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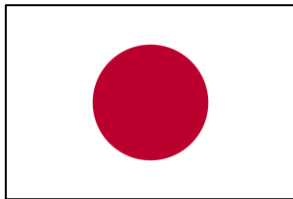
REPORT ON ACTIVITIES

THE IMF'S COVID-19 CRISIS CAPACITY DEVELOPMENT INITIATIVE

JUNE 2022

Institute for Capacity Development

PARTNERS



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The IMF's COVID-19 Crisis Capacity Development Initiative

Report on Activities June 2022

This report provides an update on the work program and financing of the IMF's COVID-19 Crisis Capacity Development Initiative (CCCDI). The report has been prepared in advance of the sixth Coordinating Committee meeting, which will be held on June 30, 2022.

The CCCDI continues to respond to pressing capacity development (CD) needs in core areas of IMF expertise. As the world is moving from pandemic emergency response to recovery, the focus of CCCDI has shifted towards building forward better. This includes strengthening our regional centers to deliver on tax and customs administration; inclusive growth; governance and accountability of the crisis response; supporting a green recovery; strengthening debt management; and digitalization. The importance and urgency of this work is even more pronounced as many countries are now facing enormous headwinds from the global uncertainty, higher commodity prices, and disrupted trade channels.

Notable activities and achievements include: (for a complete overview, see Table 1):

- Strengthening institutions in fragile states during the pandemic: CD delivery under CCCDI advanced in several fragile states. AFRITAC West recruited a tax advisor, financed by CCCDI, who worked with the Malian tax administration and delivered in-person technical assistance to Burkina Faso to support a tax audit. AFRITAC Central supported the Central African Republic on valuation and cargo reporting. In South Sudan, IMF continued to assist the National Revenue Authority to reengineer business processes and customs reform. Going forward, the IMF will support Sierra Leone on benefit incidence analysis in healthcare and extend training on wage bill practices.
- Several countries, including fragile states, benefited from CD on digitalization, a priority for many countries given the disruptions during the pandemic. METAC supported the Libya customs administration with an assessment of their information technology systems. The Fund also supported the Cameroon tax administration on IT architecture design and developing a data management strategy. TA on digitalization supported Togo and Niger to strengthen revenue operations and administration. The Monetary and Capital Markets Department together with AFRITAC East convened a regional conference on central bank digital currencies (CBDCs) and crypto assets. CARTAC held a regional conference on CBDC in the

Caribbean region. Additional TA on CBDC was delivered to Egypt, Jordan, Haiti, and Honduras.

- Progress has been made in upgrading the IMF’s CD toolkit in transformational areas notably supporting a green recovery and addressing deepening inequalities. On climate change, a second pilot Climate Macroeconomic Assessment Program (CMAP) was conducted in Madagascar. Climate policy scenarios are being integrated into the Financial Sector Assessment Program (FSAP) in Mexico. Fund staff are studying how climate change and demographic developments affect macroeconomic outcomes including debt management.

On inequality, Fund staff have analyzed the distributional impact of the COVID-19 pandemic on the poor including increased school dropouts in many developing countries. The Fund has also designed fiscal policy tools to help address Income inequality and poverty in Namibia.

Financial support from CCCDI partners totals almost \$40 million. In order to support new program requests and fund all ongoing activities, CCCDI will need additional funding of at least \$9 million; this includes about \$3 million for ongoing activities and \$6 million to support new demands as countries steer their economies through the crisis and prepare for an inclusive recovery. The funding gap is slightly lower than in March because of cost savings in FY2022. Tables 2 and 3 provide information on signed funding commitments, liquidity, and projected funding gaps.

In FY2022, CCCDI-financed projects had expenses of \$10.8 million, which amounts to an overall execution rate of 57 percent with execution varying significantly across the portfolio. In response, the CCCDI Subaccount will build a strategic reserve into the FY2023 budget to flexibly allocate funds where needed during the year. A preliminary budget for FY2023 can be found in Table 4.

Table 1. CCCDI Subaccount Workplan
International Monetary Fund
COVID-19 Crisis Capacity Development Initiative

