speaking countries of West Africa and Cape Verde. In addition, a seminar on risk-based supervision was organized by the Center and AFRITAC Central in partnership with the International Banking and Finance Institute, Banque de France.



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## APPENDIX 1. Activities and Results by Country during the 2016 Fiscal Year

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### Benin

**74. Customs Administration.** The support provided by the Center on implementation of the risk analysis system and implementation of the computerized dispute mechanism made it possible to conduct the technical assessment and operational follow-up for the final system. The technical assistance activities also supported the establishment of the disputes application and the revision of the structure of the matrix of customs violations. These activities made it possible to develop Benin's capacities to fight fraud and to manage risks more effectively.

**75. Tax administration.** The technical assistance activities carried out made it possible to strengthen the effort to modernize the Medium-Sized Taxpayers Directorate (DME). The results include: (i) a cleanup of the medium-sized Taxpayers register with the transfer of 4,343 small-sized taxpayers to the tax centers; (ii) an increase in the number of small-sized taxpayers registered from 1,880 to 2,355 (equivalent to 25 percent); (iii) preparation of a manual of tax procedures for the Medium-Sized Taxpayers Directorate; and (iv) widespread use of bank transfers for the payment of tax obligations for medium and large-sized taxpayers. Moreover, the mission conducted jointly with the Fiscal Affairs Department made it possible to identify new operating areas, and specifically those aiming to modernize registration procedures, to continue the efforts to strengthen medium-sized taxpayers, and to manage tax arrears.

**76. Public expenditure management.** For the 2016 fiscal year, technical assistance activities involved rationalization of the expenditure chain, decentralization of financial supervision; and the information system. They resulted in the preparation of an action plan, the implementation of which will enable the authorities to rationalize expenditure execution procedures and to adapt them to the new reforms. The Expert from the Center also reviewed the quality and dissemination of the expenditure execution guide in program mode. The draft guide was subsequently reviewed and validated with the national experts and was submitted to the authorities for adoption. In the area of accounting, the specifications for the adaptation of the information system were finalized; proposals were made on guidelines used to decide whether or not to outsource adaptation works; and an indicative timetable was prepared that would be required to reach the objective of observing the migration timetable.

**77. Government finance statistics.** Support for the implementation of regional reforms substantially involved development of capacities in the preparation of a minimum analytical framework and expanding the application scope of the TOFE. The technical assistance activities conducted helped prepare the TOFE base GFSM 2001 and the debt position on an experimental basis. These activities also entailed a review of progress made to improve the treasury ledger and its use as a source of data to produce the TOFE.

**78. Real sector statistics.** The Center supported the launch of the effort to prepare the financial accounts using the United Nations System of National Accounts (SNA) 2008. Publication of these accounts is programmed for the 2017 fiscal year. The activities conducted also made it possible to prepare bridge tables between the primary data and financial operations, and to train professionals in the techniques used to prepare the financial accounts.

**79. Public debt management.** The main activity to be carried out was the strengthening of the organizational framework for public debt management. Support from the Center made it possible to clarify the responsibilities of the Caisse Autonome d'Amortissement (CAA) and the treasury in the area of public debt management. This led to the preparation of a project to reorganize the public debt management services, which was approved and made operational by the authorities; and of a draft manual of procedures to be used as a guide for public debt management. In addition, the Resident Advisor participated in a joint mission with the IMF Monetary and Capital Markets Department and the World Bank. This work enabled capacity development for approximately 20 professionals in connection with the process for preparing and implementing medium-term debt strategies (MTDS) and the use of the MTDS analytical tool developed by staff of the IMF and World Bank.

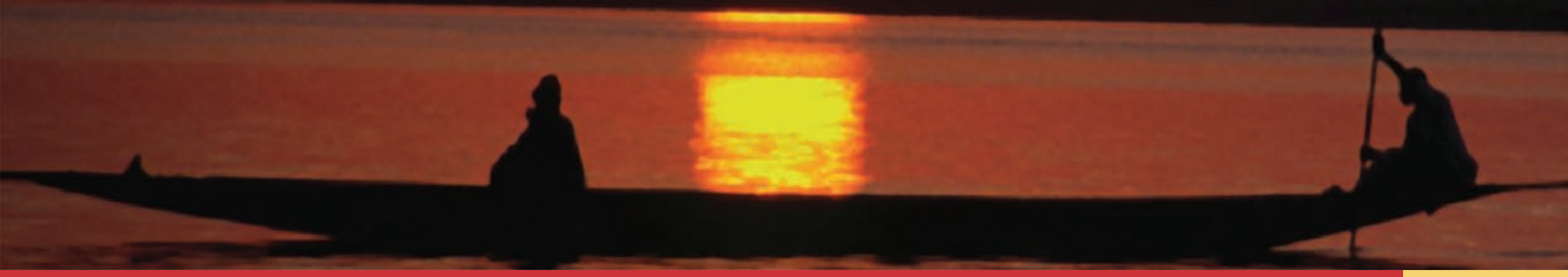
**80. Macroeconomic analysis and forecasting.** The following results were achieved on completion of the technical assistance activities: (i) professionals from the Directorate General of Economic Affairs, the National Institute for Statistics and Economic Analysis (INSAE), and the National Branch of the Central Bank of West African States (BCEAO) were trained in connection with the general principles for the preparation of advanced short-term economic indicators; (ii) an assessment was conducted of the strengths and weaknesses of the available indicators; and (iii) a list of new indicators to be calculated was prepared and the relevant methodology was proposed; and (iv) a multiyear action plan comprising the technical assistance required to improve the short-term economic forecasting system was prepared.

