

2016 Annual Report



# REGIONAL TECHNICAL ASSISTANCE CENTER FOR CENTRAL AFRICA (AFRITAC Central)





# **2016 Annual Report**

Regional Technical Assistance Center  
for Central Africa  
(AFRITAC Central)

## A Message from the AFRITAC Central Steering Committee Chairman



The 2015-2016 fiscal year, the first year the Democratic Republic of Congo has served as Chair of the Steering Committee of the IMF Regional Technical Assistance Center for Central Africa (AFRITAC Central), has been characterized by a significant increase in activity, in terms of technical support as well as other initiatives designed to develop the capacities of the member countries' governments.

As we will recall, on March 23, 2016, the Democratic Republic of Congo hosted the 18th Steering Committee meeting in Kinshasa. This meeting was attended by participants from all member countries, regional institutions, and representatives from the partners that contribute, along with the member countries, toward the financing of the Center.

The Center provides technical assistance at the grassroots level, focusing on specific activities that meet the requirements of our governments. This assistance is widely appreciated by the member countries and the various partners involved. The conclusions of the independent assessment of the Center's activities submitted in March 2016 gave us an indication of the scope of these activities and confirmed the relevance and quality of the support provided by this organization.

In addition to the activities at the country level, AFRITAC Central provided support for regional integration during the 2015-2016 fiscal year, in keeping with its mission and its position in the field. Regional integration is the centerpiece of economic development in the region, to which AFRITAC Central contributes primarily through the development of the capacities of our institutions, with support from the IMF and the other partners. I commend this contribution from AFRITAC Central, whose activities in the Democratic Republic of Congo, as well as in other countries and at the regional level, have focused on all of the links in the chain of public management.

Where the Democratic Republic of Congo is specifically concerned, AFRITAC Central's operations have made it possible to implement an interim selective customs inspection system and to organize more targeted and more effective combined customs and tax inspection mechanisms. The Center's activities have also supported the adoption of the programs by the ministries in preparation for the migration from resource-based to program-based budgeting. Support from AFRITAC Central was also essential in establishing the roadmap with a view to creating a domestic government debt market in the Democratic Republic of Congo commencing in 2017.

The program of activities is just as ambitious for the 2016-2017 fiscal year, and I would like to express my thanks in advance, on behalf of the members of the Committee, to all of the staff of AFRITAC Central for their accessibility and for the expertise they have provided to benefit our governments. During this fiscal year, the preparations for Phase III of AFRITAC Central's financing will be launched, covering the period November 1, 2017 until April 30, 2022.

In light of the Center's accomplishments since its inception, and the challenges to come, there is no doubt that our countries will express their renewed interest in AFRITAC Central's initiatives, and that our partners will continue their support for its initiatives.

**His Excellency, Henri YAV MULANG**  
**Minister of Finance of the Democratic Republic of Congo**  
**AFRITAC Central Steering Committee President**

## Foreword from the AFRITAC Central Coordinator



During recent years, the IMF Regional Technical Assistance Center for Central Africa (AFC) has contributed to the strengthening of macroeconomic institutions in its member countries while helping them to develop technical expertise, to strengthen their economic structures, and to implement economic reforms. The development of capacities in the areas of government finance, macroeconomic statistics, public debt management, banking supervision, and financial stability was adapted to address the priority requirements of the member countries in light of the changes in political and economic conditions. We can mention the following accomplishments, inter alia: development of capacities in value-added tax (VAT) administration and in fighting fraud; adoption and implementation of the Central African Economic and Monetary Community (CEMAC) directives, and the finalization

of program budget templates in certain member countries; support in the preparation of the annual national accounts; making the country authorities more aware of the use of market mechanisms to meet their financing requirements; and development of banking supervision capacities.

The 2016 fiscal year was characterized by growth in multiannual technical assistance projects to supplement ad hoc activities such as technical missions in the field and training activities. This approach facilitated the management and steering of the Center's activities and the assessment of its performance. Further innovations consisted of implementing new mechanisms for delivering support, by combining technical assistance and training in the national setting with regional seminars.

A number of seminars also covered multidisciplinary topics involving areas covered by the Center. Further innovations of note include the organization of joint seminars with other IMF regional technical assistance centers, development of new partnerships (the Africa Training Institute and the Banque de France training center), and making internships available in the governments of other countries. This fiscal year was also characterized by the independent assessment of the activities conducted by the Center and the implementation of the secure access point for the consultation of technical assistance reports by members of the Steering Committee. Collaboration with the regional institutions and other development partners was also substantially strengthened.

The Center is now one year away from concluding the second financing cycle (Phase II) and most of the medium-term objectives have been reached or are on track to be achieved by the end of the cycle. This is true despite the implementation of annual plans under increasingly difficult conditions, such as the decline in commodities prices, low world growth and export demand levels, more stringent financial conditions, and structural bottlenecks.

The AFC has begun to work with all member countries and partners to prepare for Phase III, which runs from November 2017 until October 2022. In light of the increasingly difficult environment in the region, the demand for capacity development can be expected to increase, and the IMF (at a more general level) and the AFC (more specifically) will meet this demand by focusing the capacity development efforts on the priority areas of the financing program, in order to propose international good practices and to ensure that they are adopted. The strategic priorities for capacity development during Phase III will support the reforms in progress and will use a more flexible approach to the countries' new priorities. The ongoing commitment and internalization by the country authorities, including the commitment to improving the absorption capacities of the implementing agencies, are still essential so that the institutional reforms designed to make them more efficient and transparent can be implemented.

We are pleased with the assessments from the beneficiaries, as indicated by His Excellency, Henri Yav Mulang, Minister of Finance of the Democratic Republic of Congo and Current Chair of the AFRITAC Central Steering Committee, in his statement. Last, we would like to acknowledge the constant support of and express our thanks to all stakeholders involved (the member countries, technical and financial partners, the team of resident advisors, regional and international experts, and the administrative staff of AFRITAC Central) who have actively contributed to the results achieved during the fiscal year.

**Paulo Drummond**

## Acronyms and Abbreviations

AFRISTAT	Economic and Statistical Observatory for Sub-Saharan Africa
AFRITAC	Africa Regional Technical Assistance Center
AfDB	African Development Bank
AFRITAC Central	Regional Technical Assistance Center for Central Africa
BDEAC	Central African States Development Bank
BEAC	Bank of Central African States
BOP	Operational program budget
CAA	Caisse Autonome d'Amortissement
CAMELS	Capital adequacy, asset quality, management, earnings, and sensitivity
CAR	Central African Republic
CEMAC	Central African Economic and Monetary Community
CNT	National treasury accounts
COBAC	Central African Banking Commission
ECCAS	Economic Community of Central African States
DGIC	Directorate General for Industry and Competitiveness
DRC	Democratic Republic of the Congo
DSIF	Financial Intermediaries Supervision Directorate
EAC	East African Community
ERETES	Computer-aided tool for compiling the national accounts
EUROSTAT	Statistical Office of the European Communities
FAD	Fiscal Affairs Department
FOHBAC	Forum of Senior Central African Budget Officials
FSAP	Financial Sector Assessment Program
FY	Fiscal year
GIZ	German cooperation authorities (Deutsche Gesellschaft für Internationale Zusammenarbeit)
ICA	Turnover index
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
IPI	Industrial production indices
IPS	Service price index
IPPI	Industrial production price indices
LOFIP	Organic Law on Public Finance
NBE	National budget nomenclature
ORAP	Organization and strengthening of preventive action
SADC	Southern African Development Community
SNA	System of National Accounts
TOFE	Table of government financial operations
UNDP	United Nations Development Program
VAT	Value-added tax
WAEMU	West African Economic and Monetary Union

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# IMF Regional Technical Assistance Centers

## A. General presentation of the AFRITAC Initiative and AFRITAC Central



Representatives from AFRITAC Central's member countries

The five Regional Technical Assistance Centers of the International Monetary Fund (IMF) currently operating in Africa (the AFRITACs) reflect the combined efforts of their member countries, the partners, and the IMF (See Annex 1). These Centers are the IMF's main response to the request from the African Heads of State for more technical assistance in the economic and financial areas, and specifically in the area of institution building. These Centers now cover all of Sub-Saharan Africa.

AFRITAC Central serves all countries of the Central African Economic and Monetary Community (CEMAC), i.e., Cameroon, Gabon (which is AFRITAC Central's host country), Equatorial Guinea, the Central African Republic (CAR), the Republic of Congo, and Chad; as well as the Republic of Burundi and the Democratic Republic of the Congo (DRC). The financial arrangement prevalent in AFRITAC Central is a particularly good illustration of the interest of member countries in the services it provides, as the contributions from the countries constitute the majority (approximately two thirds) of its available financial resources, while donors and the IMF contribute one third of these resources. This financial arrangement has continued during the second cycle, which is evidence of the countries' interest in the continuation of AFRITAC Central's

activities in the long term. One of the reasons for this support is that the Center's activities have effectively met the requirements of the members, and that the innovative approach it has used in addressing the specific requirements and circumstances of the member countries is adequate. This is one of the overriding conclusions of the external assessment of the AFRITACs undertaken in 2008-2009, when AFRITAC Central was in its infancy. This positive perception was supported by the independent assessment of Phase II for AFRITAC Central carried out during 2014-2015.

In all of the regional centers, the technical assistance entails a combination of strategic consultation provided in connection with missions organized by the technical departments of the IMF from its Headquarters in Washington with their implementation in the field. The latter activities are covered by the AFRITAC Resident Advisors during their on-site visits and in connection with missions conducted by consultants under their direct supervision. Of course, all of these missions are conducted in connection with the overall technical assistance activities of the IMF, which ensures their consistency and coordination. They are also reviewed by staff from IMF Headquarters, which ensures their quality.

The strategic options guiding the Center's activities are discussed by a Steering Committee comprised of representatives from the member countries, donors, and selected partner organizations participating as observers. The Steering Committee meets regularly to validate the working program and to monitor its implementation.

Since its creation in 2007, AFRITAC Central has been based in Libreville, the capital of the host country. Its Steering Committee was chaired first by Gabon and subsequently by Cameroon. At the beginning of the Center's second financing cycle covering the period May 1 until October 31, 2017, the Committee was chaired by the Republic of Congo. From May 1, 2013 until April 30, 2015, the Committee was chaired by Chad. The AFRITAC Central Steering Committee is currently chaired by the Democratic Republic of the Congo, which will hold this position until April 30, 2017.

To ensure that it operates smoothly, AFRITAC Central is managed by a Coordinator. Capacity development is the responsibility of Resident Advisors in the areas of tax and customs administration (one Advisor); public financial management (two Advisors); macroeconomic statistics (one Advisor); government finance statistics (one Advisor); public debt management (one Advisor); and banking supervision and financial stability (one Advisor).

In addition to these missions, AFRITAC Central also contributes to the development of the institutional capacities of member countries with regional seminars and national workshops, as well as through the organization of secondments for professional staff from member countries to other countries in the region. Under the supervision of international experts and advisors, the seminars and workshops make it possible to disseminate a common doctrine and principles to senior professional staff from the eight member countries while promoting the sharing of experience and the dissemination of best practices.



Leadership of the 18th meeting of the AFRITAC Central Steering Committee held in Kinshasa (DRC) in March 2016.



The Consultant provides clarifications during discussions of the independent assessment of AFRITAC Central.



The Representative from the AfDB comments on performance during the 2015-2016 period.

## B. AFRITAC Central's operating areas

### Customs and tax administration

#### Objective:

In the area of customs and tax administration, the Center supports countries to enable them to maximize their customs and tax revenue.

#### Operating areas:

- (1) Strengthen the regional vision and support implementation of the common market;
- (2) Develop capacities and administrations in the CEMAC;
- (3) Improve value-added tax (VAT) revenue;
- (4) Develop tax supervision and management capacities for mining and forestry enterprises.

### Public financial management

#### Objective:

In this area, the Center's objectives focus on financial transparency, harmonization with regional directives, and maintaining accounting systems.

#### Operating areas:

- (1) Adopt and implement the CEMAC Directives;
- (2) Adopt and test implementing texts in connection with the Organic Law on Public Finance (LOFIP) in the DRC and the Organic Law in Burundi;
- (3) Prepare for the migration to the second-generation fiscal reforms;
- (4) Introduce the use of program budget formatting and execution by the pilot ministries;
- (5) Develop government accounting towards international good practices and standards;
- (6) Develop human capacities.

### Macroeconomic statistics

#### Objective:

The Center's objective is to assist the member countries in the implementation of reliable national accounts that meet international standards, and in the implementation of effective economic policy tools.

#### Operating areas:

- (1) Prepare/promote the annual national accounts;
- (2) Prepare/promote the quarterly national accounts;
- (3) Prepare the consumer price index (IPC), the industrial production index (IPI), and the industrial production price index (IPPI);
- (4) Share experiences and good practices at the regional and international levels.

### Government finance statistics

#### Objective:

In this area, the Center's objective is to assist the member countries in establishing reliable public accounts compliant with international standards.

#### Operating areas:

- (1) Provide local support for the table of government financial operations (TOFE) Directive (05/11 – UEAC - 190 CM - 22) based on the 2001 Government Finance Statistics Manual (GFSM 2001);
- (2) Support the preparation and dissemination of government finance statistics (GFS);
- (3) Develop capacities and sharing of experience and good practices at the regional and international levels.

### Public debt management

#### Objective:

In the area of public debt management, the Center supports the member countries in effective public debt management to make them less vulnerable to domestic and external shocks, to support economic growth, and to improve the investment climate.

#### Operating areas:

- (1) Modernize the institutional and organizational framework;
- (2) Develop the analytical and operational capacities of the agencies involved;
- (3) Make country authorities more aware of the use of market mechanisms to meet their financing requirements.

### Banking supervision and financial stability

#### Objective :

In this area, the Center supports countries in the rehabilitation of the banking and financial system to have the capacity to finance the economy, while remaining vigilant on the level of risk exposure, and the stabilization of the financial environment.

#### Operating areas:

- (1) Align the legal and regulatory frameworks with international standards;
- (2) Transition to the risk-based supervision approach;
- (3) Establish a mechanism for financial stability and to prevent and manage banking crises;
- (4) Apply the International Financial Reporting Standards (IFRS) and promote fiscal transparency.

## C. AFRITAC Central's member countries and contributors

### AFRITAC Central Member Countries



Republic of Burundi



Republic of Cameroon



Central African Republic



Republic of Congo



Democratic Republic of Congo



Republic of Gabon



Republic of Equatorial Guinea



Republic of Chad

### AFRITAC Central Contributors

European Union



Foreign Affairs, Trade, and Development Canada

France



African Development Bank (AfDB)



Foreign Affairs, Trade and Development Canada

Affaires étrangères, Commerce et Développement Canada



German cooperation authorities (GIZ)



Australian cooperation authorities



European Investment Bank (EIB)



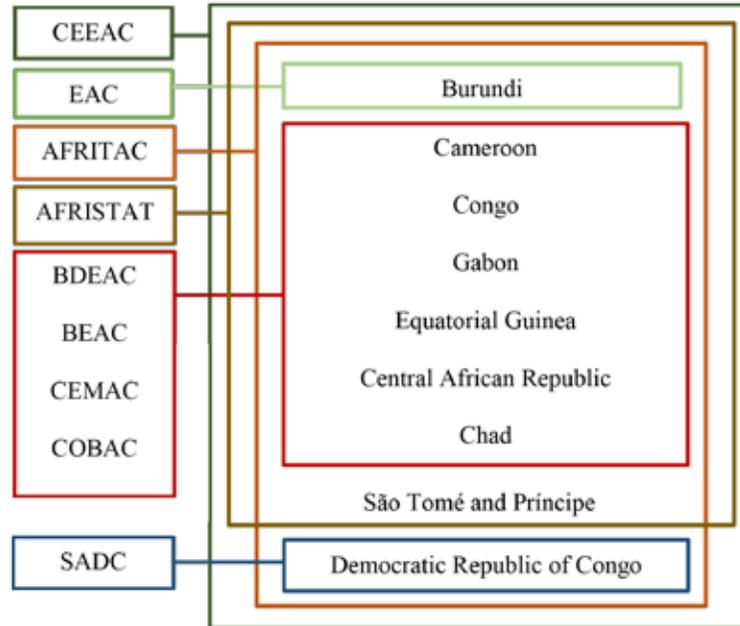
China



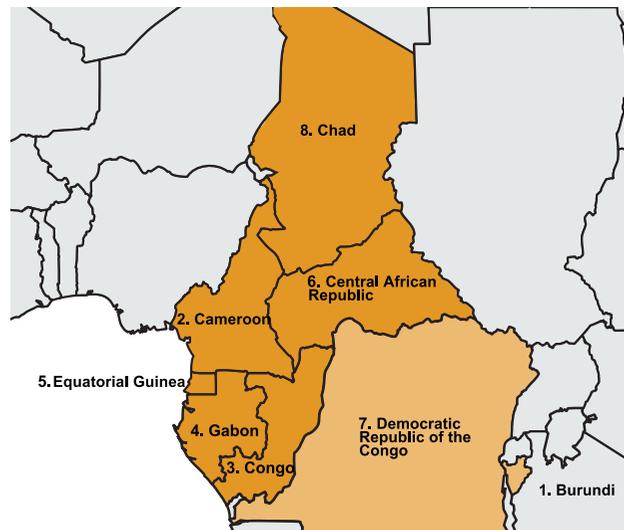
### AFRITAC Central Observers

- Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT)
- Bank of Central African States (BEAC)
- Central African Economic and Monetary Community (CEMAC)
- Central African Banking Commission (COBAC)

**Subregional Organizations: Geographic coverage**



- AFRISTAT** - Economic and Statistical Observatory for Sub-Saharan Africa
- BDEAC** - Central African States Development Bank
- BEAC** - Bank of Central African States
- ECCAS** - Economic Community of Central African States
- CEMAC** - Central African Economic and Monetary Community
- COBAC** - Central African Banking Commission
- EAC** - East African Community
- SADC** - Southern Africa Development Community





Regional Seminar on tax administration, Douala



Regional Seminar on banking supervision, Libreville



Regional Seminar on public debt management, Libreville



Regional Seminar on public financial management, Libreville

## AFRITAC Central's activities (May 2015-April 2016)

### A. Summary and overview



Closing of the Regional Seminar on Development of the Government Securities Market in the CEMAC Area

For the 2015-2016 fiscal year, AFRITAC Central's activities reflected the strategic objectives of the Center's logical framework at the end of the second financing cycle scheduled for October 31, 2017. To more effectively address requests from member countries, the sector technical assistance activities have been appropriately supplemented with multidisciplinary or multisector seminars and workshops at the national level. Immersion experiences designed to familiarize participants with the governments that have made the most headway with their reforms have created opportunities for sharing practical knowledge.

#### Main achievements

The main achievements during the year are mentioned in connection with implementation of the logical framework, and are presented in Figure 1 and Box 1, respectively.

The high level of achievement in executing the working program, the strengthening of technical assistance coordination with the donors, and support for the regional reforms are the main features we observe for the 2015-2016 fiscal year.

#### A high level of execution

During the 2015-2016 fiscal year, the programmed activities were carried out to benefit the member countries despite difficult economic and security conditions in some of the member countries (see Box 2).

In general, program execution has been carried out as projected and has continued at a steady pace throughout the year.

Just over half of AFRITAC Central's activities have involved support for fiscal reform (public expenditure, customs, and taxes); which is as programmed (see Figure 3) and is consistent with the priority requirements of the member countries.

An execution rate of 99.6 percent was observed for the 2015-2016 fiscal year. The majority of the activities were carried out in connection with ad hoc missions and multiyear technical assistance projects in all operating areas.



## **Box 1. Main results of the technical assistance activities for AFRITAC Central (May 2015-April 2016)**

### **1. Burundi**

- Preparation of action plans to mobilize tax revenue;
- Development of wage budgeting, financial supervision, and general government accounting;
- Simulation of quarterly national accounts prepared using past data;
- Awareness activities carried out on best practices for debt management;
- Capital adequacy, asset quality, management, earnings, and sensitivity (CAMELS)/ Organization and strengthening of preventive action (ORAP) rating system for banks established and implemented.

### **2. Cameroon**

- Joint customs/tax activities to prevent tax fraud conducted;
- Three accounting regulatory texts updated and archived and reliability of the balance sheet improved;
- Mechanisms to calculate the IPI and IPPI implemented;
- Capacities to prepare a debt sustainability analysis and debt strategy autonomously reinforced.

### **3. Congo**

- Manual of tax procedures and VAT performance assessment made available;
- Program budget template prepared and objectives for the 17 performance projects achieved;
- Simplified system for preparing the missing/omitted national accounts established;
- Roadmap for the issue of public securities on the CEMAC market prepared.

### **4. Gabon**

- Joint customs/tax activities to prevent tax fraud implemented;
- Monitoring of payment instances and observance of account closing periods improved;
- Roadmap for the development of the IPI, IPPI, IPS, and ICA developed;
- Capacities to assess and mitigate debt portfolio risks strengthened.

### **5. Equatorial Guinea**

- New import-export procedures aligned with international standards adopted;
- Public accounting capacities strengthened;
- National accounts for 2006-2014 in accordance with SNA 1993 published.

### **6. Central African Republic**

- Urgent measures to mobilize public revenue assessed and validated;
- Priority plan to restore the foundations for budget and accounting management prepared;
- Definitive national accounts for 2012 being finalized;
- Diagnostic of the debt situation and technical assistance requirements prepared.

### **7. Democratic Republic of Congo**

- Capacities for taxpayer location and VAT inspection developed;
- Program budget templates for all ministries and institutions created;
- National accounts for 2013 finalized and estimates for 2014 and 2015 completed;
- Legal framework for the establishment of a public securities market created;
- Draft report on financial stability for 2015 prepared and series of stress tests conducted.

### **8. Chad**

- Modernized procedures for VAT declaration, payment, inspection, and supervision established;
- Draft budget nomenclature drawing from the CEMAC Directive made available;
- National accounts for 2005-2013 in accordance with SNA 1993 made available;
- Legal framework for domestic debt revised and manual of debt procedures drafted.

### **9. CEMAC**

- Guides covering bank penetration and monitoring of the Treasury single account prepared;
- Measures to fight VAT fraud through customs/tax collaboration identified;
- Transposed texts submitted for approval in terms of conformity with the CEMAC Directives analyzed or reviewed;
- Guides on monitoring and assessment of the adaptation of the CEMAC directives technically supported;
- Curve reflecting issues on the secondary market for government securities prepared;
- Preparation for the launch of the repurchase market completed;
- Draft template for the audit of risks in connection with banking information systems created;
- Draft regulatory framework for Islamic finance prepared.

The key indicators for the execution of the 2015-2016 working program are provided below:

# 442.5

Persons weeks devoted to strengthening member countries administrations

# 147

Missions carried out by AFRITAC Central Advisors and Experts

# 350

Officials trained in twelve regional seminars

# 56%

Experts used by the Center are recruited from among African professionals

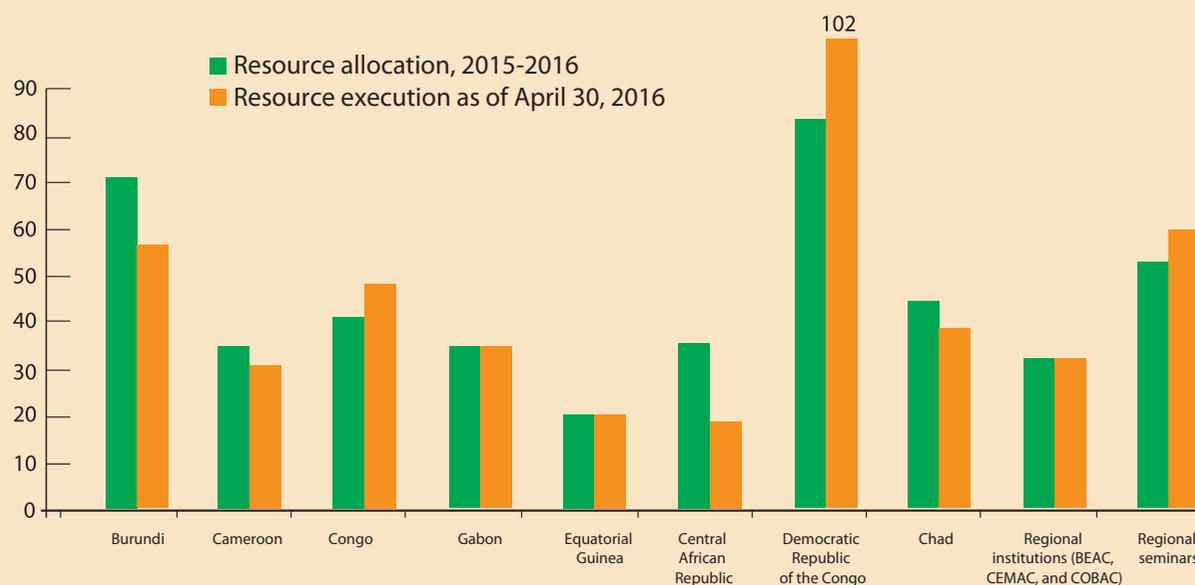
# 62%

Resources devoted to AFRITAC Central's fragile countries

Table 1. Execution of the work program for 2015-2016 at April 30, 2016 (in persons weeks)

Country/Regional Seminar/Institution	Resources allocated (2015-2016)				Implemented at April 30, 2016	Execution rate (percent)
	Resident Advisors		Short-term Experts	Total		
	AFRITAC HQ	Site				
Burundi	19.0	17.0	35.0	71.0	58.0	81.7
Cameroon	11.5	9.0	14.5	35.0	30.0	85.7
Congo	13.0	13.0	14.5	40.5	47.0	116.0
Gabon	14.0	10.0	10.0	34.0	33.5	98.5
Equatorial Guinea	6.5	6.0	9.0	21.5	21.5	100.0
Central African Republic	9.5	8.0	17.0	34.5	21.0	60.9
Democratic Republic of Congo	20.5	27.0	35.0	82.5	101.5	123.0
Chad	12.5	10.0	19.0	41.5	38.0	91.6
Regional institutions	15.0	9.5	7.5	32.0	32.0	100.0
Regional seminar	20.0	15.0	17.0	52.0	60.0	115.4
<b>Total</b>	<b>141.5</b>	<b>124.5</b>	<b>178.5</b>	<b>444.5</b>	<b>442.5</b>	<b>99.6</b>

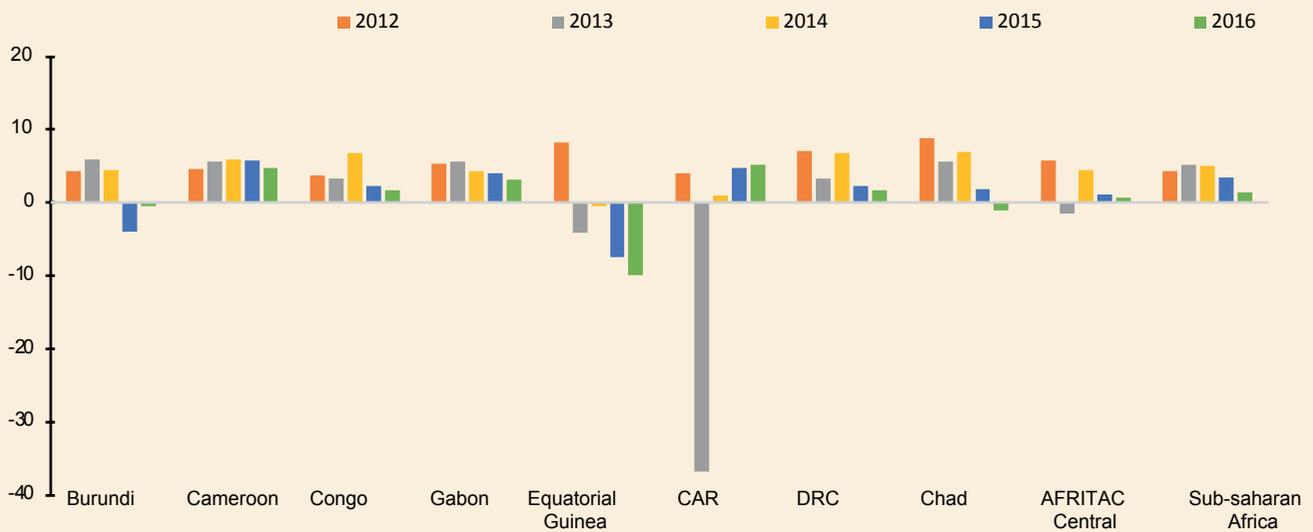
FIGURE 2. RESOURCE ALLOCATION/EXECUTION IN 2015-2016 BY COUNTRY (IN PERSONS/WEEKS)



### Box 2. Macroeconomic developments, 2012-2016

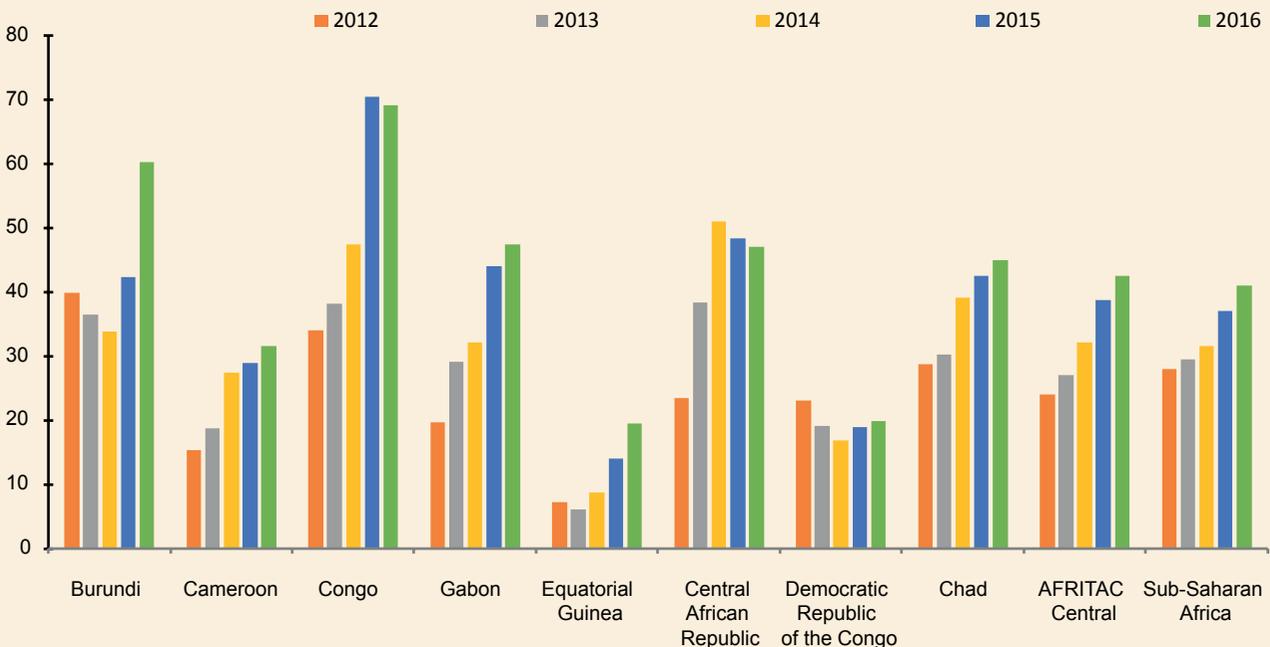
During the period 2012-2016, economic growth in the AFRITAC Central countries slowed substantially. In general, we observe an increase in debt among the AFRITAC Central countries, with the exception of Congo and the Central African Republic. The balances of trade remained in deficit during the period observed, despite the economic diversification efforts undertaken. Weakening commodities prices, including petroleum, had a sustainable effect on the budget balances for AFRITAC Central's member countries. Inflation remained relatively stable and under control in member counties as compared with the general trends in the region.

#### AFRITAC Central countries. GDP growth, 2012-2016 (in percent)



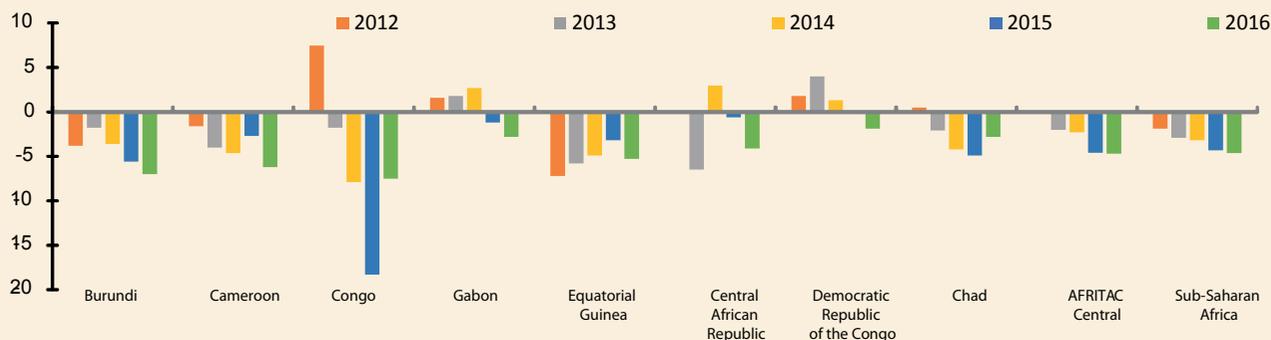
SOURCE: IMF, DATABASES FROM THE AFRICAN DEPARTMENT AND WORLD ECONOMIC OUTLOOK, MARCH 25, 2016.

#### AFRITAC Central countries. Public debt, 2012-2016 (as percentage of GDP)



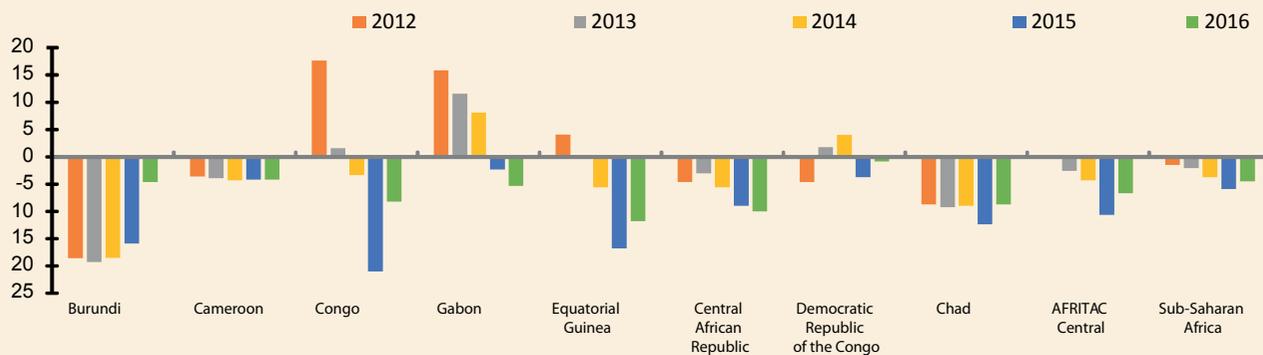
SOURCE: IMF, DATABASES FROM THE AFRICAN DEPARTMENT AND WORLD ECONOMIC OUTLOOK, MARCH 25, 2016.