### Burkina Faso

**81. Customs Administration.** The two missions programmed for this fiscal year were not conducted as a result of the security situation in Burkina Faso and the unavailability of the Expert.

**82. Tax administration.** Support provided by the Center made it possible to consolidate the register of medium-sized taxpayers, which included 1,181 medium-sized taxpayers at end-2015. This output was particularly relevant as this category of Taxpayers accounted for approximately 8 percent of revenue for the Directorate General of Taxes in 2015.

**83. Public expenditure management.** Organized jointly with Pôle de Dakar, the technical assistance activities contributed to the review of the general model for commitment authorizations and payment credits, while also advising the professionals involved on improving the quality of the program budget documentation.



**84. Government finance statistics.** The technical assistance activities during the 2016 fiscal year included preparation and implementation of the minimum analytical framework and expansion of the application scope of the TOFE. The results produced in connection with these activities included the (i) finalization of the bridge table for producing the WAEMU 2009 TOFE using the treasury ledger; (ii) identification of the data available to produce the minimum analytical framework and expansion of the application scope of the TOFE to all subsectors of general government; (iii) review of inconsistencies of the net treasury position/net government position; and (iv) updating of the production timetable to reflect the minimum analytical framework and expansion of the application scope of the TOFE.

**85. Real sector statistics.** The three programmed activities were canceled as a result the suspension of missions owing to the security situation in Burkina Faso.

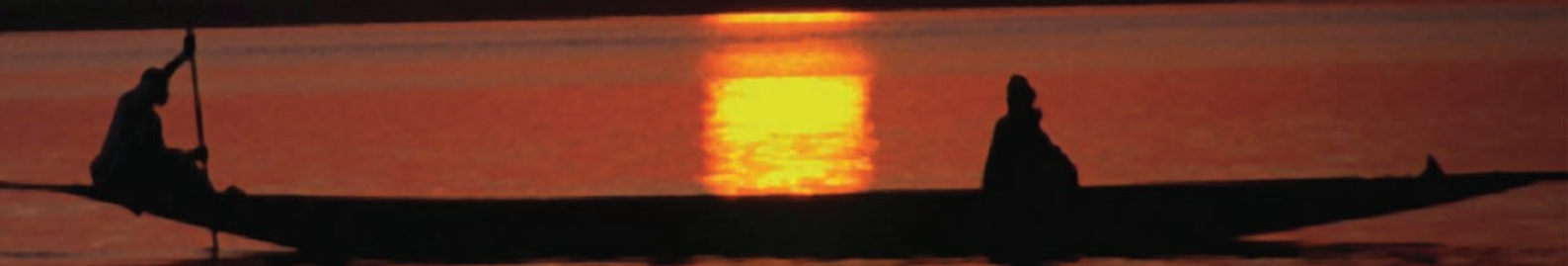
**86. Debt management.** The only activity scheduled during the fourth quarter could not be held as a result of the mission suspensions owing to the security situation in the country.

**87. Macroeconomic analysis and forecasting.** Support from the Center was used to develop capacities in modeling for macroeconomic forecasting. To that end, a comprehensive diagnostic of the operation of the automated forecasting instrument (IAP), which is the macroeconomic forecasting model used by the Directorate General of Economy and Planning, was carried out. The Expert from the Center also proposed a roadmap for the review and expansion of the IAP model.

### Côte d'Ivoire

**88. Customs Administration.** The technical assistance provided by the Center led to the preparation of a draft monitoring framework for merchandise imported under the exemption regime, and advice on the ex post inspection program under this system. The Center also conducted an assessment of the automated risk management and selective inspection system after one year of operation. Findings included a substantial decline in customs clearance lags as the result of more effective risk management; an increase in the number of adjustments generating additional payments, and an increase in fees collected for goods to be released onto the market.