### AFRITAC Central countries. Overall balance, 2012-2016 (as percentage of GDP)



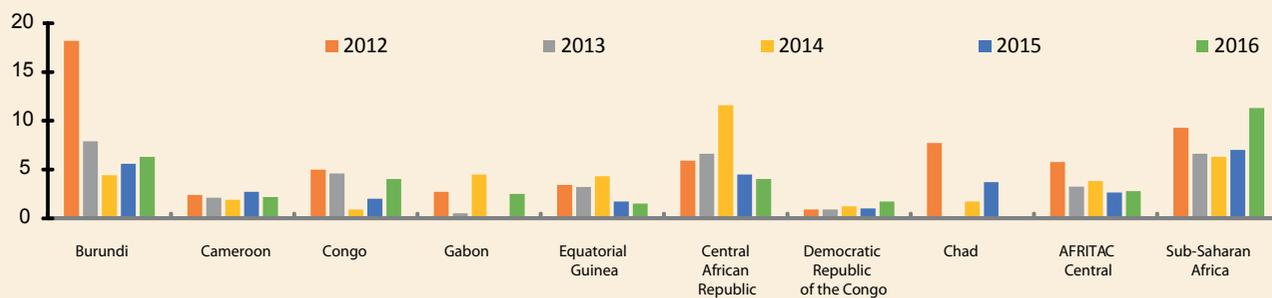
SOURCE: IMF, DATABASES FROM THE AFRICAN DEPARTMENT AND WORLD ECONOMIC OUTLOOK, MARCH 25, 2016.

### AFRITAC Central countries. Current account balance, 2012-2016 (as percentage of GDP)



SOURCE: IMF, DATABASES FROM THE AFRICAN DEPARTMENT AND WORLD ECONOMIC OUTLOOK, MARCH 25, 2016.

### AFRITAC Central countries. Consumer price inflation, 2012-2016 (in percent)



SOURCE: IMF, DATABASES FROM THE AFRICAN DEPARTMENT AND WORLD ECONOMIC OUTLOOK, MARCH 25, 2016.

The most noteworthy accomplishments this year include the following:

- (1) Launch of multiyear projects in Equatorial Guinea;
- (2) Relocation and reprogramming of activities to benefit Burundi, the Central African Republic, and Chad;
- (3) Organization of an interregional seminar jointly with the IMF Technical Assistance Center for Southern Africa (AFRITAC South) and the IMF Africa Training Institute (ATI) on integration of customs and tax missions to improve mobilization of resources (see Box 4, p.27);
- (4) Organization of two cross-cutting skills workshops: one on the modernization and simplification of the government revenue chain attended by national experts (in the areas of customs, taxes, and treasury) and the team of AFRITAC resident advisors on public financial management and tax and customs administration; and the other addressing regional development of the government debt market and the role that treasuries, central banks, and investment or commercial banks must play in this connection.

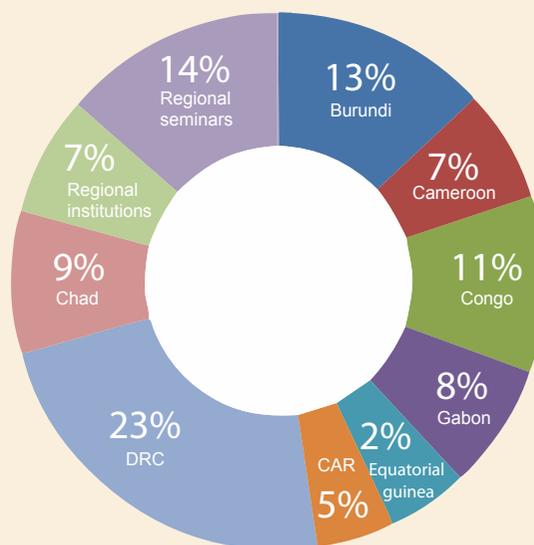
Moreover, AFRITAC Central organized the secondment of two professional staff members from the Central Bank of Congo (BCC) and two from the Banque de la République du Burundi (BRB) to Banque al Maghrib in Casablanca, on the topic of risk-based supervision to promote interactions on the continent in support of capacity development. Similarly, Burundi's expenditure commitment supervisors participated in a workshop on checking the consistency of expenditure, led, in partnership with AFRITAC Central, by professional staff from the Ministry of Budget of Gabon, who are also responsible for organizing immersion experiences for participants from Burundi in the budget supervision and payroll units in Gabon.

### Regional support and seminars

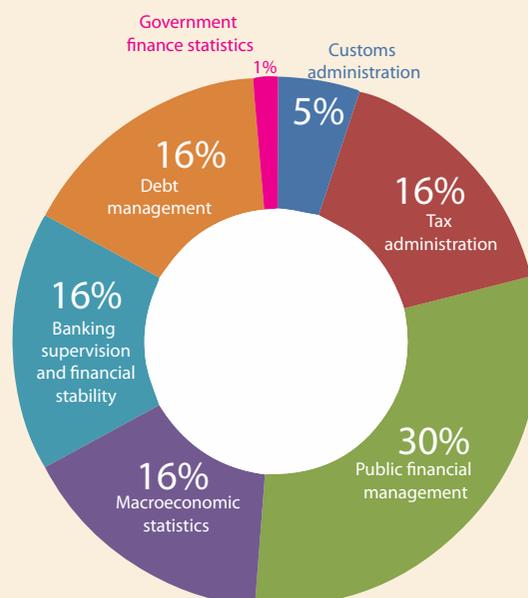
The activities carried out also covered support for the implementation of regional reforms, in connection with activities in collaboration with the regional institutions (ECCAS, CEMAC, BEAC, and COBAC) and activities at the country level to internalize the reforms.

AFRITAC Central organized 12 regional seminars during 2015-2016, respectively, on the following topics: (1) integration of customs and tax responsibilities; (2) budget supervision and public expenditure performance; (3) good practices in public debt management; (4) national accounting, on treatment of combined sources; (5) modernization of procedures for declaration, collection, and accounting of customs and tax revenue (see Box 4, p.27); (6) banking crisis resolution; (7) the role of sector ministries in the preparation and execution of the budget law in connection with the Fifth Forum of Senior Central African Budget Officials of AFRITAC member countries (FOHBAC); (8) promotion of a regional perspective for customs reforms; (9) problems in the decentralization of expenditure authorization procedures in Sub-Saharan Africa; (10) macroeconomic management in natural resource rich countries; (11) regional development of the government debt market and the role of banks; and (12) implementation of risk-based supervision in light of international

**FIGURE 3. ACTIVITIES CARRIED OUT DURING 2015-2016 BY COUNTRY (AS PERCENTAGE OF ACTIVITIES)**



**FIGURE 4. ACTIVITIES CARRIED OUT DURING 2015-2016 BY AREA (AS PERCENTAGE OF ACTIVITIES)**



standards.

At the regional level, in addition to the support from the CEMAC Commission in connection with the directives on harmonization of the public financial framework discussed above, the Center supported efforts to develop the secondary market for government securities in the CEMAC area by preparing a curve reflecting issue rates on this market, and by introducing the repurchase market in this area. The Center also contributed to the reform of the multilateral surveillance system in the CEMAC area. Typically absorbing a substantial share of the support from AFRITAC Central for the regional institutions, the programmed activities to benefit COBAC and BEAC have declined slightly as a result of the postponements requested by the main beneficiaries. These postponements were offset with the organization of additional activities for other central banks covered by the Center, particularly in the DRC. Activities at the regional scale included regional seminars designed to share experiences and develop capacities in order to pool resources for a maximum impact.

### **Close coordination with the technical and financial partners**

With concern for efficacy and coordination, the programmed activities were carried out in close collaboration with staff from the IMF and from other partners, including activities on a joint basis with some of the latter. We should bear in mind that AFRITAC Central's activities are part of the general framework of the capacity development the IMF makes available to member countries to support the reforms.

For that purpose, coordination with the other partners has continued, specifically in the areas of government finance (expenditure and revenue), macroeconomic statistics, and debt management. The main partners with which support from AFRITAC Central is coordinated, and even jointly conducted, are AFRISTAT, the World Bank, the African Development Bank, EUROSTAT, the German cooperation authorities, the French cooperation authorities, the U.S. Treasury, the Institute for International Finance and Banking, UNDP Pôle de Dakar, and the European Union, in particular. Accordingly, AFRITAC Central:

- (1) Launched the project to support the modernization of the organization and procedures for customs administration in Equatorial Guinea, in support of the African Development Bank's project to computerize customs operations and implement the Automated System for Customs Data (ASYCUDA);
- (2) Carried out activities to support implementation of remote declaration and remote payment procedures

for companies in the natural resource sector in the Democratic Republic of the Congo, in collaboration with the German cooperation authorities, particularly in connection with the updating of the plan to create remote procedures;

- (3) Continued its support for the CEMAC Commission for implementation of the directives on the harmonized public financial framework in collaboration, in particular, with the World Bank, UNDP Pôle de Dakar, and the European Union;

- (4) Expanded its partnerships with the Banque de France International Banking and Finance Institute in Paris, by organizing an interregional seminar, jointly with AFRITAC West 1, to take stock of the implementation of risk-based banking supervision in light of international standards.

With the ongoing concern to inform the partners of the activities conducted by the Center, the advisors and experts organize feedback sessions in connection with their visits to the member countries. Since the beginning of 2015, a quarterly newsletter has been issued to the partners on the Center's activities, to supplement the information available at AFRITAC Central's website ([www.afritaccentre.org](http://www.afritaccentre.org)).



**Presentation on the government securities market in the CEMAC**

## B. Customs and tax administration

### Main achievements

#### Customs:

- Interim selective customs inspection system prepared (**Democratic Republic of Congo, Gabon**);
- Action plans to mobilize customs revenue prepared (**Burundi, Central African Republic**);
- Customs service missions reorganized and new customs procedures adopted (**Equatorial Guinea**).

#### Taxes-VAT:

- Joint customs/tax activities to prevent fraud conducted (**Democratic Republic of Congo, Gabon, Central African Republic, Cameroon**);
- Manual on tax procedures and performance assessments prepared (**Gabon, Congo, Democratic Republic of Congo**);
- Action plans to mobilize customs revenue prepared (**Burundi, Central African Republic, Chad**).

with the technical assistance program for member countries of the CEMAC area, with financing from the government of Japan. This meeting provided an opportunity to restore cooperation with the **CEMAC** Common Market Department.

Considering the specific situations in the beneficiary countries, we observe that the tax administration in the **Democratic Republic of Congo** has made substantial progress in implementing an automated risk management system, with the definition of new risk criteria and the implementation of an interim selective inspection system for a more effective fight against customs fraud. More specifically, the capacities of the risk management team were developed in the econometric analysis of data on customs violations. In **Gabon**, the automated risk management system was given new impetus by making the established risk management system operational and through the development of the capacities of its members to identify channels for fraud. In **Burundi**, the project to establish this type of automated system was delayed as it was not possible to conduct an on-site analysis of the ASYCUDA database.

In the reorganization of the customs administration and the modernization of procedures, the support to **Equatorial Guinea** provided the country with a draft organizational chart and draft texts establishing the missions of the customs unit, and made it possible to define new import and export procedures according to international standards with a view to the implementation of ASYCUDA World. In the **Central African Republic**, AFRITAC Central made it possible to update the plan to implement priority measures to (1) strengthen control of the tax assessment base; (2) monitor exemptions; and (3) fight fraud in collaboration with the tax authorities.

Four countries that have the data, the cumulative objectives at end-2015 for the key indicators (see Figures 5 and 6 below) of the AFRITAC logical framework for 2013-2017 were almost all achieved. Four countries weakened by security problems, particularly **Burundi** and **Chad**, the targets could not be achieved for cumulative customs revenue for the period 2011-2015. By contrast, import lags improved substantially in those two countries and in the **Democratic Republic of Congo**.

In the area of tax administration, all programmed activities, and specifically the multiyear plans covering the five countries involved, ad hoc activities and multidisciplinary seminars were completed.

Regional tax administration activities involved the organization of regional events such as:

- A regional multidisciplinary seminar on modernization



Alain Njoubi Ossami, Director General of Customs, and Joel Ogouma, Director General of Taxes of Gabon signing the Memorandum of Understanding on Customs/Tax Collaboration in Gabon, Libreville, February 2016.

### Work program execution

In addition to the Annual Meeting of Directors General of Customs, activities conducted are part of multiyear projects, including a new project launched with staff from IMF Headquarters.

As regional customs administration activities, we note the third Annual Meeting of Directors General of Customs of the AFRITAC Central member countries, which made it possible to validate the new regional action plans to strengthen post-clearance inspection activities and regional cooperation to wage a more effective fight against international fraud. This activity was conducted with the Fiscal Affairs Department, IMF, in connection

of procedures such as declarations and payments, collections, and accounting of customs and tax revenue;

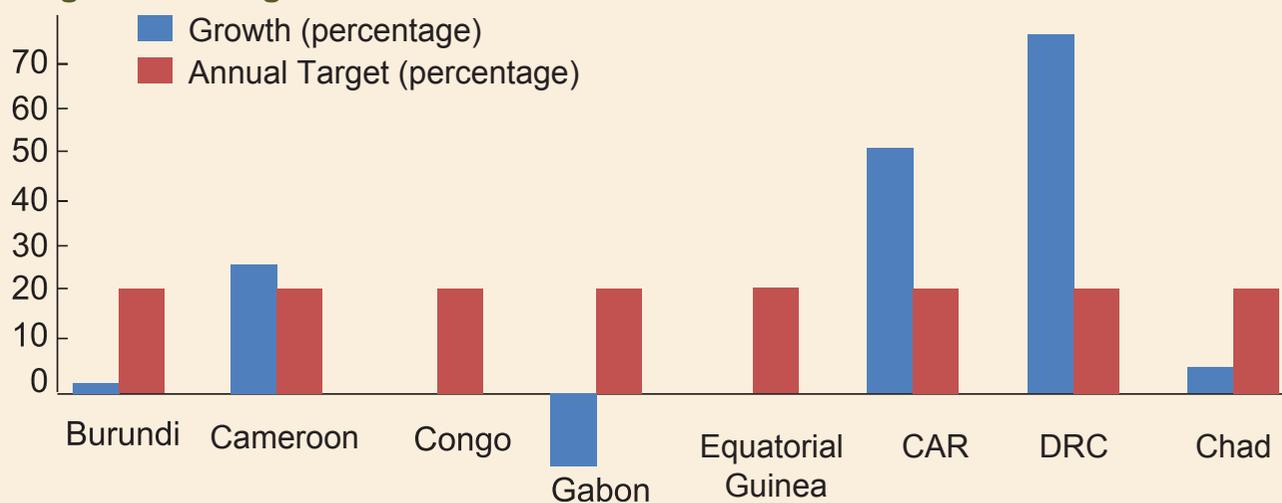
- A multidisciplinary interregional seminar on customs/tax collaboration (see Box 4, p.27), to prevent and fight fraud, organized jointly with the IMF Regional Technical Assistance Center for Southern Africa (AFRITAC South) and the IMF Africa Training Institute (ATI) which involved the definition of measures to secure tax identifiers and to prepare a plan to implement VAT fraud prevention measures accompanied with a general or specific training catalog;

- In partnership with AFRITAC South and the IMF Africa Training Institute, an interregional course on

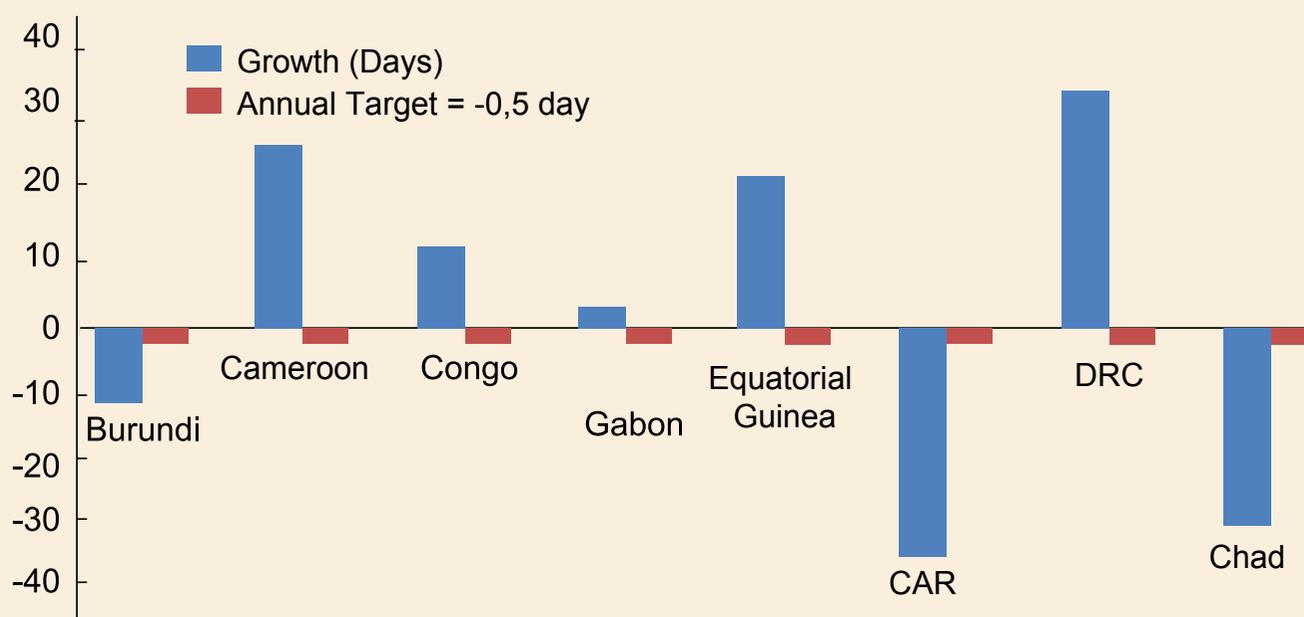
macroeconomic management of natural resources, in collaboration with the IMF Institute for Capacity Development (ICD) trained participants on policies and tools (in the budget, monetary, and financial areas) for sustainable natural resource management;

- The Revenue Administration Fiscal Information Tool— RAFIT (See Box 3, p.24) implemented by the Fiscal Affairs Department, IMF, was updated with an average completion rate ranging from 42 percent to 61 percent (five out of eight countries achieved the objectives of at least 75 percent).

**Figure 5. Change in customs revenue from 2011 to 2015**



**Figure 6. Reduction of import timeframes 2011 - 2015**



### Box 3. Overview of the Revenue Administration Fiscal Information Tool (RAFIT)

**Analysis and reporting tool.** The IMF Fiscal Affairs Department (FAD) offers a broad range of technical assistance to member countries to modernize their revenue administrations. This TA is based on the collection and analysis of the data using the online Revenue Administration Fiscal Information Tool. The tool meets the need for standardized data, for more effective monitoring and evaluation of performance. It also serves as a common platform available to other international organizations, making it possible, inter alia, to:

- Collect and analyze data in connection with the revenue administrations on an annual basis;
- Make the data and analysis available to the member countries to enable them to monitor their performance and determine their standings as compared with other countries;
- To establish benchmarks (performance indicators) for technical assistance programs for all service providers and to provide detailed data for a performance-based management framework;
- To help adapt technical assistance strategies and improve the quality of technical assistance.

Since 2012, AFRITAC Central has assisted countries in populating the RAFIT database, either remotely or through on-site activities. This assistance, combined with the on-line availability of the French-language version in 2015, has made it possible to increase the completion rate from 47 percent in 2014 to 61 percent in 2015, including two countries with 100 percent completion levels.

**Initial lessons learned from RAFIT.** Despite the difficulties encountered in collecting the data (to the point that the information from the first series of surveys was incomplete and entailed certain qualitative weaknesses), an initial analysis brought to light a number of significant trends.

**Value-added tax (VAT).** The proportion of VAT revenue to overall tax revenue increased remarkably during the past decade in all countries, and primarily in low-income countries. We found, however, that, on average, low-income countries submit more VAT credit declarations (and therefore “reimbursable” VAT credits) than rich or middle-income countries, accounting for 42 percent of the declarations received. Accordingly, in comparison with other groups of countries, low-income countries reimburse the lowest percentage of total gross VAT (7 percent, as against an average of 18 percent for 36 countries).

**Filing of declarations.** The timely filing rate for VAT declarations is still fairly low as compared with international best practices for medium and large-scale enterprises, which is 97 percent. This situation can be explained by the persistence of certain bottlenecks in the declaration and payment procedures, and the absence of policies to promote good tax citizenship and a proactive system to monitor small taxpayers.

**Substantial customs clearance lags for imported merchandise.** The lags in releasing imported goods subject to inspection tend to improve as national revenue increases. By contrast, in AFRITAC Central’s member countries, there has been little change in the lags for the release of imported goods, substantially as a result of the many parties involved at the border and delays in the implementation of one-stop virtual windows.

**Customs traffic by track.** Although physical inspections of merchandise are necessary, they are often carried out too systematically, particularly in developing countries. In fact, low-income countries inspect 52 percent of the imported goods (red track) as against 34 percent for lower middle-income countries, 26 percent for higher middle-income countries, and 20 percent for high-income countries. These findings reflect weaknesses in risk management and selective customs inspections in low-income countries. This state of affairs often leads to increased transaction costs and a loss of commercial competitiveness.

**Improving the quality and relevance of the indicators.** The new performance indicators proposed for AFRITAC Central’s next cycle will seek to restore the effectiveness and quality of the technical assistance provided, particularly in connection with the results-based management of multiyear programs. The relevant information might be extracted from the RAFIT database and accordingly undergo objective comparisons.

The specific situation in the beneficiary countries reflects substantial accomplishments in the integration of customs and tax missions, thereby ensuring more effective efforts to combat fraud. The following results were obtained in **Gabon** and **Cameroon**: (1) preparation of a security plan for the tax identifier; (2) identification of measures to prevent fraud; and (3) training for customs staff to use accounting and tax documents in ex post inspection activities. With a view to the creation of an automated management and performance assessment system in **Gabon**, this year, AFRITAC Central supported the dissemination of a manual of tax procedures, development of a computerization plan for tax inspection processing, and production of supporting materials for the dissemination of performance assessment and management tools.

The strengthening of tax inspection and management for medium-sized enterprises in the **Democratic Republic of Congo** has been reflected with the updating of the plan to expand the VAT assessment base and to train staff to locate taxpayers, in management of the portfolio, and VAT inspection. In a project that also involves **Congo**, the activities conducted have made it possible to prepare a timetable for the implementation of management units for medium-sized enterprises, to design and disseminate a manual of tax procedures, and to train future tax managers in medium-sized enterprises. The **Democratic Republic of Congo** also benefited from support in the establishment of remote procedures for large mining enterprises, in collaboration with the German cooperation authorities, with the updating of the plan to create remote procedures and the production of a plan to computerize tax supervision and the guide to use the system.

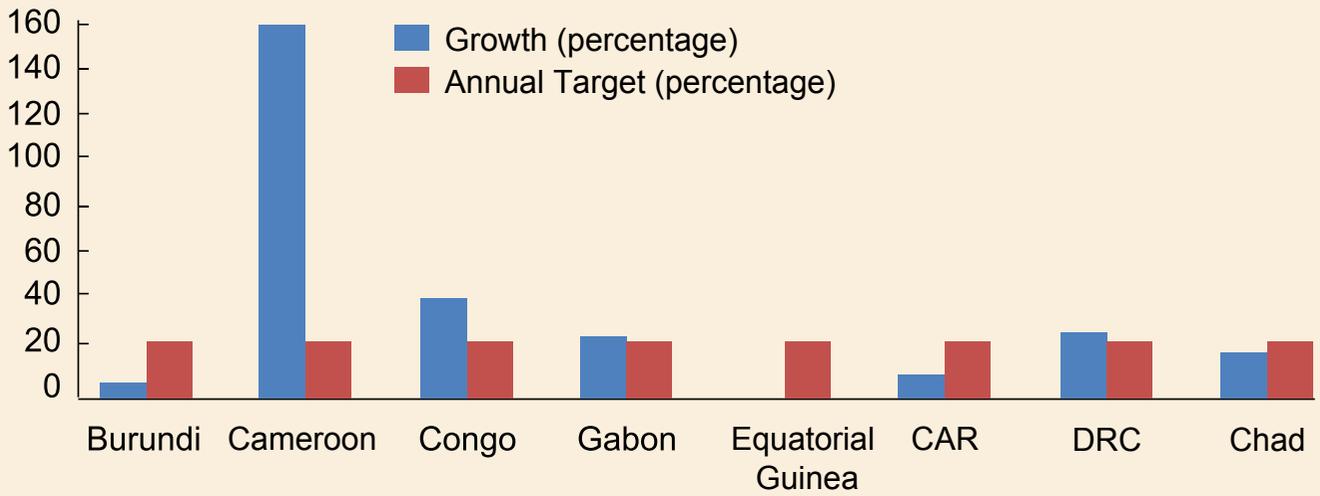
The following accomplishments were made in **Equatorial Guinea** in connection with the project to establish the Large Enterprise Directorate: (1) establishment of a project team trained to prepare the strategic plan for tax administration; (2) preparation of an action plan for the implementation of a Large Enterprise Department having tax procedures compliant with best practices; and (3) creation of a clearly defined portfolio of large enterprises. For **Chad** and the **Central African Republic**, the activities made it possible specifically to update their respective plans to implement priority measures to: (1) manage portfolio monitoring for large and medium-sized enterprises; (2) facilitate the search for information and programming of VAT supervision for high-risk taxpayers; and (3) more effectively fight fraud (in collaboration with the customs authorities) based on declaration and payment procedures in the modernization phase. Similarly, **Burundi** received support in preparing action plans to mobilize revenue and to develop capacities in the risk management structure.

The cumulative objectives for end-2015 for the key indicators (See Figures 7 and 8, p.26) of AFRITAC Central's 2013-2017 logical framework were achieved in varying degrees. While the number of VAT taxpayers clearly increased, to the point of exceeding the target in most of AFRITAC Central's eight member countries (except for **Burundi**, the **Central African Republic**, and **Chad**), the indicators by country highlight a lower level of performance in connection with VAT revenue.

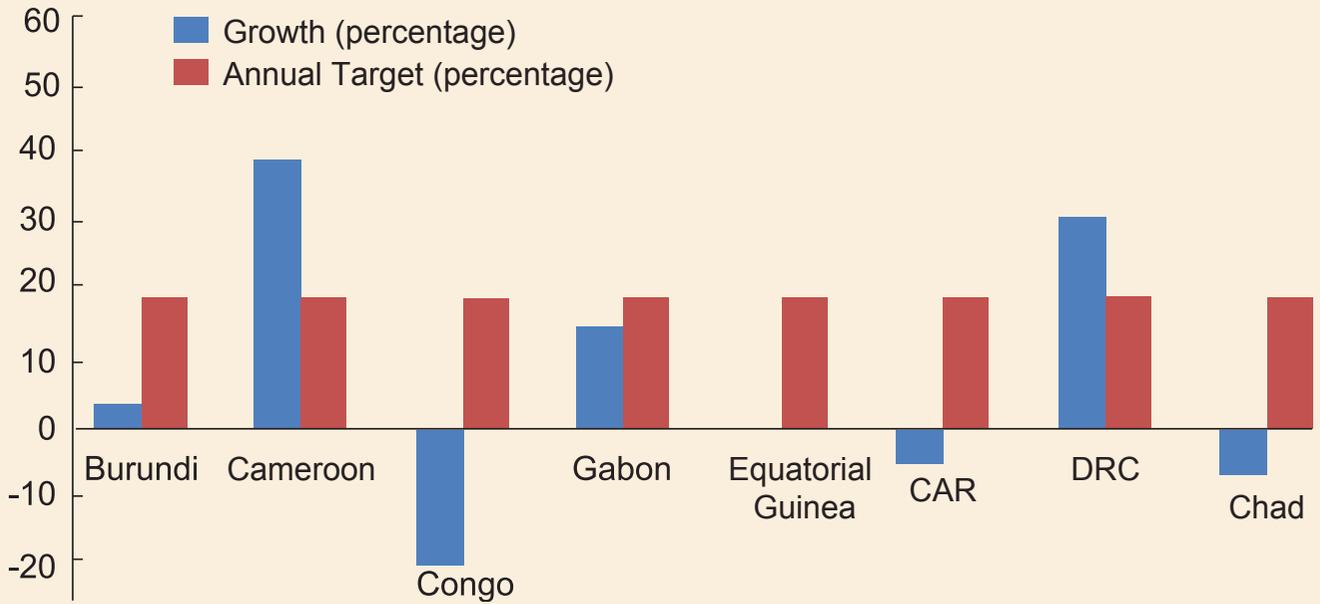


AFRITAC Central's participation in and contribution to the 30th Conference of the Meeting and Research Center for Directors of Tax Administrations (Centre de rencontres et d'études des dirigeants des administrations fiscales—CREDAF), May 2015

**Figure 7. Change in the number entities subject to the VAT from 2011 to 2015**



**Figure 8. Change in domestic VAT revenue from 2011 to 2015**



### Box 4. AFRITAC Central supports collaboration between the customs and tax administrations in Central Africa to prevent and fight VAT fraud

The persistence of VAT fraud (and even the increase in such activities) calls for a joint approach by the customs and tax administrations responsible for collecting this tax. Sharing of information, cooperation, and integration of certain tasks are essential in fighting VAT fraud and improving yields from that tax. AFRITAC Central has therefore undertaken to facilitate this closer association between the customs and tax authorities, while making improved VAT administration one of its strategic objectives.

In 2015, AFRITAC Central launched multiyear projects in Cameroon, the Central African Republic and Gabon to strengthen collaboration between the customs and tax authorities so that the risks of fraud could be addressed jointly and so that preventive measures could be coordinated. Moreover, an interregional seminar on the same topic was organized jointly with AFRITAC South in September 2015.

Based on the experiences in the countries, including the signing in February 2016 of the Memorandum of Understanding on Customs and Tax Collaboration in Gabon and in the subregion, AFRITAC Central has undertaken a gradual expansion of the range of countries covered by this program (Burundi and the Democratic Republic of the Congo) and expansion of certain areas that had been addressed in the past, such as customs and tax inspections.

## C. Public financial management



Resident Advisors providing clarifications in response to questions from donors in connection with the impact of technical assistance offered to AFRITAC Central member countries.

### Main achievements

- Strengthening of the budgeting of wages, financial supervision, and general government accounting (Burundi);
- Updating and archiving of three accounting regulatory texts and improvement in the reliability of the balance sheet (Cameroon);
- Creation of a program budget template and attainment of the objectives for 17 performance projects (Congo);
- Improvement in the monitoring of payment processes and observance of account closing periods (Gabon);

- Development of capacities in public accounting (Equatorial Guinea);
- Preparation of a priority plan to restore the bases for budget and accounting management (Central African Republic);
- Creation of program budget templates for all ministries and institutions (Democratic Republic of Congo);
- Availability of a draft budget nomenclature drawing from the CEMAC directive (Chad);
- Analysis/review of transposed texts submitted for approval in terms of conformity with the CEMAC Directives;
- Provision of technical support for the guides on monitoring and assessment of the adaptation of the CEMAC Directives.

### Work program execution

Regional public financial management activities focused on seminars designed for the sharing of experience and compliance with the CEMAC Directives:

- The Fifth FOHBAC, organized by the authorities of Gabon in partnership with AFRITAC Central, involved strengthening the roles of the sector ministries in the preparation and execution of the Budget Law;
- A cross-cutting skills training seminar (customs, taxes, and treasury) on the modernization of declaration, payment, and accounting procedures for revenue (customs and taxes), the outputs of which were adapted to the case of Gabon;



- A seminar that specifically addressed consistency checks and supervision of public expenditure performance for professional staff of the Audit Office, the Financial Inspection Unit, and treasuries;
- An interregional seminar attended by 18 countries covered by AFRITAC Central and AFRITAC West 1 on implementation of the decentralization of expenditure authorization procedures is in progress;
- Experts from the Center have primarily accomplished the following for CEMAC Commission: (1) reviewed the texts transposed by the countries submitted to the CEMAC notice of compliance; (2) supported the validation of monitoring and assessment guides for the application of the CEMAC directives; and (3) participated in the CEMAC support seminar initiated by the IMF Fiscal Affairs Department.

The specific situation of the beneficiary countries shows substantial progress in capacity development in the area of public accounting, with particular attention to the government balance of accounts. In **Burundi**, capacities were developed in wage bill budgeting, financial supervision, and general government accounting. Efforts to make the government account balance more reliable based on technical specifications were undertaken. The government account balance was made more reliable in **Cameroon** with support from AFRITAC Central. Preparations are already in progress for the implementation of accrual-basis accounting, with the preparation of four sets of technical specifications on accounting standards applicable to financial statements. In **Chad**, a new budget nomenclature drawing from the CEMAC Directive accompanied with a conversion table between the old and new nomenclatures was made available. A priority action plan to make the government account balance more reliable is now being applied. Further, in **Equatorial Guinea**, the capacities of professional staff members have been developed in the area of public accounting.

Implementation of target-based program budgets continued in **Gabon**, and made it possible, with the technical support, to improve the format of the state budget and to identify four special accounts in which the operations must be tracked under the Budget Law. A plan to improve the account closing lags was also made available. For the **Democratic Republic of Congo**, which is also engaged in this process, the program budget templates are available for all ministries and institutions, while the creation of the performance framework has been undertaken with five ministries and the Audit Office. The capacities of approximately 30 staff members were developed with supplementary budgets and the treasury special accounts. We observe that, in December 2015, the authorities conducted a



Participants and leaders at the Sixth FOHBAC, Yaoundé, May 2016.



Participants and leaders at the Sixth FOHBAC, Yaoundé, May 2016.

survey of supplementary budgets and special allocation accounts.

As the 2015-2016 annual period draws to a close, the program activities in support of the performance-based approach in **Congo** have been achieved, with the aim of attaining the objectives of 17 annual performance projects. These activities were carried out jointly with the experts from Pôle de Dakar (UNDP/French cooperation authorities). Subsequently, **Congo** must implement the prerequisites essential to migrate to program-based budgeting by 2020. We observe that the draft decree on the government chart of accounts and the draft government chart of accounts were revised in accordance with the CEMAC Directive. In the **Central African Republic**, AFRITAC Central produced a priority action plan designed to restore the fundamentals of budget, accounting, and cash management.

## D. Macroeconomic statistics

### Main achievements

- Simulation of the quarterly national accounts using past data (**Burundi**);
- Establishment of mechanisms to calculate the IPI and IPPI (**Cameroon**);
- Establishment of a simplified system for preparing the missing/omitted national accounts (**Congo**);
- Preparation of a roadmap for the development of the IPI, IPPI, IPS, and ICA (**Gabon**);
- Official publication pending for the 2006-2014 national accounts, in accordance with the SNA 1993 (**Equatorial Guinea**);
- Finalization of the definitive national accounts for 2012 in progress (**Central African Republic**);
- Finalization of the national accounts for 2013 and preparation of estimates for the 2014 and 2015 national accounts (**Democratic Republic of Congo**);
- Current availability of the national accounts for 2005-2013 in accordance with SNA 1993 (**Chad**);
- Conduct of awareness activities in connection with the treatment of source data used in the national accounting system (AFRITAC Members).