**89. Tax administration.** The fiscal year was characterized by two essential activities: training for approximately 35 professionals from the Directorate General of Taxes on comprehensive off-site supervision; and the assessment of medium-sized Taxpayers centers (CMEs) that became active in July 2014. Based on tangible results from the CMEs, the DGI of Côte d'Ivoire plans to create further centers in Abidjan to optimize and broaden the coverage of the medium-sized Taxpayers administration. Against this backdrop, the Expert from the Center proposed reducing the eligibility threshold for medium-sized taxpayers. The aim would be to create the necessary leverage for more effective value-added tax management. The current conditions for the administration of this tax are still ineffective and partially explain the low yields deriving from this tax.



**90. Public expenditure management.** The activities carried out supported the drafting of macroprocesses for expenditure execution in the accounting phase and the definition of technical specifications with a view to preparing the specifications for the new information system. They also helped improve the quality of the accounting system, particularly in connection with the clearing through the regularization of unjustified balances in the accounting system, as well as the preparation of a draft single accounting instruction. The Expert from the Center also participated in the national workshop on materials accounting.

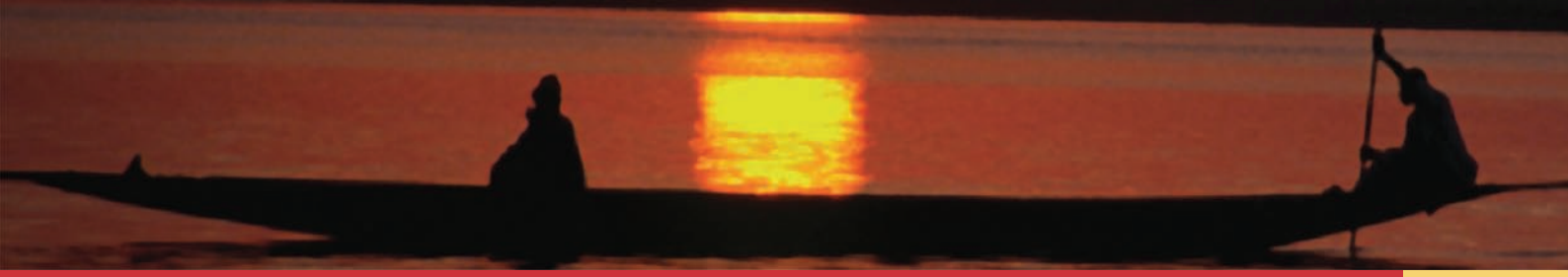
**91. Government finance statistics.** The technical assistance activities focused on capacity development in connection with the minimum analytical framework, the Government Finance Statistics Manual (GFSM 2001), and the expansion of the scope of TOFE application. Accordingly, in addition to the training of the staff involved in connection with a national training workshop organized by the Center in collaboration with the WAEMU Commission, the technical assistance activities made it possible to update the production timetable for the minimum analytical framework and to expand the application scope of the TOFE; to assess and analyze the available data from all subsectors of general government in order to expand the scope of coverage of the TOFE; and to prepare the WAEMU 2009 TOFE and the debt position on an experimental basis.

**92. Real sector statistics.** The technical assistance activities contributed to the establishment of a diagnostic of the national accounts using the IMF data quality assessment framework, and to the finalization of the 1996 quarterly national accounts project.

**93. Debt management.** As a follow-up to a request from the authorities of Côte d'Ivoire, the Center provided support in the modernization of the public debt management framework. This topic replaced the initially-programmed training on the identification of sources of vulnerability in the debt portfolio. The activities led to the preparation of (i) a draft law on the public debt framework exercise in Côte d'Ivoire; (ii) a draft decree regulating procedures for issuing state guarantees and onlending of public debt; and (iii) a proposed amendment of the mission and operation of the National Committee on Public Debt. The Resident Advisor also led a mission to support the preparation of a comprehensive medium-term debt strategy in collaboration with the Monetary and Capital Markets Department of the IMF, and the World Bank. This mission made it possible to develop capacities for approximately 15 professionals on the process for preparation and implementation of the MTDS. The mission also identified activities required to diversify the investor base and develop the market for government securities.

**94. Macroeconomic analysis and forecasting.** The technical assistance activities made it possible to take stock of the capacity development requirements and to propose a theoretical framework, a methodological approach, and technical specifications to improve the DGI's tax revenue forecasting and simulation mechanism.





## Guinea

**95. Customs Administration.** No activities were programmed in this area for the fiscal year.

**96. Tax administration.** The multiyear program to strengthen management of tax arrears launched in 2013 had been suspended as a result of the health crisis in connection with Ebola virus disease during 2014-2015. The first mission conducted after the suspension of missions was removed, in September 2015, provided a new point of departure for the resumption of technical assistance activities. This made it possible to prepare a new multiyear program to strengthen the tax operations of the National Directorate of Taxes (DNI) for the next two years, targeting the following priority measures: (i) reorganization of the DNI services, more specifically with the implementation of structures to steer and monitor activity; (ii) strengthening of the medium-sized Taxpayers unit; (iii) strengthening of tax operations in the large Taxpayers unit; and (iv) support in the compulsory collection of tax arrears.