### Work program execution

A strategy consisting of preparing the definitive annual accounts for recent years, skipping several years if required, and filling any gaps in the accounts by interpolation, is in progress in five AFRITAC Central member countries. This strategy aims to make up for delays in preparing the national accounts at the horizon 2017. In connection with capacity development activities in macroeconomic statistics at the regional scale, we note:

- A regional seminar on national accounting, entitled “Statistical and Tax Declarations, Foreign Trade, and Balance of Payments: Analysis, Processing, and Interrelations» made it possible to develop capacities in the processing of data while promoting the sharing of experiences. Three national accountants from each of the eight national statistics institutes from AFRITAC Central member countries and representatives from the CEMAC Commission, the BEAC, and the BCC participated in the seminar;
- Participation of the Resident Advisor in a high-level seminar on the reform of the multilateral surveillance mechanism in the CEMAC area. This seminar included a detailed review of the four criteria/indicators of convergence: (1) budget deficit to GDP; (2) a public debt ratio of less than 70 percent of GDP; (3) zero debt arrears; and (4) an inflation rate of less than 3 percent.

The specific situation of the beneficiary countries brings to light substantial progress made during 2015-2016 in the production of the national accounts or in making up for production delays where required. Accordingly, **Equatorial Guinea** prepared the definitive accounts for 2013 and interpolated the accounts for the period 2007-2012. A series of national accounts for 2006-2014 is available and pending official publication. Moreover,



Workshop on the National Accounts Methodology, Libreville, March 2016.

the provisional accounts for 2015 are now being prepared. Comparable progress can be observed in **Chad**, which finalized the definitive national accounts for 2013 and interpolated the accounts for the missing years (2011 and 2012). Similarly, a series of accounts for 2005-2013, in accordance with SNA 1993, is pending official publication. In the **Democratic Republic of Congo**, the national accounts for 2013 were finalized. A simplified system created with support from AFRITAC Central made it possible to estimate the accounts for 2014 and 2015. In **Congo** and the **Central African Republic**, progress in the production and catching up on the accounts is being made with difficulty.

For short-term economic indicators, Burundi has made substantial progress in implementing the Industrial Production Index (IPI) and the Industrial Production Price Index (IPPI) with a view to the preparation of the quarterly national accounts, despite the current difficulties. In **Gabon**, a roadmap was prepared for the development of short-term economic indicators, and specifically the IPI, IPPI, the service price index, and the turnover index. In **Cameroon**, support involved the overhaul of the IPI, implementation of the IPPI, and validation of the new series of national accounts according to SNA 2008, which is scheduled for publication in 2016.



Participants and leaders in the Seminar on the National Accounts Methodology, Libreville, March 2016.

## E. Government finance statistics

The annual period 2015-2016 was characterized by the launch of government finance statistics activities. Accordingly, two missions were conducted in this area, respectively, in the **Democratic Republic of Congo** and in **Cameroon**, and a workshop was organized at AFRITAC Central Headquarters for professionals from **Burundi** responsible for government finance statistics.

A survey on the establishment of government finance statistics and the level of progress in the effort to adopt the Government Finance Statistics Manual (GFSM) 2001/2014 was established in these three countries, and a roadmap was prepared for the adoption of the GFSM methodology. This roadmap will be used to guide the Center's forthcoming activities in this area.

## F. Public debt management

### Main achievements

- Execution of awareness activities on best practices for debt management (**Burundi**);
- Development of capacities to prepare a debt sustainability analysis and debt strategy autonomously (**Cameroon**);
- Preparation of a roadmap for the issue of public securities on the **CEMAC** market (**Congo**);
- Development of capacities to assess and mitigate debt portfolio risks (**Gabon**);
- Conduct of a diagnostic of the debt situation and establishment of technical assistance requirements (**Central African Republic**);
- Preparation of a legal framework for the establishment of a public securities market (**Democratic Republic of Congo**);
- Revision of the legal framework for domestic debt and drafting of a manual debt procedures (**Chad**);
- Preparation of a curve reflecting issue rates on the secondary market for government securities (**CEMAC**);
- Preparation for the launch of the repurchase market (**CEMAC**).



Francis Gahizi (right), Resident Advisor, and leaders of the Regional Seminar on Government Finance Statistics in Libreville present the findings to the participants.

### Work program execution

The activities to develop public debt management capacities at the regional scale consisted of organizing the first awareness seminar on the importance of using good debt management practices to develop the domestic public securities markets, using the various tools that are available, and particularly medium-term debt strategy and debt sustainability analysis. In a second seminar, the Center enabled key players in the government securities markets in member countries to determine the role of each player, including banks, the key reforms, and an action plan to develop transactions and the liquidity of this market (See Box 5, p.31).

The activities conducted for the **BEAC** were designed to develop the secondary market for government securities in the **CEMAC** area by preparing a rate curve for issues on the market and the launch of the repurchase market.

If we examine the specific situation of the beneficiary countries, we observe that AFRITAC Central enabled a number of professionals from **Cameroon** and **Congo** to internalize the key concepts of the analytical framework for debt sustainability. Representing the ministers responsible for finance in their respective countries, these professionals were able to conduct the exercise autonomously. In the **Democratic Republic of Congo**, the development of capacities for portfolio analysis and the assessment of financing terms and conditions—essential foundations for the development of debt management strategies—were stressed. Similarly, the identification of sources of vulnerability for the debt portfolio and financial risk analysis were addressed in training for staff of from Gabon's Directorate General of Debt, who are now capable of assessing the components of market risk in a debt portfolio and proposing appropriate attenuation measures.



Chantal Abengdang Mebale, Delegated Minister, Ministry of Sustainable Development, Economy, Investment Promotion, and Long-Term Planning in Gabon, leading the opening ceremony at the Regional Seminar on the Market for Government Securities, Libreville, January 2016.

### Box 5. Ensuring sound, sustainable government finance: one of the major stakes for public finance, banks, and supervisors of financial activities in the subregion

AFRITAC Central organized a Regional Seminar on Development of the Government Securities Market, on January 18-22, 2016 in Libreville (at AFRITAC Central Headquarters). This week of intensive work brought together authorities from the treasury administrations in the six CEMAC countries (Gabon, Cameroon, the Central African Republic, Equatorial Guinea, Congo, and Chad), as well as from Burundi and the Democratic Republic of the Congo, all member countries of AFRITAC Central, including representatives from central banks and banking supervision authorities in the subregion (BEAC, COBAC, Commission for Monitoring the Financial Market of Central Africa—COSUMAF, BCC, and BRB).

During the closing ceremony led by Chantal Abengdang Mbale, Delegated Minister representing the Minister of Sustainable Development, Economy, Investment Promotion, and Long-Term Planning of Gabon; Olivier Benon, Director/Coordinator of AFRITAC Central, emphasized the importance of sound, sustainable mechanisms to issue public debt in connection with national strategies for economic development and poverty reduction. “Adequately functioning financial markets are essential in achieving these results”, he indicated, while concluding that there is a “need to offer countries that wish to obtain financing suitable instruments, that combine security, transparency, and liquidity”.

In the closing remarks of the seminar, the Delegated Minister stressed “the vital importance of improving government cash management, particularly in Central Africa, where the context reflects a decline in oil resources and the need to find alternative sources of financing— specifically tax resources and debt on the local government securities market”.

Where development of the local securities market is concerned, the participants were able to draw particularly from Tunisia’s experience in this area, presented by Tunisian experts participating as leaders in the seminar. Strengthening the primary and secondary markets, diversification of financial instruments, an improved business climate, are, inter alia, the conditions identified by the participants to underpin a developed financial system in the subregion.

After the work of the seminar was completed, the recommendations from the participants were summarized based on the following areas of reform:

- Clarification of the role and obligations of the various market players;
- Development of the investor base;
- Development of the secondary market and introduction of repurchase arrangements;
- Strengthening of banking supervision applied to securities activities carried out by banks.

Concerning the development of the government securities market, support from AFRITAC Central has, in particular, enabled **Congo** to conduct the successful launch of the program to issue public securities at auction, while defining the key activities to be implemented. The activities also helped develop capacities in the programming, issue, and management of government securities. In the **Democratic Republic of Congo**, the activities that were conducted made it possible to produce a roadmap and action plan for the creation of a domestic government debt market beginning in 2017. These activities also supported the Ministry of Finance in the preparation of draft texts on the legal and regulatory framework for the government securities market.

In **Chad**, the authorities were assisted in the implementation of the new regulatory framework for domestic debt and the manual of procedures for the management of public debt operations. Procedures for undertaking domestic debt and the settlement of non-contractual budget debts were aligned with international standards and the draft manual of procedures was submitted to the National Debt Committee. In the

**Central African Republic**, an assessment of technical assistance requirements conducted outside of the country was used to define a program of support for public debt management in that country.



Mr. Chaker Soltani, Public Debt Management Resident Advisor; Mrs. Coumba Fall, Short term expert, and a member country’s participant in the workshop on TA needs identification for CAR, Douala, January 2016.

## G. Banking supervision and financial stability



Regional Seminar on Banking Supervision and Financial Stability.

### Main achievements

- Establishment and implementation of a CAMELS/ORAP rating system for banks (**Burundi**);
- Preparation of a draft report on financial stability for 2015 and conduct of a series of stress tests (**Democratic Republic of Congo**);
- Creation of a template for the audit of risks in connection with banking information systems (**COBAC**);
- Preparation of a draft regulatory framework for Islamic finance (**COBAC**).

### Work program execution

In connection with regional activities, three regional seminars were organized. On the framework for management of banking crises, the first event was organized to prepare for the revision of the current frameworks in place in the subregion. This seminar produced a benchmark for the settlement of banking crises published a few months earlier by **COBAC**, and outlined trends for the **BCC**. Another seminar involved development of the government debt market and the role banks should play in this connection. Organized jointly with AFRITAC West and in partnership with the International Banking and Finance Institute (IBFI) at Banque de France Headquarters in Paris, the last seminar made it possible to take stock of implementation of risk-based supervision in the two African subregions in light of international standards.

**COBAC.** The Center's activities made it possible to train on-site supervision inspectors in auditing for

risks in connection with banking information systems, to create a reference template for audits of this type of risk, and to prepare a draft regulatory framework for Islamic finance. General training was also organized for supervisors recruited in 2015.

For the first beneficiary of support from the Center, the **Democratic Republic of Congo**, the support for the **BCC** led to the preparation of a draft report on financial stability for 2015 and a series of stress tests. The banking crisis resolution framework was subject to assessment and revisions were proposed. The preparation of the draft decree establishing the National Committee on Financial Stability, however, was delayed. Where risk-based supervision is concerned, the missions helped provide the **BCC** with practical tools for rating banks and frameworks for analyzing their risks. Moreover, a study visit to the Banque Al Maghrib was organized by AFRITAC Central for the Director of the Directorate for Surveillance of Financial Institutions of the **BCC** and one staff member. An audit on implementation of risk-based supervision brought to light clear progress, while substantial scope for improvement still remains.

For the second beneficiary, **Burundi**, three workshops were organized at AFRITAC Central Headquarters. These workshops involved risk-based supervision and financial stability, particularly in order to conduct a series of stress tests on the banking system. Implementation of a rating system for banks based on the CAMELS/ORAP methodology was completed in July 2015 and the first rating exercise was validated by the **BRB**.

## Summary of the work program (May 2016-April 2017)

### A. Summary and overview

The work program draws from the strategic areas adopted in connection with the second financing cycle for AFRITAC Central covering the period 2013-2017. It reflects the multiyear projects launched since 2014-2015, progress that has been made in the interim, and the results already achieved. It also reflects requests for additional support expressed by member countries and provided directly by IMF Headquarters and by other partners. In accordance with the IMF guidelines, the program provides additional resources for member countries in fragile circumstances. The program also provides for the continuation of multiyear projects and the launch of new projects, particularly in the area of government finance statistics.

The 2016-2017 work program provides for the allocation of 502 staff weeks to capacity development, equivalent to an increase of 13 percent as against 2015-2016. This increase derives primarily from the expansion of AFRITAC Central's activities to government finance statistics (in annual terms) that were launched during 2015-2016. This increase is also attributable to the effective mobilization of resources during the 2015-2016 fiscal year, making it possible to increase the number of activities conducted by experts recruited for short-term purposes.

With the exception of the Democratic Republic of Congo, which is still the largest beneficiary of support from AFRITAC Central, all fragile countries registered a substantial increase in the number of activities and in the resources programmed. More specifically, the activities and resources allocated to the Central

African Republic have increased quite substantially (See Figure 9 (1)). This increase is consistent with the mission of AFRITAC Central and the IMF to provide further support to countries in fragile circumstances (See Figure 9 (2)). For Burundi, the planned activities will be carried out once again this year at AFRITAC Central Headquarters as a result of the difficult security situation in that country.

Fewer activities are being programmed for the regional organizations (the CEMAC Commission, BEAC, and COBAC). This decline is substantially attributable to less demand from the BEAC and COBAC in the area of banking supervision. However, activities for the CEMAC now cover customs administration, as well as tax harmonization, to supplement the support provided directly by IMF Headquarters. Support for the implementation of the CEMAC harmonized public financial framework and the reform of the convergence criteria will also be continued.

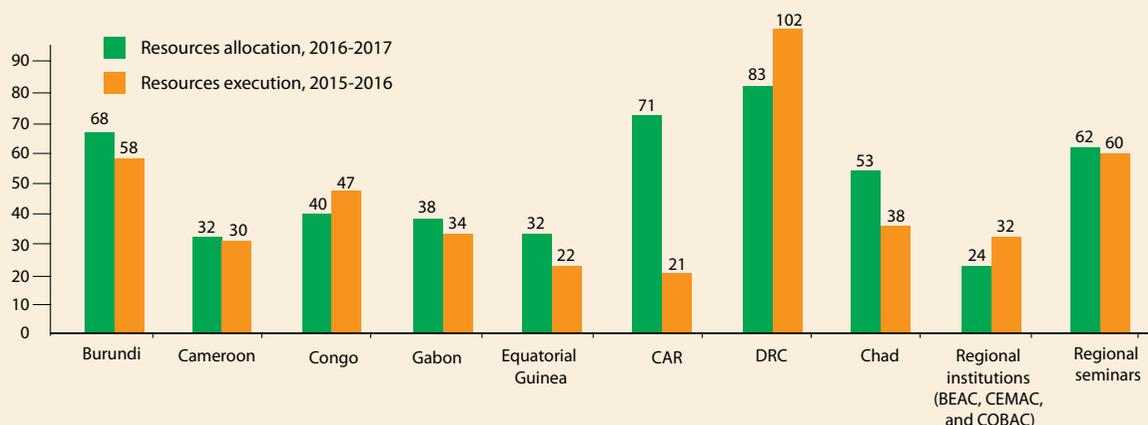
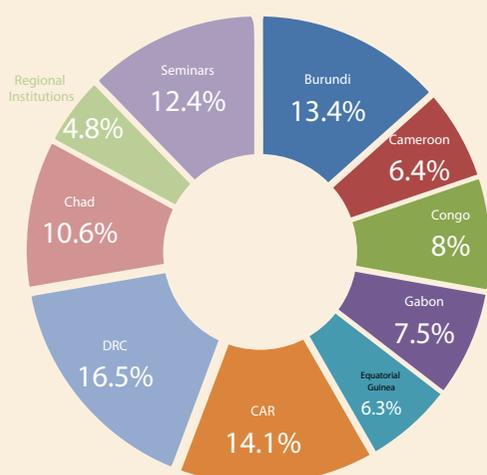
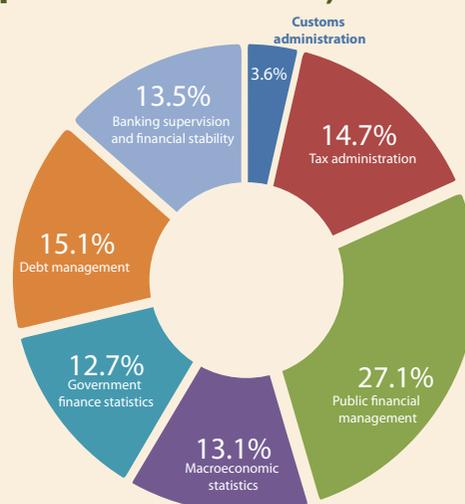
The distribution of activities by operating area during 2016-2017 reflects a slight portfolio shift in AFRITAC Central's activities as a result of the intensification of programmed government finance statistics activities. Revenue administration and public management (public accounting and budget) now represent 45.4 percent of AFRITAC Central's activities, as against 50 percent during the previous year. More than half of the Center's resources are concentrated in other areas, including just under 26 percent in government finance statistics and macroeconomic statistics (see Figure 9 (3)).



Mr. Gelbard, Representative from the African Department, IMF Headquarters, discussing options for support available to AFRITAC Central member countries.



Mr. Staines, IMF Resident Representative in the Democratic Republic of the Congo and the Representative from the Fiscal Affairs Department, African Region, IMF Headquarters discussing the 2016-2017 technical assistance program.