**97. Public expenditure management.** The technical assistance on training in the use of the wage bill budgeting tool made it possible for all players involved to gradually internalize the use of the tool. The second mission, that was intended to include a review of commitment authorization and payment credit budgeting, could not be held as the authorities were not available.

**98. Government finance statistics.** The Center conducted two technical assistance missions to train the staff involved in connection with MSFP 2001/2014; to assess the status of government finance statistics in Guinea and to review the methodology used to produce the current TOFE and the data sources used. These activities also led to the assessment of data available for other subsectors of general government and public Taxpayers and to undertake a project to produce the WAEMU 2009 TOFE based on the detailed sources of the current TOFE. An interim action plan (2016-2017) on implementation of GFSM 2001/2014 was also prepared.

**99. Real sector statistics.** The key results produced with support from the center were the preparation of the national accounts for 2012 and 2013.

**100. Debt management.** The only activity programmed at the beginning of the year was carried out and led to improved practices in the issue of public securities. In coordination with the authorities, this topic replaced training on the use of the debt sustainability framework that had been programmed. This change derives from the fact that another technical partner had offered the training to the authorities in 2015. As a result of the mission that was carried out, professionals were able to internalize a number of public securities issue practices and to identify improvements to the practices used in this connection that might be implemented in the short and medium terms.

**101. Banking supervision.** The technical assistance activities made it possible to accompany the Central Bank of the Republic of Guinea (BCRG) in the process of automating data collection, the design of data processing tools, and the introduction of the new chart of accounts. The Experts from the Center also supported the central bank in drafting new regulations (corporate governance) and *prepared recommendations to improve the mechanism for the assessment and rating of banks.*

**102. Macroeconomic analysis and forecasting.** The main output was the revision of the macroeconomic simulation model for the Guinean economy (MSEGUI) and its expansion with the incorporation of supplementary modules. These modules specifically involve budget revenue forecasting, making it possible to improve projected aggregates for certain sectors. Moreover, the Expert from the Center proposed a roadmap for internalization and expansion of the model. The other activities resulted in the identification of technical assistance requirements for the BCRG and recommendations designed to improve instruments and methodologies in the area of macroeconomic analysis and forecasting.

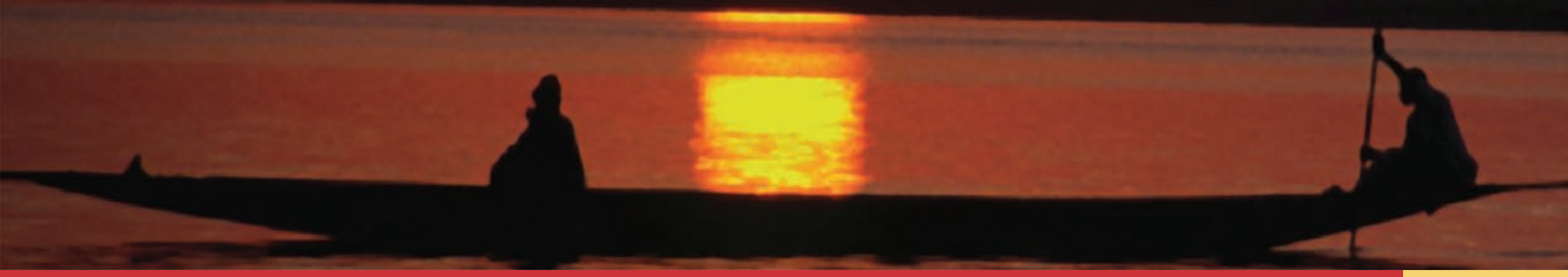
### Guinea-Bissau

**103. Customs Administration.** With support from the Center, the customs services strengthened the mechanism used to track merchandise from its arrival at the port until the final payment of the fees and duties. Moreover, a plan to computerize the process of transmitting manifests and a planned operational procedure for tracking the regularization of manifests pending clearance was prepared.

**104. Public expenditure management.** Activities in connection with the audit of the expenditure chain led to an action plan to rationalize the expenditure chain with special emphasis on going back to a traditional approach to public expenditure execution in an attempt to restore the government's credibility with its co-contractors. The mission on improving government accounting did not take place as it was not approved by the authorities.

**105. Government finance statistics.** A technical assistance mission led to a survey of the status of government finance statistics, the review of the methodology used to produce the current table of government financial operations, and the assessment of data available for other subsectors of general government and public enterprises. A preliminary version of a project to produce the WAEMU 2009 TOFE based on detailed sources of the current TOFE was also undertaken.

**106. Real sector statistics.** The three technical assistance missions carried out produced the following results: (i) preparation of a publication bulletin for the annual national accounts for 2013-2014 according to the System of National Accounts (SNA) 1993; (ii) harmonization of the new national accounts nomenclatures with the international nomenclatures of SNA 2008; and (iii) preparation of three data input models. Moreover, the activities conducted during the 2016 fiscal year made it possible to train professionals in the SNA 2008 concepts and the use of ERETES, the national accounts preparation software.