**Figure 9. Resources allocation for 2016-2017****(1) Activities by country/region, Resource allocation 2016-2017/Resource execution 2015-2016 (in persons weeks)****(2) Activities planned by country and institution, May 2016-April 2017 (percent of activities)****(3) Activities planned by area, May 2016-April 2017 (percent of activities)**

During 2016-2017, 16 regional seminars are programmed, several of which involve multidisciplinary topics such as prevention of money laundering and fighting the financing of terrorism, budget and accounting nomenclature, the table of government financial operations, and national accounts. Joint seminars with AFRITAC West are also programmed on (1) the revenue administration fiscal information tool (RAFIT) and the simplification of tax declaration and payment procedures; (2) preparation and execution of the budget law with the central government general account; and (3) access to the international capital market.

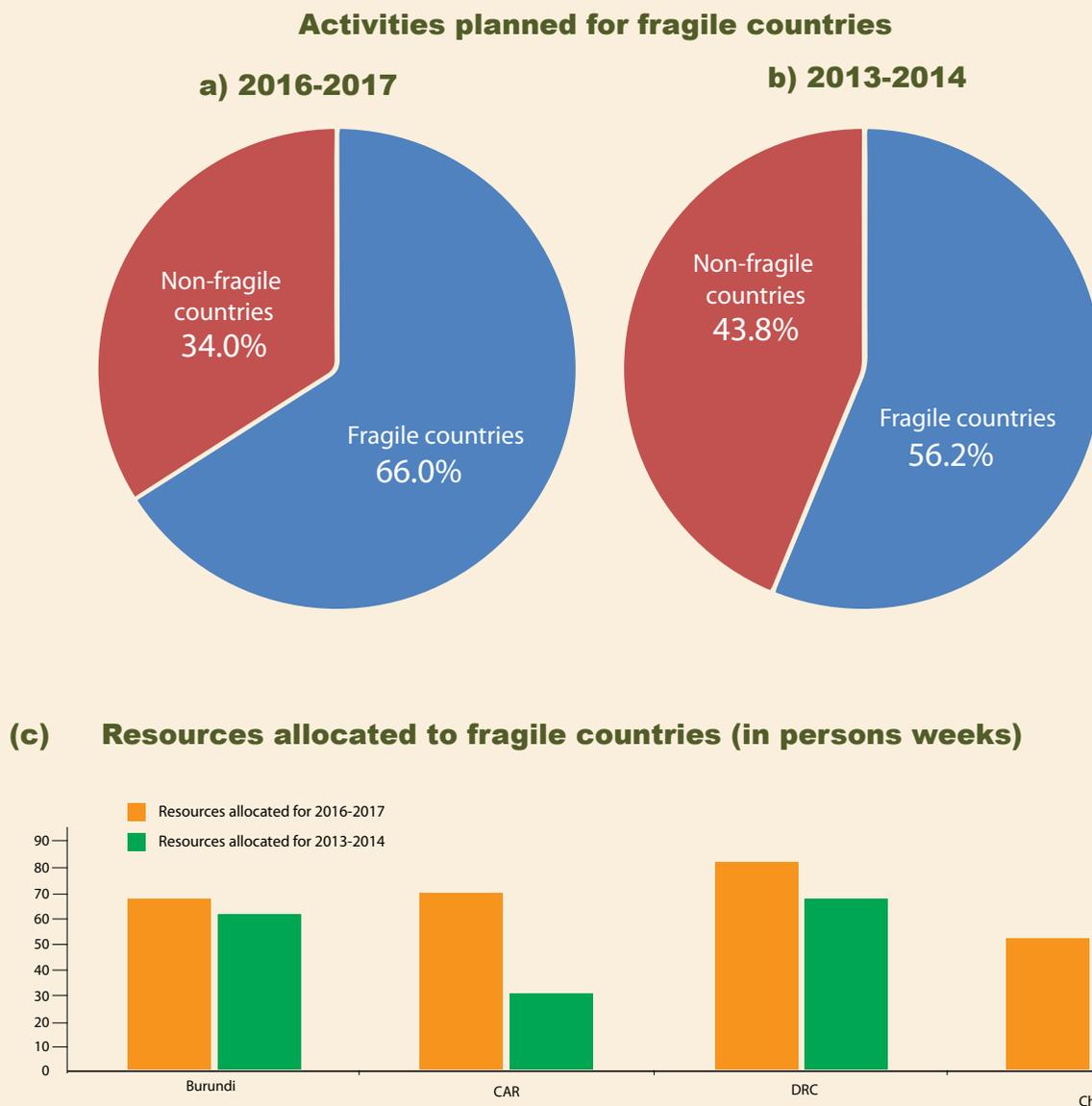
In terms of specific training, the macroeconomic management course organized in collaboration with the

IMF Institute for Capacity Development is once again programmed. Moreover, at the request of AFRITAC Central, the IMF Africa Training Institute (AFI) is planning a course on macroeconomic models for professional staff from the Ministry of Planning of the Republic of Congo.

The work program anticipates the continuation of the partnerships established during previous years in order to pool the resources allocated to capacity development. Like the beneficial cooperation with the International Banking and Finance Institute during 2015-2016, the search for new technical partners will be strengthened by focusing as much as possible on conducting joint activities and sharing costs.

This year, activities and resources programmed for fragile countries represent 66.0 percent of the total activities and resources earmarked for member countries, as against only 56.3 percent during 2013-2014 (see Figures 10 (a) and 10 (b)). Support for all countries in this situation, without exception, has been increased substantially during the AFRITAC Central's current financing cycle (see Figure 10 (c)).

**Figure 10. Distribution of activities and resources allocated to fragile countries**



## B. Customs and tax administration

The 2016-2017 work program reflects AFRITAC Central's four operating areas adopted in under the second financing cycle:

- Area 1: Strengthen regional and international cooperation to support implementation of the program to establish the common market;
- Area 2: Develop capacities of the customs administrations by raising their general level of performance, specifically through a more effective internalization of the international practices and standards in the area of fighting customs fraud;
- Area 3: Strengthen administration of the VAT, which is the centerpiece of the tax transition;
- Area 4: Develop the regional tax administration capacities of the natural resource sector to increase tax pressure.

At the regional level, the Center will continue its efforts to strengthen regional cooperation to create a common market (Area 1), develop the tax administration capacities for the natural resource sector (Area 4), and provide the CEMAC with support in the area of tax harmonization and the overhaul of the community's Customs Code. The Annual Meeting of Directors General of Customs will be supplemented with two interregional seminars on collaboration between the customs and tax authorities and the update of the revenue administration and fiscal information tool (RAFIT). The updating of the database on natural

resources and the modernization of tax procedures will be organized.

In terms of activities for each country, the launch of new projects will make it possible to cover all member countries with multiyear programs by country group, designed to develop the capacities of the customs administrations (Area 2) or to improve the VAT administration (Area 3). The proposed activities will be carried out in the following subgroups:

- Gabon and Democratic Republic of Congo: Implementation of an automated system of risk management and selective customs inspections;
- Burundi, Cameroon, Gabon, Central African Republic, and Democratic Republic of Congo: Integration of customs and tax missions to expand the VAT assessment base and to fight fraud;
- Burundi, Congo, Equatorial Guinea, Central African Republic, Democratic Republic of Congo, and Chad: Modernization and strengthening of the management and supervision of large and medium-sized enterprises.

Table 2. Summary of the Work Program for 2016-2017: Customs and Tax Administration

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 1. Strengthen regional and international cooperation to support implementation of the program to establish a common market</b>					
AFC member countries	Regional seminar	Fourth Meeting of Customs Directors General	Third meeting held and action plans validated	Fourth meeting and assessment of regional action plans	IMF-CEMAC Annual Meetings
CEMAC	Headquarters visit	Consultation with staff responsible for customs reforms	Areas of cooperation identified	Support plan for the overhaul of the Customs Code	Degree to which CEMAC is prepared
<b>Area 2. Develop the capacities of the customs administration by raising their overall performance levels, specifically through the more effective internalization of the international standards and practices to fight customs fraud</b>					
Gabon	Multiyear program	Implementation of an automated management and selective customs control system	1. Roadmap updated; 2. Risk management structures established.	1. Risk criteria updated; 2. Interim system defined.	1. Mobilization of resources; 2. Availability of data on violations.
Democratic Republic of Congo Burundi			1. Risk criteria updated; 2. Interim system defined.	Verification of forecasting capabilities for risk criteria	
Democratic Republic of Congo	National seminar	Identification of priority actions to mobilize customs revenue	Action plans to control the tax assessment base and monitoring of exemptions	Assessment of implementation and updating of action plans	Conditions for on-site visits

Table 2. Summary of the Work Program for 2016-2017: Customs and Tax Administration

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>AFC Member Countries</b>	Regional seminar	Update of the RA-FIT tool and modernization of tax procedures	1. RA-FIT base not up to date; 2. Modernization measures	1. RA-FIT base updated; 2. Tax modernization country plan.	To be co-organized with AfDB/RAFIT and AFRITAC West.
<b>AFC Member Countries</b>		Integration of tax and customs missions to fight fraud	Three out of eight countries have a formal customs/tax cooperation framework	1. Five out of eight countries have a memorandum of understanding; 2. Manual on data cross checking.	Seminar co-organized with AFRITAC South.
<b>CEMAC</b>	Headquarters visit	Consultation of staff on monitoring tax reforms at the CEMAC level	Areas of cooperation identified.	The Center supports internalization of the fiscal policy work carried out by Headquarters. 1. Memorandum signed and implemented; 2. Specifications on products and prevention measures prepared.	Degree to which CEMAC staff are prepared
<b>Cameroon</b>	Multiyear program	Integration of customs and tax missions to expand the tax assessment base and combat fraud.	Customs/tax memorandum of understanding prepared but not yet signed.	Specifications on products and prevention measures prepared.	Coordination between the customs and tax authorities
<b>Gabon DRC</b>			Customs/tax memorandum of understanding prepared and signed.		
<b>Equatorial Guinea</b>	Multiyear program	Modernization and strengthening of management and supervision of medium-sized and large enterprises	1. Steering of reforms; 2. Creation of the Large Enterprise Directorate and portfolio established.	1. Training on tax surveillance and inspections; 2. CIMEs operational; 3. Manual of procedures validated.	1. Overall action plan for the Directorate General of Taxes; 2. Amendment of texts to accompany the modernization of procedures and to facilitate surveillance
<b>Congo</b>			1. Steering of reforms; 2. Manual of procedures prepared; 3. Medium scale Enterprise Tax Centers (CIMEs) implementation validated.		
<b>Central African Republic Chad Democratic Republic of Congo</b>			Surveillance and inspection program for medium-sized and large enterprises		
<b>Area 4. Develop regional tax administration capacities for the natural resource sector to increase tax pressure</b>					
<b>AFC Member Countries</b>	Remote on-line updating	Regional table on production and revenue	Regional table updated at 12/31/14.	On-line updating of the regional table at 12/31/15	Online accessibility from the AFC website
<b>Democratic Republic of Congo</b>	Multiyear program	Modernization of procedures for large mining enterprises	1. Reorganization of Large Enterprise Directorate management; 2. Manual of procedures validated.	1. Reimbursement – practical guide; 2. Remote procedures effective.	Availability of the remote declaration platform



Large Tax Payer Directorate, Libreville (Gabon)

## C. Public financial management

The 2016-2017 work program reflects five of AFRITAC Central's six operating areas adopted under the second financing cycle:

- Area 1: Adopt and implement the CEMAC directives. In this connection, we recall that achievement of the objectives extends beyond the second cycle (CEMAC, Chad, and Equatorial Guinea);
- Area 2: Adopt and test implementing texts for the Government Finance Framework Law in Burundi;
- Area 4: Apply a program-based budget format (Congo, Gabon, and Democratic Republic of Congo);
- Area 5: Apply changes to the general government accounting system (Cameroon and Central African Republic);
- Area 6: Develop human capacities.

At the regional level, the Center will continue its efforts to develop human capacities in its member countries to enable them to internalize the second-generation reforms. Including the Sixth Forum of Senior Budget Officers of Central Africa, the organization of four regional/multidisciplinary seminars will make it possible to consolidate the progress in checking the consistency of public expenditure, making the administrations involved aware of the modernization of budget methods and tools, promoting transparency, and the

publication of government financial information (See Table 3). The harmonization and strengthening of the legal framework for government finance in the CEMAC countries will continue with a substantial focus on the network of accounting and budget experts and practitioners.

In terms of country activities, two multiyear projects (Cameroon and Congo) will come to an end in 2016-2017, and three projects initiated in 2015 (Chad, Burundi, and the Democratic Republic of Congo) will continue, reflecting the dynamics of the migration to the second-generation reforms. These projects will highlight the following pre-requisites: (1) consolidation and classification of budget operations; (2) accountability of the players and the quality of supervision; (3) reliability and consistency of the production of financial statements and accounting documentation; and (4) cash management. Special attention will be devoted to the consolidation of progress made in public financial management in fragile countries, as well as the internalization of new tools and procedures in connection with the implementation of new legislation involving the budget law in countries undertaking second-generation reforms.

Table 3. Summary of the Work Program for 2016-2017: Public Financial Management

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected results on April 30, 2017	Prerequisites/risks
<b>Area 1. Adopt and implement the CEMAC directives in the member countries</b>					
<b>CEMAC Commission</b>	Remote review	1. Support for the transposition of the directives; 2. Development of budget and accounting capacities and the network of practitioners.	Most countries have transposed the Framework Law Directive, while the other public finance directives are still pending. Directives must be more innovative.	1. The texts transposed by the member countries are compliant with the directives; 2. The capacities of the participants have been developed and the network of practitioners established.	Implementation of the Commission's action plan
	Ad hoc mission				
<b>Chad</b>	Multiyear program	Support for the improvement of accounting and the budget nomenclature	1. Budget nomenclature prepared in accordance with the directives; 2. The accounting area requires reinforcement.	1. Adoption of the new budget nomenclature; 2. Balance of accounts gradually made more reliable and accounting capacities developed.	Commitment from the authorities
<b>Equatorial Guinea</b>	Ad hoc mission	Development of capacities in budget accounting and general accounting	Insufficient capacities in budget and general accounting	Capacities have been developed in budget and general accounting.	Commitment from the authorities
<b>Area 2. Adopt and test the implementing texts for the LOFIP in the Democratic Republic of Congo and Burundi</b>					
<b>Burundi</b>	Multiyear program	1. Support to improve consistency checks and the use of wage bill forecasting tools; 2. Improved accounting documentation for the calibration of the information system (SI).	1. Insufficient ex ante supervision; 2. Reinstallation of the tool and distribution of the manual; 3. Delay in production of balances, with the new information system to be calibrated in accounting.	1. Reliability of the wage bill forecasts; 2. Decentralization of execution, implementation of the organic law with improved consistency checks.	1. Use of the tool and implementation of recommendations from prior missions; 2. Problems in deploying the new information system in accounting.

Table 3. Summary of the Work Program for 2016-2017: Public Financial Management

Country/ Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected results on April 30, 2017	Prerequisites/risks
Gabon	Ad hoc mission	1. Continued implementation of the operational program budget with supplementary budgets, special accounts, and monitoring of public administrative agencies (EPAs); 2. Support for the Audit Office in connection with the budget review law on a program basis.	1. No supplementary budgets identified and monitoring of EPAs with some weaknesses; 2. Production of the first annual reports for the Audit Office.	1. Program budgets complemented with supplementary budgets, special treasury accounts, and more effective followup of EPAs. 2. Capacities developed in connection with the budget review law on a program basis.	1. Inventory of public agencies and collection of founding texts; 2. Availability of participants.
Democratic Republic of Congo	Multiyear program	Implementation of the program budget performance framework	1. Centralization of authorizations; 2. Templates finalized and five annual performance projects (PAPs) prepared.	1. Execution of 13 annual performance programs; 2. Review of the ex ante supervision framework.	Commitment from the authorities
Congo	Multiyear program	1. Monitoring of implementation of recommendations from AFC on the program budget; 2. Support for the draft decree on the government chart of accounts.	1. Institutional framework in accordance with the resource-based budget; 2. 29 budget templates prepared; 3. 17 PAPs completed; 4. The current government chart of accounts is outdated and has certain weaknesses.	1. Recommendations from AFC on the operational program budget are implemented; 2. Draft government chart of accounts submitted to the CEMAC for its opinion.	Effective mobilization of players in connection with the program budget reform and modernization of accounting are essential.
<b>Area 5. Apply changes to government accounting</b>					
Cameroon	Multiyear program	1. Support in preparation of the opening balance; 2. Implementation of modulated expenditure supervision and the new budget nomenclature	1. Efforts in progress to make the balance sheet more reliable; availability of the manual of standards, fixed asset guide, and technical specifications on the standards for financial statements; 2. Program budget implemented since 2013; budget nomenclature dates back to 2013.	1. Balance sheet reliable and operational budget documented; 2. Modulated expenditure control in place; 3. Budget renovated and nomenclature technically validated.	1. Commitment from the authorities; 2. Coordination of budget and accounting players.
Central African Republic	Ad hoc mission	Support in the reconstruction of the budget, accounting, and cash management function.	Constraints in the budget, accounting, and cash management areas.	Reconstruction of the budget, accounting, and cash management functions.	1. Commitment from the authorities and staff; 2. Weakened capacities.
<b>Area 6. Develop human capacities</b>					
AFC member countries	Regional seminar	1. Two regional seminars (consistency checks, FOHBAC); 2. One multisector seminar: budget and accounting nomenclatures, TOFE, and national accounts; 3. One interregional seminar on fiscal transparency.	1. Weaknesses in supervision activities; 2. Lack of coordination between the different nomenclatures; 3. Weaknesses in the transparency of financial information.	Human capacities reinforced on the four topics addressed by the four seminars.	1. Designation of the persons involved/committed; 2. Mobility of persons.