**107. Debt management.** As a result of the activities carried out, weaknesses in the public debt management practices were identified, and an action plan and timetable were proposed in order to modernize these practices. In connection with the recommendations from the first mission, the second mission assisted the authorities in preparing the draft decree that will govern public debt management activities.

**108. Macroeconomic analysis and forecasting.** Experts from the Center provided training for a team from the Ministry of Economy and Finance on techniques in the macroeconomic framework exercise. They also helped prepare a two-year action plan for capacity development and terms of reference for the recruitment of a consultant to prepare a macroeconomic model.

### Mali

**109. Customs Administration.** Both programmed missions were conducted. The first mission made it possible to assess the computerized dispute application and to validate the manual of procedures. The second mission, which was devoted to the technical assessment of the customs risk management system, found that a number of essential prerequisites for the implementation of a computerized risk management system had not been met. An action plan to put these prerequisites into place was produced, entailing implementation of a selective inspection committee, a database on the results from physical inspections, and the calculation of scores.

**110. Tax administration.** Implementation of the recommendations of technical assistance on the multiyear project to strengthen medium-sized taxpayers produced the following results: (i) expansion of the register of medium-sized taxpayers with a 29.1 percent increase in the register between 2013 and 2014; (ii) intensification of off-site supervision with an execution rate of 72 percent at December 30, 2014; (iii) adoption of the instruction on reorganization of the unit to reflect essential tasks; and (iv) a 21 percent increase in the contribution from medium-sized taxpayers to the tax revenue generated by the Directorate General of Taxes between 2013 and 2015.

**111. Public expenditure management.** The technical assistance activities were limited as a result of the security situation in Mali. During the only mission that was conducted, the Expert from the Center worked with the staff involved to conduct a thorough analysis of the organization of wage bill management. The mission made it possible to establish and train a project team to guide implementation of the wage bill management tool; to implement the tool on a preliminary basis with the 2014 outturn and the measures of the 2015 budget law; to propose technical guidelines to manage the work force and wage bill for staff of local units of government; and to identify the specific financial and accounting procedures used by the armed forces to ensure secure payment of the military wage bill.

**112. Government finance statistics.** The Center provided technical assistance in support of works in connection with the definitive migration to the UEMOA 2009 TOFE, production of the minimum analytical framework, and expansion of the application scope of the TOFE to the central government. In connection with these works, an assessment was also conducted of the data available for other subsectors of general government and for public enterprises, as well as the validation of the action plan for the committee on implementation of the TOFE Directive (2015-2017). Last, experts from the Center provided training on the GFSM 2001/2014 to members of the committee for implementation of the TOFE Directive.

**113. Real sector statistics.** The mission that was conducted involved the dissemination of the final annual national accounts (ANC) and implementation of a system for provisional annual national accounts. The mission contributed to the drafting of a bulletin presenting the procedure used to prepare the provisional annual national accounts. The initial version encompasses components on nomenclatures, identification of sources and indicators, and the stages of preparation (treatment of sources and analytical and summary work). It also contributed to the completion of the analytical bulletin for the 1999-2013 annual national accounts and capacity development for national accountants on the use of the ERETES computer system. The second mission that had been programmed was canceled as a result of the security situation in the country.

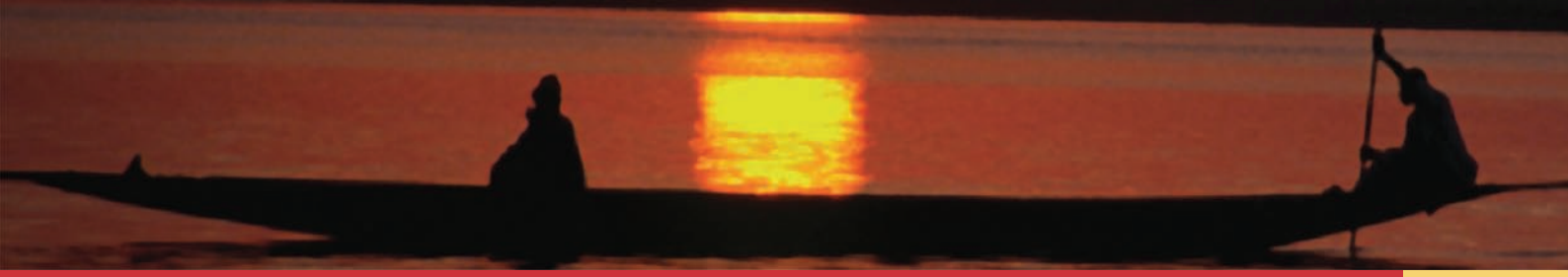
**114. Debt management.** The mission that was conducted made it possible to train approximately 30 participants on the steps to be followed to develop qualitative guidelines for the medium-term debt management strategy. The second mission that had been programmed could not be conducted as a result of the security situation in Mali.