## D. Macroeconomic statistics

The 2016-2017 work program reflects three of AFRITAC Central's four operating areas adopted under the second financing cycle:

- Area 1: Support preparation of the annual national accounts;
- Area 2: Support preparation of the quarterly national accounts;
- Area 4: Develop capacities and sharing of experience and good practices at the regional and international levels in the preparation of the national accounts and statistics supporting the national accounting activities.

At the regional level, the objective of preparing for the migration to the System of National Accounts (SNA) 2008 will serve as the basis for the organization of a regional seminar devoted to national accounting during 2016-2017. This seminar will be designed to develop capacities of inexperienced professional staff on national accounting teams in AFRITAC Central member countries. To strengthen coordination and collaboration with our partners, the Center also plans to participate in the annual AFRISTAT seminar that at

which its operations and those of the other partners will be discussed. Participation in one or two seminars organized by the CEMAC or ECCAS is also planned.

In terms of country activities, the current efforts to make up for delays in the accounts are producing significant results, despite many different problems encountered at the national level. The accelerated catch-up strategy adopted by most member countries will be continued during 2016-2017. In this connection, the definitive national accounts for the most recent years are being produced, while the national accounts for any years that may have been skipped are being estimated using a simplified system of national accounts. This year, Gabon will probably join Equatorial Guinea, Congo, Central African Republic, Democratic Republic of Congo, and Chad, which are already using this approach. Burundi has a roadmap for the preparation of the quarterly national accounts. This effort involves continuing the implementation of the mechanism to produce the quarterly national accounts.

Table 4. Summary of the Work Program for 2016-2017: Macroeconomic Statistics

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 1. Support the preparation of the annual national accounts</b>					
Burundi	Ad hoc missions (one visit)	Preparation for the migration to SNA 2008	No preparations yet at the local level.	Revision of the nomenclatures, preparation of the source data, and update of the methodology	(1) Staffing is unstable and turnover is high on the teams of national accountants and the staff responsible for price statistics (2) Financial resources are insufficient in the national accounting services; (3) financing for monthly price collections is unstable.
Central African Republic	Ad hoc missions (three visits)	Preparation of the national accounts for the 2012 annual period and implementation of a provisional system of national accounts	The accounts for 2008 have been completed. The strategy to make up for the delays by skipping years has been adopted.	The 2012 accounts have been completed. The simplified system has been installed and used to estimate the accounts for the skipped years.	
Congo	Multiyear program (four visits)	Support in the preparation of the 2014 definitive annual national accounts and implementation and use of the simplified system to estimate the accounts for the years that have been skipped	The last year of the definitive annual national accounts is 2012 after having skipped 2009-2011.	The definitive accounts for 2014 have been completed; the data for the 2009-2011 and 2013 accounts have been estimated using the simplified system.	
Equatorial Guinea	Ad hoc mission (one visit)	Retraining of the national accounts staff on the method implemented for the definitive and provisional accounts	The 2006-2013 series of accounts compliant with SNA 93 is available.	The local team has prepared the accounts for 2014-2016.	
Democratic Republic of Congo	Ad hoc mission (five visits)	Support for the preparation of the national accounts for 2014 and use of the simplified system to estimate the accounts for the skipped years 2007-2009 and 2011-2012	The 2013 definitive annual national accounts are available as well as the provisional accounts for 2014 and 2015.	The definitive accounts for 2014 are available. The skipped years are estimated with the simplified system for preparing the national accounts.	
Chad	Ad hoc missions (three visits)	Support for the preparation of the national accounts for 2014 and preparation of the provisional accounts for 2014 and 2015	The definitive annual national accounts for 2013 are available after having skipped 2011-2012, which have been estimated.	The series of national accounts for 2005-2014 is available, along with the provisional accounts for 2015.	

Table 4. Summary of the Work Program for 2016-2017: Macroeconomic Statistics

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 2. Support the preparation of the quarterly national accounts</b>					
Burundi	Ad hoc mission (one visit)	Support for the preparation of the quarterly national accounts and key production indices	There are still no quarterly accounts.	A roadmap for the implementation of the quarterly national accounts has been defined.	
Gabon	Ad hoc mission (one visit)	Support for the implementation of economic indicators	A roadmap for these activities is available.	Economic indicators (IPI, IPPI, and ICA) are prepared to support the national accounts activities.	
Cameroon	Ad hoc mission (one visit)	Seasonal adjustment of the quarterly national accounts series	Activities still nonexistent.	The seasonally-adjusted series of quarterly accounts is available.	Backup mission
<b>Area 4. Develop capacities, sharing of experience, and regional and international good practices in the preparation of the national accounts and statistics underpinning the national accounting activities</b>					
Region	Seminar	Training: SNA 2008 for Beginners: Theory and Practice		SNA 2008 definitions and concepts; practical exercises	

## E. Government finance statistics

The 2016-2017 work program reflects AFRITAC Central's three operating areas adopted for the second financing cycle:

- Area 1: Support implementation of the Table of government financial operations (TOFE) Directive (05/11 – UEAC - 190 CM - 22) on the 2001 Government Finance Statistics Manual (GFSM 2001);
- Area 2: Support preparation and dissemination of government finance statistics (GFS);
- Area 3: Develop capacities and sharing of experience and good practices at the regional and international levels in the preparation of government finance statistics.

At the regional level, the activities to be conducted will focus on developing capacities in connection with the first regional seminar, which will provide training on the GFS analytical framework, according to the 2014 Government Finance Statistics Manual. This seminar will also make it possible to define the working objectives in this operating area and a working plan

for AFRITAC Central's member countries. A second multisector seminar will focus on good practices in the area of accounting and budget classification, and statistics on government operations. Support for activities to implement the new CEMAC harmonized public financial framework will also be provided.

Country activities will include the following: (1) development of a timetable to phase in the TOFE Directive; (2) transposition of the Directive into the national legislation; (3) development of a minimum analytical framework as provided under the Directive; (4) establishment of a conversion table between the current TOFE and the Government Finance Statistics according to GFSM 2001/2014; (5) definition of the scope of coverage of general government with a view to the expansion of the statistical data coverage; and (6) transmission of Government Finance Statistics and debt data to the IMF.

Table 5. Summary of the Work Program for 2016-2017: Government Finance Statistics

Country/ Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 1: Support implementation of the TOFE Directive (05/11 – UEAC - 190 CM - 22) based on the 2001 Government Finance Statistics Manual (GFSM 2001); and Area 2: Support preparation and dissemination of government finance statistics (GFS)</b>					
Cameroon	Ad hoc missions	One mission (Long-term expert (LTX) + Short-term expert (STX))	1. The TOFE Directive is in the process of being transposed; 2. TOFE established based on GFSM 2001. No data prepared based on GFSM 2001.	1. Survey on the transposition of the TOFE Directive into the national legislation; 2. Examination of the scope of coverage of public sector units; 3. Production of the TOFE based on the Treasury ledger (BGCT); 4. Preparation of a conversion table between the TOFE and GFS; 5. Dissemination of the GFS to the IMF; 6. Improved collaboration and transmission of data between GFS users and producers.	1. Transposition of the Directive into the national legislation; 2. Transmission and dissemination of GFS data regularly to the IMF; 3. Data archiving.
Gabon		1 mission (LTX + STX) 1 mission (LTX)	Surveys to be determined.	1. Survey of the transposition of the TOFE Directive into the national legislation; 2. Examination of the scope of coverage of public sector units; 3. Production of the TOFE based on the BGCT; 4. Preparation of a conversion table between the TOFE and GFS; 5. Dissemination of the GFS to the IMF; Improved collaboration and transmission of data between GFS users and producers.	1. Transposition of the Directive into the national legislation; Transmission and dissemination of GFS data regularly to the IMF; 2. Data archiving.
Equatorial Guinea		1 mission (LTX + STX)	Surveys to be determined	1. Survey of the transposition of the TOFE Directive into the national legislation; 2. Examination of the scope of coverage of public sector units; 3. Production of the TOFE based on the BGCT; 4. Preparation of a conversion table between the TOFE and GFS; 5. Dissemination of the GFS to the IMF; Improved collaboration and transmission of data between GFS users and producers.	1. Transposition of the Directive into the national legislation; Transmission and dissemination of GFS data regularly to the IMF; 2. Data archiving.
Central African Republic		2 missions (LTX + STX)	Surveys to be determined	1. Survey of the transposition of the TOFE Directive into the national legislation; 2. Use of the BGCT for the current TOFE; 3. Preparation of a conversion table between the TOFE and GFS; 4. Dissemination of the GFS to the IMF; Improved collaboration and transmission of data between GFS users and producers.	Transposition of the Directive into the national legislation; Transmission and dissemination of GFS data regularly to the IMF; 2. Data archiving.
Republic of Congo		1 mission (LTX + STX)	1. TOFE prepared on the basis of GFSM 1986 2. GFS Base 2001 produced for all of general government and reported to the IMF; 3. Survey of the transposition of the TOFE Directive into the national legislation to be determined.	1. Survey of the transposition of the TOFE Directive into the national legislation; 2. Improved timeliness of the GFS data produced; 3. Examination of the scope of coverage of public sector units; 4. Produce the TOFE based on the BGCT; 5. Regular transmission of data to the IMF.	1. Transposition of the Directive into the national legislation; 2. Data archiving.
Chad		1 mission (LTX + STX)	Surveys to be determined	1. Survey on transposition of the TOFE Directive into the national legislation; 2. Examination of the scope of coverage of public sector units; 3. Production of the TOFE based on the BGCT; 4. Preparation of a conversion table between the TOFE and GFS; 5. Dissemination of the GFS to the IMF; 6. Improved collaboration and transmission of data between GFS users and producers.	1. Transposition of the Directive into the national legislation; Transmission and dissemination of GFS data regularly to the IMF; 2. Data archiving.

Table 5. Summary of the Work Program for 2016-2017: Government Finance Statistics

Country/ Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 2. Support preparation and dissemination of government finance statistics (GFS)</b>					
Democratic Republic of Congo		1 mission (LTX + STX)	1. TOFE prepared based on GFSM 1986; 2. Data are not prepared based on GFSM 2001; 3. No regulatory framework for the preparation of GFS data.	1. Regulatory framework for GFS preparation; 2. Production of the TOFE based on the BGCT; 3. Preparation of a conversion table between the TOFE and GFS; 4. Dissemination of the GFS to the IMF; 5. Training and archiving of knowledge; 6. Improved collaboration and transmission of data between GFS users and producers.	1. Regulatory framework for GFS preparation; 2. Data archiving; 3. Strengthening of human and material resources.
Burundi		1 mission (LTX + STX)	1. Technical working commission established to conduct and coordinate the tasks to harmonize the GFS within the East African Community (EAC); 2. GFS produced and disseminated according to GFSM 2001/2014.	1. Supplement the work of the two previous missions on the institutional structure of the public sector; 2. Expand coverage to extrabudgetary units, local units of government, and social security systems; 3. Produce and disseminate data on the financial balance sheet.	1. Degree to which the legal or regulatory texts in the area of GFS meet the requirements to produce the data and transmit them to the Secretariat of the EAC; 2. Establish a system of regular transmission from data sources; 3. Strengthen resources devoted to GFS production.
<b>Area 3. Develop capacities and sharing of experience and regional and international good practices in producing government finance statistics</b>					
Region	Regional seminar	1. Introduction of the working objectives of the Regional Advisor; 2. Provision of training on the GFS analytical framework.		Discussion between the participants and establishment of a working plan for the countries.	
Region	Multisector seminar	Budget and accounting nomenclature, TOFE, and Accounts		Increase the awareness of the player in these areas.	

## F. Public debt management

The 2016-2017 work program reflects AFRITAC Central's three operating areas adopted for the second financing cycle:

- Area 1: Modernize the institutional and organizational framework for public debt management to move towards the recommended best practices.
- Area 2: Develop the analytical and operational capacities of the agencies responsible for public debt management with a view to enabling debt staff to internalize the management techniques for the debt portfolio and instruments;
- Area 3: Develop the government securities markets and make the country authorities more aware of the use of market mechanisms to meet their financing requirements.

At the regional level, the activities for 2016-2017 will include the organization of two seminars. An interregional seminar will focus on access to the international capital markets and the pre-requisites and conditions required for successful issues on these markets, including the analysis of risks in connection with such issues and the management of these risks. Further, a regional seminar will aim to familiarize the

administrations responsible for debt with techniques in the identification, assessment, and management of the risks a debt portfolio entails. Measures to mitigate these risks will also be addressed. In addition, technical support will be provided to the BEAC on securitization of domestic public debt on the CEMAC area market.

In terms of country activities, the efforts to develop analytical and operational capacities of the agencies responsible for public debt management will be continued. Depending on the specific requirements of the member countries, organized training activities will enable the beneficiaries to become familiar with (1) the debt sustainability analysis tool (Burundi, Congo, and Gabon); (2) the framework and tool for formulating the medium-term strategy for debt and risk management (Burundi, Congo, and Chad); and (3) techniques in analyzing the debt portfolio and instruments, including the "reporting" component (Cameroon, Congo, and the Central African Republic). To prepare for the launch of the government securities market in the Democratic Republic of Congo, staff will be trained in issue techniques and management of public securities.

Table 6. Summary of the Work Program for 2016-2017: Public Debt Management

Country/Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 1: Modernize the institutional and organizational framework for public debt management</b>					
Central African Republic	Ad hoc missions	Reform of the legal and institutional framework for public debt management	The legal framework for debt and the organization and coordination between the debt structures are impeding effective debt management.	The authorities have an action plan identifying the texts and reforms to be undertaken to modernize the legal and institutional framework to comply with international best practices.	Willingness of the authorities to implement the recommendations that have been made
Chad		Preparation of a manual of procedures for debt operations	There are no guidelines on execution of debt operations or coordination between the various structures involved.	The authorities have a guide for the execution of debt operations and management of public debt operations.	Draft manual of procedures submitted for the approval of the National Debt Analysis Commission
<b>Area 2: Strengthen the analytical and operational capacities of the agencies responsible for public debt management</b>					
AFC Member Countries	Regional Seminar	Regional workshop on management of financial risks in connection with the public debt portfolio	Most countries have yet to apply good practices in terms of managing risk in connection with public debt.	Professional staff have been trained in the best practices and techniques in management of financial risks in connection with public debt.	Inadequate staff profile; staff stability in terms of prerequisites; willingness and commitment of the authorities to implement the recommendations made by the mission.
Burundi, Congo, and Gabon	Ad hoc missions	Assistance/training on the use of the debt sustainability analysis framework	Insufficient understanding of the DSA tool, which reduces the authorities' capacities to identify future trends in debt sustainability	Professional staff are capable of conducting debt sustainability analysis for their country.	
Burundi, Congo, and Chad	Ad hoc missions	Training on the framework and tool for preparing the medium-term debt strategy (MTDS) and risk management	The debt strategy has not been prepared and the risk dimension in connection with the debt portfolio has not been incorporated.	Staff have been familiarized with the MTDS and risk management framework and are capable to apply it to their country's data	
<b>Area 3. Make the country authorities more aware of the use of market mechanisms to meet their financing requirements</b>					
AFC Member countries	Regional Seminar	Regional workshop on management of financial risks in connection with the public debt portfolio	Most countries have yet to apply good practices in terms of managing the risks in connection with public debt.	Professional staff are trained in best practices and techniques for managing financial risks in connection with public debt.	Inadequate staff profile; staff stability in terms of prerequisites; willingness and commitment of the authorities to implement the recommendations made by the mission.
Burundi, Congo, and Gabon	Ad hoc missions	Assistance/training in connection with the use of the debt sustainability analysis framework	Insufficient command of the DSA tool, which gives the authorities a limited capacity to identify future debt sustainability trends.	Professional staff are capable of conducting debt sustainability analysis in their country.	
Burundi, Congo, and Chad	Ad hoc missions	Training on the framework and tool for preparing the medium-term debt strategy and risk management	The debt strategy has not been prepared and the dimension of risks in connection with the debt portfolio have not been incorporated.	Staff have been familiarized with the MTDS and risk management framework and are capable to apply it to their country's data	
Cameroon, Congo, and Central African Republic	Ad hoc missions	Training in debt analysis and reporting techniques	Insufficient command of techniques for the analysis of debt instruments and the debt portfolio; the debt reporting component has not been developed.	Professional staff are better equipped and more capable in connection with the analysis of the debt portfolio and production of different debt reporting materials.	
Democratic Republic of Congo	Ad hoc missions	Assistance/training on the government securities market	In preparation for the launch of the government securities market, staff must be trained in the techniques of issuing and management of public securities.	Staff have been familiarized with the process of programing, issues, and management of public securities.	
<b>Area 3. Make the country authorities more aware of the use of market mechanisms to meet their financing requirements</b>					
AFC Member Countries	Inter-regional seminar	An interregional seminar on the international capital market	Some countries are already present on the international capital market, while others are planning to access this market. An effort to make country authorities more aware of the prerequisites, risks in connection with these issues, and management of the risks is required.	Professional staff have been made aware of the opportunities, the prerequisites, and conditions required for successful issues on the international capital market and the risks involved in such issues.	Willingness of the authorities to implement the recommendations made during the seminar
BEAC	Ad hoc mission	Securitization of domestic public debt	Absence of a legal framework for the securitization of domestic debt for CEMAC countries. The country needs to boost the domestic public securities market to extend maturities, increase the amounts raised, and expand the investor base.	The BEAC has a draft legal text on securitization of debt to be discussed with CEMAC.	Adoption by the CEMAC authorities of the legal text on securitization
Burundi	Ad hoc mission	Support for the development of the government securities market	Absence of a market for government securities and need for the implementation of different legal and regulatory texts required to launch the market	An action plan of the reforms to be made has been prepared.	Willingness of the authorities to implement the recommendations made during the mission
Democratic Republic of Congo	Ad hoc mission	Support for the preparation of the legal framework for the government securities market		The authorities have a draft legal framework for the government securities market.	Adoption by the authorities of different texts organizing the operation of the market.