**115. Macroeconomic analysis and forecasting.** The technical assistance activities involved a comprehensive diagnostic of the macroeconomic model of the National Development Planning Directorate (MME\_DNPD). An action plan for the internalization and expansion of this model and for the re-initiation of the forecasting and modeling committee, covering the period 2015-2018, was prepared with support from the Expert at the Center.

### **Mauritania**

**116. Customs Administration.** The Center supported the assessment of the valuation database and the preparation of a project to divide the processing of declarations into three progressive stages. The second mission had three essential objectives: (i) to take stock of the progress made in the project since the last visit in October 2015; (ii) to assess the impacts of and adjustments made in the implementation of the first progressive stage in the transaction value application by the customs clearance offices; and (iii) to take stock of the investigation services to identify the prerequisites to initiate ex post value inspection activities through the development of synergies with the National Valuation Bureau.





**117. Tax administration.** The two missions that were conducted made the following progress possible: (i) an increase in the number of medium-sized taxpayers covered from 342 to 1,214; (ii) an increase in the number of supervised institutions from 184 to 758; (iii) deployment in January 2015 of software making it possible to strengthen tax operations; (iv) strengthening of the performance of the Medium-Sized Taxpayers Directorate in Nouakchott, with an increase in the share of revenue from the medium-sized Taxpayers sector from 3 to 5 percent during the period 2013-2015.

**118. Public expenditure management.** The mission on the reactivation of the wage bill budgeting tool made it possible to train a new team under the Payroll Director dedicated to using the tool, and to prepare the preliminary budgets for 2017. The future areas of intervention were also adopted and discussed with the authorities.

**119. Government finance statistics.** The mission that was conducted validated and improved the bridge table to produce the MSFP 2001/2014 based TOFE using the treasury ledger. An assessment of the available data from other subsectors of general government and public enterprises was also conducted and an interim action plan on implementation of GFSM 2001/2014 was prepared.

**120. Real sector statistics.** The technical assistance activities carried out made it possible to finalize the annual national accounts for 2012 and 2013.

**121. Debt management.** The only programmed and completed activity covered capacity development. The objective of the mission was to develop the capacities of the participants to conduct autonomous debt sustainability analyses. This objective was partially achieved. In fact, most professionals who attended the training did not gain a sufficient command of the macroeconomic framework process, which is an essential prerequisite for DSA.

**122. Banking supervision.** The activity was concentrated during the latter half of the fiscal year. The technical assistance substantially involved the drafting of a new instruction on capital, in order to align the capital calculations with international standards, and a review of the mechanisms for processing banks' liabilities with related parties. From an operational standpoint, the Experts from the Center made recommendations on the process for assessing and rating banks, and trained bank supervisors and inspectors.

**123. Macroeconomic analysis and forecasting.** The activities that had been planned could not be carried out owing to the constraints of the beneficiary administration.

## Niger

**124. Tax administration.** The Center supported the authorities' efforts to improve collections. The technical assistance provided contributed to the following results: (i) the tax assessment base was expanded from 836 to 1,022 medium-sized taxpayers; (ii) the spontaneous filing rate was increased from 51 percent in February 2015 to 71 percent in June 2015; and (iii) collection of arrears was improved.

**125. Public expenditure management.** As a result of the technical assistance provided during two missions, the key players involved gained a full understanding of the commitment authorization/payment credit approach, and specifically of the prerequisites for this approach to be used. Accordingly, public expenditure for approximately 10 ministries is now being processed using the commitment authorization/payment credit system. Where the treasury single account is concerned, an action plan to implement the recommendations on repatriation of public funds placed in private banks in the treasury single account was adopted and is being executed.

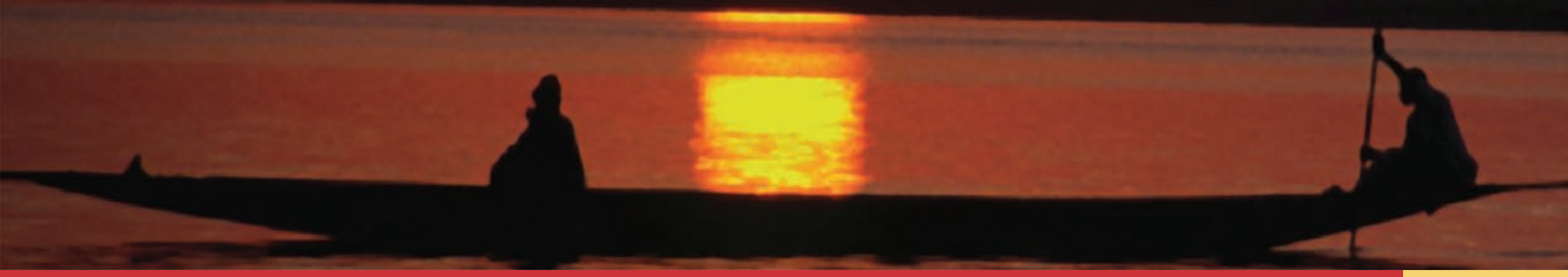
**126. Real sector statistics.** The mission that was carried out made it possible to finalize the annual national accounts for 2011-2012 with the ERETES system, in compliance with the United Nations System of National Accounts (SNA) 1993. Professional staff were also trained in the concepts of SNA 1993 and the use of the ERETES system. The second mission could not be held as a result of the authorities' scheduling constraints.