## G. Banking supervision and financial stability

The 2016-2017 work program reflects the four operating areas of AFRITAC Central adopted under the second financing cycle:

- Area 1: Align the legal and regulatory framework with international standards;
- Area 2: Transition to the risk-based supervision approach;
- Area 3: Implement a system for financial stability, and prevent and manage banking crises;
- Area 4: Apply the International Financial Reporting Standards and promote financial transparency.

At the regional level, activities for the 2016-2017 fiscal year will include a regional seminar organized on prevention of money laundering and combating the financing of terrorism. Its objective is to establish a benchmark for regional mechanisms implemented in relation to international standards. This seminar will make it possible to define a roadmap for the adjustment of regional mechanisms. Moreover, COBAC will benefit from new support in connection with the procedure to revise the regional framework for liquidity risk.

In terms of country activities, AFRITAC Central will continue its support with a view to the (1) implementation of risk management standards in banks and internal supervision of the various risks involved in the banking systems; and (2) convergence with the new prudential principles designed to strengthen the banks' capital structure, their capacity to withstand economic shocks, and the availability of sufficient liquidity supplies.

The activities will focus on providing assistance for the on-site and off-site supervision teams in carrying out supervision missions. The program also provides for the continuation of the multiyear project in the Democratic Republic of the Congo and Burundi, primarily with support in the organization of the first session of the national commission on financial stability and the publication of the initial financial stability reports. During 2016-2017, AFRITAC Central will resume the support function for the implementation of the IFRS in the banking system to benefit the BCC.

Table 7. Summary of the Work Program for 2016-2017: Banking Supervision and Financial Stability

Country/ Institution	Mode of Delivery	Activities	Status as of April 30, 2016	Expected outcomes on April 30, 2017	Prerequisites/risks
<b>Area 1. Align the legal and regulatory framework with international standards</b>					
COBAC	Two Ad hoc missions	Liquidity ratio	Financial sector assessment program recommendation to be implemented	Draft regulation finalized and ready to be submitted to the college	Reasonable convergence towards Basel III
	Ad hoc mission	Review of the framework for systemic banks and resolution of banking crises	The FSAP has taken stock of progress to be made.	Draft regulation finalized and ready to be submitted to the college	Strategy to be agreed, supervision framework to be defined
Burundi	Ad hoc mission	Review of the framework for systemic banks and resolution of banking crises	Action to be undertaken	Roadmap submitted to the Governor of the BRB	Commitment of the authorities
	Ad hoc mission	Training on the Basel Core Principles	Junior supervisors to be trained	Training completed	Commitment of the authorities
	Ad hoc mission	Basel II and III training focusing on Pillar 2 and guidance for banks in connection with the internal capital adequacy assessment (ICAAP) process	Action to be undertaken	Draft guidance prepared and training provided	Remain consistent with specific local features
	Two missions	Reform of the liquidity ratio in accordance with Basel II and the East African Community framework	Action to be undertaken	Quantitative study completed and regulation drafted	Remain consistent with the specific local features
<b>Area 2. Transition to the risk-based supervision approach</b>					
Burundi	Ad hoc mission	Establishment of new internal supervision standards for banks	Draft regulation already finalized	Supervisors trained in supervision under the new standards	Staff available
	Ad hoc mission	Verification of regulatory reporting by banks	Supervision methods to be adjusted	Supervision methodology tested and validated	On-site missions to be conducted
Democratic Republic of Congo	Ad hoc mission	Establishment of an information technology audit function	No specific function	Supervisors trained and existence of an assessment tool	Staff available
	Two missions	Training of young supervisors (Levels 1 and 2)	2016 intake not yet recruited.	Junior supervisors recruited in 2016 trained in risk-based supervision	Recruitment carried out and staff available
<b>Area 3. Establish a system for financial stability and prevention of banking crises</b>					
Burundi	Multiyear program	Establishment of a framework for monitoring financial stability: publication of a 2015 annual report	Financial stability unit created	2015 financial stability report published	Commitment from the authorities; Availability of data.
Democratic Republic of Congo	Multiyear program	Establishment of a framework for monitoring financial stability: management indicators, monitoring tools, and stress tests	Financial stability unit created	National Financial Stability Committee has met and is operating regularly	Commitment from the authorities
<b>Area 4. Implement IFRS rules/financial transparency</b>					
Democratic Republic of Congo	Three missions	IFRS training and monitoring of progress by the Financial Intermediaries Supervision Directorate and in the banking system	Three banks publish their accounts under the IFRS. Training for DSIF Supervisors is not widespread.	The 18 banks publish their accounts using the IFRS and the DSIF is capable of conducting inspections.	Commitment from the authorities and the banking system; availability of staff.

## AFRITAC Central Staff

### I. Coordinator/Director



**Paulo Drummond**  
(Since September 2016)

Prior to his assignment as Coordinator/Director of the Regional Technical Assistance Center for Central Africa, Mr. Drummond was Deputy Chief of the Technical Assistance Division, Monetary and Capital Markets Department at IMF Headquarters in Washington. Mr. Drummond has brought vast operational experience to his various assignments for a number of years in other departments of the IMF. In the African Department, Mr. Drummond was Mission Chief for West and East African Countries and contributed to the work on the regional economic outlook. In the Strategy, Policy, and Review Department, he contributed to debt relief activities

for low-income countries, with the Paris Club. In the European Department, he contributed his expertise in debt relief in his work with emerging and developed countries, and served as Resident Representative to Macedonia. Mr. Drummond holds a Ph.D in Economics from the University of Illinois at Urbana-Champaign.

### II. Resident Advisors

#### Fiscal Affairs Department

##### Tax Policy and Customs



**Anthony Ramarozatovo**  
(since November 2013)

A Malagasy national, Mr. Ramarozatovo, a graduate of the École Nationale d'Administration (Paris, France), served as Director General of Taxes for Madagascar until 2009. Since then, Mr. Ramarozatovo has participated in many technical assistance missions in the area of revenue administration organized by the Fiscal Affairs Department, IMF, including in several countries covered by AFRITAC Central. Between 2011 and 2013, Mr. Ramarozatovo was appointed by the IMF as a Resident Advisor to the Director General of Taxes of the Democratic Republic of Congo. During this assignment, he contributed, in particular, to the preparations for the introduction of the value-added tax and monitored its management.

##### Public financial management



**Abdoulaye Touré**  
(since September 2014)

Mr. Touré is a graduate of the Ecole Nationale of Bamako, the l'Ecole Nationale d'Administration Publique of Rabat, and Université Blaise Pascal, Clermont Ferrand/Centre d'Études et de Recherches sur le Développement International—CERDI. Prior to his assignment to the Center, Mr. Touré served as Deputy Chief of Staff for the Prime Minister responsible for the economic sector; Secretary General of the Ministry of Economy and Finance, and held a number of positions within the National Budget Directorate as Director General, National Budget Director, and Chief of the Expenditure Division. Mr. Touré's university activities

include serving as a Part-time Lecturer in Law and Government Finance at the Ecole Centrale de l'Industrie du Commerce et de l'Administration from 1991 until 1993 and as Assistant Professor of Government Finance at the Ecole Nationale d'Administration of Bamako from 1994 until 1996.



**Agnès Turenne**  
(Since October 2016)

An Economics graduate from the Université des Sciences Économiques of Reims and the Ecole Nationale du Trésor Public, Agnès Turenne served as a manager in the Public Finance Directorate of the Ministry of Economy and Finance of France. She worked substantially in the area of state public expenditure at the Ministry of Defense and with local authorities. She also was involved for six years in implementation of the Organic Law on Budget Laws (LOLF) and internal accounting supervision of the state in the Regional Public Finance Directorate of La Réunion. Seconded for four years to the Ministry of Foreign Affairs as a Technical

Assistant in Benin, Ms. Turenne was responsible for implementation of the decentralization of local finance with the Municipal Development Program.

## Statistics Department

### Macroeconomic statistics



**Hubert Gbossa**  
(Since October 2012)

A Statistician/Economist, graduate of CESD-Paris, and holder of a postgraduate degree (DEA) in Macroeconomic Analysis from Université de Paris I, Pantheon Sorbonne, Mr. Gbossa has over 20 years of experience as a national accounts expert acquired with UNDP, AFRISTAT, and the IMF. He started his professional career at the Office of Statistics and Economic Analysis (INSAE) in Cotonou, where he then successively held the positions of Head of the Demographic and Social Statistics Unit and Director of Production and Employment Statistics. Mr. Gbossa played a significant role in the creation of the prototype and in the development of the ERETES system, which is used in the sub-region to prepare the national accounts. At the Forecasting Directorate of the Ministry of Economy and Finance of Benin, he was responsible for the development of a macroeconomic model used in a study on the impact of the devaluation of the CFA franc on Benin's economy. As Coordinator of the Research and Economic Studies Department of AFRISTAT, he led a vast program on the statistical harmonization of the national accounts nomenclatures for the WAEMU, ECOWAS, and CEMAC. Before joining AFRITAC Central, he was recruited by the IMF to serve as a Real Sector Advisor responsible for the two Congos.

### Government finance statistics



**Francis Gahizi**  
(Since March 2016)

A national of Rwanda, Mr. Gahizi, a Finance and Public Financial Management Systems Expert, served as a Finance and Accounting Lecturer in a number of universities in Rwanda from 2002 until 2008. Since then, M. Gahizi served at the Ministries of Economy and Finance of Rwanda and Southern Sudan as a Public Financial Management Reform/Public Financial Management Information Systems Advisor. Mr. Gahizi recently served as Financial Management Systems Advisor with the Global Sanitation Fund based in Geneva, Switzerland, covering African and Asian countries.

## Monetary and Capital Markets Department

### Public debt management



**Chaker Soltani**  
(Since October 2014)

Before joining AFRITAC Central, Soltani Chaker held several positions in the Ministry of Finance of Tunisia, before he was appointed as Debt Strategy Director in 2006 and Director General of Debt in 2011. He has also served on the Board of Directors of the Central Bank of Tunisia since 2012. In addition, he served as a Short-Term Expert with AFRITAC West and AFRITAC Central in connection with a number of technical assistance missions on debt management.

### Banking supervision and financial stability



**Alexis Boher**  
(Since October 2016)

Alexis Boher is a graduate of the Institut d'Études Politiques, Paris and holds a Licence in Law from the Université Paris 1 Panthéon-Sorbonne. Inspector General with Banque de France, Mission Head for On-Site Supervision of the Prudential Supervision and Resolution Authority (ACPR), Alexis Boher worked beginning in 1990 in France, in the areas of banking supervision and central bank internal auditing. He was later seconded to the Directorate General of the Treasury from 2003 until 2006 as a Financial Advisor to the Embassy of France to Tokyo representing Banque de France in Japan. As a result of his work in the Inspectorate and his experience as Mission Head in banking supervision, he executed a program of short-term technical assistance missions over a period of six years on behalf of the IMF to the Central Bank of the Comoros before he was seconded as a Resident Advisor in this area to AFRITAC Central.

### III. Administration

**Office Manager**



**Marie-Hélène Issembe**

**Project Officer**



**Armel Houtsa**

**Administrative Assistant**



**Carine Mboumba**

**Administrative Assistant**



**Larissa Mabika Balenga**

**Administrative Assistant**



**Djena Laetitia Djembo**

### Former Staff Members, 2015-2016



**Olivier Benon**  
Coordinator/Director  
(September 2013-September 2016)



**Marie-Christine Uguen**  
Resident Advisor, Public  
Financial Management  
(June 2012-August 2016)



**Jean-François Bouchard**  
Resident Advisor, Banking Su-  
pervision and Financial Stability  
(September 2014-August 2016)



**Anthony Kokou De Wolfe**  
Project Officer  
(October 2014-December 2015)



**Aurélien Serge Boko**  
Project Officer  
(February 2016-July 2016)



**Serge Pambo Makaya**  
Technician/Driver  
(February 2007-December 2016)

## Status of financial contributions as of April 30, 2016

IMF Capacity building Initiative for Africa – AFRITAC Central					
Status of financial Contributions as of April 30, 2016					
	Commitments			Contributions received (in U.S. dollars)	Payments pending (in U.S. dollars)
	Contribution currency	( in Donor currency	(in U.S. dollars)		
<b>Donors</b>					
<b>AFDB</b>	U.S. dollars	1 500 000	1 500 000	1 500 000	0
<b>Germany</b>	Euro	1 000 000	1 316 500	1 316 500	0
<b>Australia</b>	U.S. dollars	1 250 000	1 250 000	1 250 000	0
<b>Canada</b>	Canadian dollars	2 000 000	2 077 650	2 077 650	0
<b>EIB</b>	Euro	500 000	685 600	685 600	0
<b>France</b>	Euro	1 600 000	2 090 879	2 090 879	0
<b>China</b>	SDR	650 000	989 580	989 580	0
<b>European Commission (Africa, Caribbean, Pacific)</b>	Euro	6 000 000	7 711 600	5 565 600	<sup>2/</sup> 2 146 000
<b>Subtotal, donors</b>		<b>14 500 000</b>	<b>17 621 809</b>	<b>15 475 809</b>	<b>2 146 000</b>
<b>Member countries</b>					
<b>Burundi</b>	U.S. dollars	325 000	325 000	298 277	26 723
<b>Cameroon</b>	U.S. dollars	5 000 000	5 000 000	4 695 694	304 306
<b>Chad</b>	U.S. dollars	5 000 000	5 000 000	1 250 000	3 750 000
<b>Democratic Republic of Congo</b>	U.S. dollars	1 800 000	1 800 000	1 650 000	150 000
<b>Gabon 1/</b>	U.S. dollars	10 000 000	10 000 000	3 491 798	6 508 202
<b>Republic of Congo</b>	U.S. dollars	5 000 000	5 000 000	5 000 000	0
<b>Transfers from the Framework Administration Account (FAA)<sup>3/</sup></b>	U.S. dollars			156 621	0
<b>Subtotal, Member countries</b>			<b>27 125 000</b>	<b>16 542 390</b>	<b>10 739 231</b>
<b>General total</b>			<b>44 746 809</b>	<b>32 018 199</b>	<b>12 885 231</b>

Source: Institute for Capacity Development (ICD).

1/ Includes \$2.8 million as a Host.

2/ Amounts in U.S. dollars converted at €1 = US\$1.073.

3/ Transfers following termination of FAA (Framework Administration Account) instrument.

The amount includes contributions from Burundi, the Democratic Republic of Congo and CEMAC (Cameroon, Central African Republic, Chad, Republic of Congo, Equatorial Guinea, and Gabon).

## Expenses from May 1, 2009 to April 30, 2016

IMF Capacity building Initiative for Africa – AFRITAC Central					
Budget Monitoring at April 30, 2016					
	Expenditure, 2012 fiscal year U.S. dollars	Expenditure, 2013 fiscal year U.S. dollars	Expenditure, 2014 fiscal year U.S. dollars	Expenditure, 2015 fiscal year U.S. dollars	Expenditure, 2016 fiscal year U.S. dollars
<b>Resident Advisors</b>					
Fiscal Affairs/revenue Administration	767 461	788 294	760 297	759 353	778 573
Monetary and Capital markets	286 135	379 141	394 489	585 235	596 075
Statistics	257 578	193 448	269 110	275 782	321 494
<b>Short-term experts</b>	<b>1 063 702</b>	<b>1 168 565</b>	<b>1 025 426</b>	<b>1 277 029</b>	<b>1 326 297</b>
Fiscal Affairs/revenue Administration	692 287	890 123	521 080	706 200	715 236
Monetary and Capital markets	137 529	133 856	400 637	436 043	396 262
Statistics	233 887	144 585	103 708	134 787	214 799
<b>Diagnostic operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4 132</b>	<b>0</b>
<b>Training</b>	<b>191 444</b>	<b>458 869</b>	<b>615 622</b>	<b>734 872</b>	<b>722 575</b>
Seminars	191 444	458 869	517 830	591 827	685 627
Training in macroeconomic and financial management	0	0	97 792	143 045	36 948
<b>Travel</b>	<b>376 649</b>	<b>368 601</b>	<b>456 469</b>	<b>454 136</b>	<b>354 012</b>
Resident Advisors	311 813	259 800	313 837	330 699	236 453
Center Coordinator	45 150	73 475	58 916	55 493	61 836
Staff travel	19 685	35 326	83 715	67 944	55 723
Methodological support/project management	152 386	136 006	231 141	219 735	274 612
<b>Other</b>	<b>153 760</b>	<b>188 605</b>	<b>191 545</b>	<b>249 289</b>	<b>233 840</b>
Assessment	0	0	0	132 383	103 276
Miscellaneous/communication expenditure	153 760	188 605	191 545	116 906	130 564
<b>Center Management</b>	<b>521 665</b>	<b>479 759</b>	<b>634 084</b>	<b>768 908</b>	<b>673 869</b>
Support staff	176 970	164 323	171 687	219 003	211 129
Support staff training	0	0	3 967	0	2 378
Facilities	344 695	315 436	458 431	549 905	460 362
<b>Total Center Management Cost</b>	<b>3 770 779</b>	<b>4 161 289</b>	<b>4 578 183</b>	<b>5 328 471</b>	<b>5 281 348</b>
Trust fund management fee (-7%)	263 955	291 290	320 473	372 993	369 694
<b>Total AFRITAC Centre</b>	<b>4 034 733</b>	<b>4 452 579</b>	<b>4 898 655</b>	<b>5 701 464</b>	<b>5 651 043</b>

Source: Institute for Capacity Development.



**AFRITAC Central is an IMF initiative support by  
the following member states and partners :**



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