**127. Macroeconomic analysis and forecasting.** The programmed mission was canceled when the Expert from the Center was informed that the targeted activities would be conducted by a long-term expert funded by the German technical cooperation authorities.

## Senegal

**128. Customs Administration.** Support from the Center made it possible to monitor implementation of the recommendations made in connection with two previous missions and to update the recommendations and timetable. The conclusions of this mission showed that progress has been made in the automated risk management project in purely technical areas, as major factors had been preventing selective inspections, which are based on automated risk management, from being implemented. As a result of the mission's work, it was concluded that the following prerequisites were required for the project to be carried through successfully: (1) the number of statements for inspection must be reduced; (2) the customs services must carry out the selected inspections effectively and discontinue the practice of selections based on individual discretionary decisions; (3) low-risk declarations must be forwarded to a control system.

**129. Tax administration.** As a result of the two missions carried out, it was found that implementation of the recommendations provided by the Center at the end of the multiyear program to strengthen the Medium-Sized Taxpayers Center in Dakar made it possible to consolidate the register of medium-sized taxpayers, which now lists 1,275 medium-sized taxpayers. A better understanding was also gained of the tax obligations applicable to this category of Taxpayers, which accounts for more than 93 percent of the taxpayers that are required to file spontaneous VAT declarations. Measures were also established to make the service more responsive in connection with ad hoc inspections.



**130. Public expenditure management.** The closing of the multiyear technical assistance project (MTAP) on wage bill management was ultimately covered with remote assistance. However, for this tool to be useful, further efforts are still required for a more effective definition of the perimeter of the wage bill and to enhance the pooling of methodological efforts. We should note that the activities initially programmed during the latter half of the year involving state chart of accounts no. 1 were postponed until next year; and a mission on decentralization of expenditure authorization procedures, which had been a backup mission, was carried out. This enabled the authorities to be made aware of the stakes of expenditure execution in program budget mode, as well as the adoption of a three-year action plan for gradual decentralization. The Center also participated in the last mission of the Fiscal Affairs Department, which worked on strengthening macrobudgetary function and financial reporting.

**131. Government finance statistics.** Two missions conducted by the Center on capacity development for the preparation of the minimum analytical framework, GFSM 2001, and the expansion of the application scope of the TOFE made it possible to support the definitive migration to the WAEMU 2009 TOFE in June 2015. They also validated, revised, and documented the bridge table to GSFM 2001. The Expert from the Center also contributed to the assessment of the available data for other subsectors of general government and for public enterprises; production of the debt position on an experimental basis; preparation of the methodology for production of cash flow statements; and training of the professionals involved in connection with the specific problems of government finance statistics.

**132. Real sector statistics.** The works carried out during the 2016 fiscal year involved the seasonal adjustment of the quarterly national accounts. Professional staff was trained in seasonal adjustment techniques, leading to the seasonal adjustment of the series used in preparing the quarterly GDP.

**133. Debt management.** The Center provided technical assistance which made it possible to train approximately 20 professional staff members in foreign exchange risk hedging techniques in the public debt portfolio, and more specifically on the issues involved in using foreign exchange swaps in public debt management. At the request of the authorities, the Center assisted in preparing the policy and procedures to be used to issue and manage state guarantees and in onlending.

### Togo

**134. Customs Administration.** Implementation of the recommendations from the Center made it possible to strengthen the exemption systems and to implement an ex post inspection program. The Center also participated in a follow-up mission organized by the IMF Fiscal Affairs Department to assess implementation of the Revenue Office of Togo.

**135. Tax administration.** The technical assistance activities involved implementation of methodological tools for tax inspection and providing tax inspection training for 122 mid-level professionals. In addition to these activities, a mission carried out in January 2016 organized by the Fiscal Affairs Department, IMF and the Center made it possible to conduct an assessment of the implementation of recommendations made during ring previous FAD missions and to identify the priority measures to support budget revenue during 2016.

**136. Public expenditure management.** Implementation of the multiyear technical assistance project on budget preparation made it possible to: (i) support the implementation of budget documentation as provided under the new Organic Law and restructure the circular on state budget preparation, and to (ii) develop capacities and the methodology to prepare the multiyear economic and budget programming paper. At the request of the authorities, the mission on the state cash flow plan was postponed until next year, to replace the Center's participation in a mission from the IMF Fiscal Affairs Department which assisted in the adaptation of the integrated public financial management system (SIGFIP) to the state budget nomenclature (SBN) and the state chart of accounts (SCA).

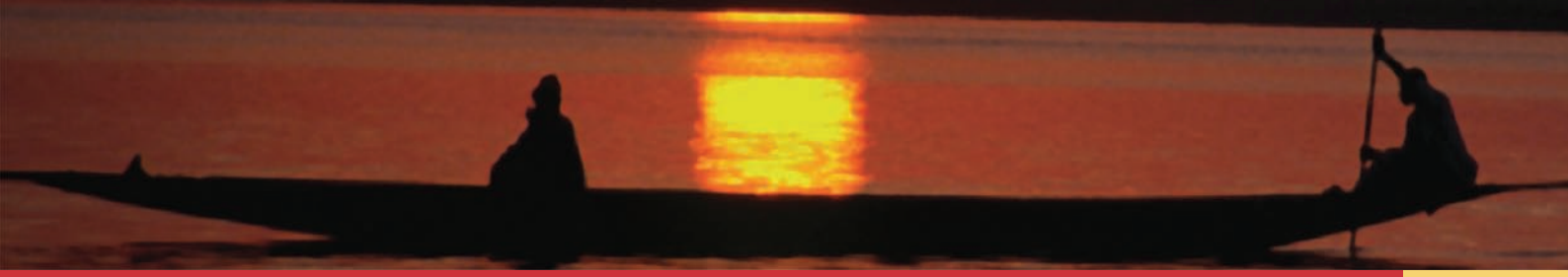
**137. Government finance statistics.** The Center supported production of the WAEMU 2009 TOFE based on the auxiliary accounting system and the production of the debt position on an experimental basis. The technical assistance activities also made it possible to assess the treasury ledger in connection with the production of government finance statistics for the central government and the data on subsectors of social security and local units of government. Experts from the Center also provided the professional staff involved with training in public sector debt statistics and updating the tax monitoring register of the African Department, IMF based on GFSM 2001. They also helped update the schedule for production of the minimum analytical framework and expansion of the application scope of the TOFE.

**138. Real sector statistics.** The technical assistance activities were carried out during three missions. These activities enabled the country authorities to prepare the annual national accounts for 2011 and 2012 and to launch development of the provisional annual national accounts for 2013.

**139. Debt management.** Only one activity was programmed: training to identify sources of vulnerability in the public debt portfolio, which made it possible to train approximately 20 staff members responsible for public debt management.

**140. Macroeconomic analysis and forecasting.** The technical assistance activities involved training for the professional staff members involved in the use of the national accounts and Version 3 of the To-go's macroeconomic account forecasting model (PRECOMAT 3.0). In connection with these activities, the Expert from the Center made recommendations that will enable the staff involved to improve the instruments and methodologies that are currently available and to gain a better understanding of how to use the model, and took stock of the technical assistance requirements.





## TECHNICAL ASSISTANCE FOR REGIONAL INSTITUTIONS

### WAMU Securities Office

141. The multiyear program established for the WAMU Securities Office continued with the conduct of three missions. The first entailed the definition of mechanisms to prepare the interest rate curve for the WAMU, and the others involved support in updating the regulatory texts for the public securities market. The first mission made it possible to propose an action plan ultimately to facilitate the construction of an interest rate curve in the subregion. The two other missions made it possible to identify the provisions in the current texts that constitute impediments to the development of the public securities market in the WAEMU, and to make proposals to reduce the obstacles identified.

### BCEAO

142. Banking supervision activities devoted to the project to transpose the Basel II and III Accords involved providing the BCEAO with technical assistance to carry out impact studies and draft regulatory texts for the transposition of Basel III and III. A mission to implement the new system was conducted in February 2016. It involved the assessment of internal supervision and risk management mechanisms in banks.

143. A one-week training session on consolidated banking supervision was conducted with the supervisors of the UMOA Banking Commission. This session made it possible to give the participants the key components for the surveillance of banking groups and their subsidiaries. The topic of consolidated supervision is particularly relevant owing to the substantial growth in pan-African and international banking groups in the UMOA.

### WAEMU Commission

144. The Center continued its support to the WAEMU Commission in developing capacities to implement new directives in the member countries through the production of technical bulletins and through participation in meetings of the network of practitioners and the government finance observatory in the WAEMU.



## AFRITAC WEST MEMBER COUNTRIES



BENIN



BURKINA



COTE D'IVOIRE



GUINEA



GUINEA-BISSAU



MALI



MAURITANIA



NIGER



SENEGAL



TOGO

GLOBAL  
PARTNERSHIPS

Shared Objectives • Joint Action • Real Impact

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