As of May 31, 2022

Regional	RCDC
<p>AFC Customs Administration Advisor to modernize customs</p> <p>Status: The resident advisor's work is ongoing with AFC recipient countries. The Central African Republic on-site mission on valuation and cargo reporting was completed in May and the Gabon mission on correct implementation of CEMAC external tariffs and national taxation rates is scheduled for June. Inputs for DRC and Sao Tome and Principe were also provided. The advisor joined FAD experts to review digitalization needs in Cameroon revenue administration. The work plan for FY23 was prepared, reviewed by HQ and submitted to the AFC Steering Committee. Besides Gabon, the forthcoming CD activity under this plan is on regional transit procedures in Cameroon.</p>	<p>AFRITAC Central</p>
<p>AFC and AFW tax and customs digitalization</p> <p>Status: From March to June 2022, one digital expert joined CD missions conducted in Togo (tax and customs administration) and Niger (tax administration TA) to strengthen revenue administration operations through digitalization. In addition, in June, the project manager participated in the annual meeting of CREDAF (Exchange and Research Centre for Leaders of Tax Administrations – a francophone non-governmental and non-profit organization) to present insights on TA's digital transformation strategies to the leaders (DG and CG) from all countries, except Equatorial Guinea, targeted by the CCCDI digitalization project.</p>	<p>AFRITAC Central and AFRITAC West</p>
<p>AFE Revenue mobilization, PFM, monetary policy and foreign exchange, financial sector supervision, statistics and high frequency data for nowcasting, cybersecurity</p> <p>Status: Operations: In FY 2022, AFE completed 136 activities, 5 of which were delivered in-person as mission travel resumes. Support was provided to all 8 AFE member countries in all program areas.</p> <p>CBDCs: A two-day regional conference on central bank digital currencies (CBDCs) and crypto assets took place in April 2022 as part of an event series celebrating AFE 20th Anniversary. The workshop covered both CBDCs and crypto assets on a conceptual level and related legal, financial integrity, technology and cybersecurity risks, and interoperability issues. The objective was to provide an opportunity for countries to exchange knowledge and experiences as well as explore the potential implications of CBDCs and crypto assets. (This activity has been co-financed with the JSA activity on CBDC.)</p>	<p>AFRITAC East</p>
<p>AFE Tax Administration Advisor to provide in-country support to Ethiopia, Kenya, Rwanda, and Uganda on their medium-term revenue strategies (MTRS)</p> <p>Status: The Advisor to support the design and implementation of Medium-Term Revenue Strategies (MTRS) has met with the four applicable countries (Rwanda, Uganda, Kenya and Ethiopia) to establish the needs for the advisor's assistance. Some highlights include: agreement with Kenya on developing a package of assistance with the lead for the MTRS in the Ministry of Finance; agreement to meet at least quarterly with the Uganda team, and the advisor is gathering information to assist the implementation of the MTRS; facilitating a process of verification on the measures for the MTRS in Rwanda; and a way forward to support the MTRS discussed with Ethiopia.</p>	<p>AFRITAC East</p>
<p>Strengthening debt management in East and Southern Africa</p> <p>Status: The IMF is at an advanced stage in the recruitment for the regional debt management advisor position. The regional advisor will be based in AFE, Tanzania and serve member countries from both the AFE and AFS constituents. The regional advisor will be responsible for capacity building activities related to debt management technical assistance in collaboration with the national authorities on institutional arrangements and organizational structures; legal framework; debt transparency; medium-term debt management strategy formulation and implementation and local currency government bond market development. The regional advisor will also support arrangement of regional debt management events. Once appointed, the regional advisor would be reaching out AFE and AFS constituents to assess and prioritize their debt management capacity development needs.</p>	<p>AFRITAC East and AFRITAC South</p>

AFS Tax Administration Advisor provide hands-on-support to get revenue collections back to pre-COVID-19 levels.	AFRITAC South
<p>Status: The long-term expert took part in the FAD meetings with the authorities during the Spring Meetings. He reached his duty station in May. He participated in the AFRITAC South regional seminar delivered for delegates from all thirteen AFS countries on business continuity and disaster recovery assistance, with a view to further support implementation measures in Comoros, Madagascar, Lesotho and Zimbabwe.</p>	
<p>Comoros and Madagascar have been identified as priority countries until the end of 2022. In that regard, coordination among stakeholders engaged in those two countries and stabilization of the work program with the authorities has been amplified. The long-term expert will attend the AFS steering committee in June to ensure visibility of the CCCDI project. Upcoming mission to Madagascar are planned for June. In person work should resume with a participation in an HQ mission to Comoros in August.</p>	
AFS Business continuity and disaster recovery assistance	AFRITAC South
<p>Status: Eight CD missions (totaling 146 days) have been delivered to Angola, Madagascar, Namibia and the Seychelles. Draft guidelines (26 days) have also been prepared and a regional seminar (26 days) has been delivered for delegates from all thirteen AFS countries. A further two CD missions (50 days) are to be completed by July 2022. A regional seminar (38 days) for all AFS countries is planned for September 2022.</p>	
AFW Transparency in the accounting, budgeting, execution, reporting use and monitoring of resources related to COVID-19; macro-fiscal management tools and public investments management in the context of COVID-19 crisis.	AFRITAC West
<p>Status: The project co-financed the May 2022 regional seminar on fiscal forecasting that grouped ten member countries to address challenges in addition to sharing best practices. The regional advisor has continued to contribute to progress achieved in accounting reforms and cash management in Guinea. In collaboration with AFW's resident advisor and two short-term experts, he finalized 19 training modules (most of them on accrual accounting) and delivered them to a hundred public accountants in April 2022. He followed up on (i) reviewing monthly balances of accounts; (ii) supporting work related to the IT accounting system; (iii) preparing monthly financial reports on COVID-19 operations; and (iv) supporting the cash management unit. In addition, he helped draft a technical note on interest accounts advances to their excessive use while also justifying related operations.</p>	
AFW Integrate debt management and cash management to exit from the COVID-19 crisis	AFRITAC West
<p>Status: No activity to be reported for this quarter.</p>	
AFW Tax Administration Advisor dedicated to Burkina Faso and Mali and support on governance and revenue administration	AFRITAC West
<p>Status: The regional advisor continued to work remotely with the Malian tax administration. As planned, he started his first in-person mission in Burkina Faso to support the reorganization of the tax audit. For the regional good governance toolkit, a concept note and roadmap were produced in May by a short-term expert. The WAEMU commission was consulted for this first draft and showed interest in supporting these innovative regional works.</p>	
AFW Government finance statistics, financial supervision, and supervisory authorities resilience in West Africa	AFRITAC West
<p>Status: To deal with the health crisis, countries have taken unprecedented measures to combat the spread of the disease, while limiting its harmful effects on the economy and the labor market. In April 2022, The center assisted the authorities of Burkina Faso with the analysis of the public response to the covid-19 pandemic. The work focused on determining the degree of effectiveness and efficiency of public policy for the 2020 and 2021 financial years in connection with the international standards and principles in force, including those of the GFSM 2014.</p>	
Support countries to integrate gender issues in annual and medium term budget processes and Ghana to to incorporate climate into infrastructure and appraisal	AFRITAC West 2
<p>Status: No new missions have been undertaken. During FY23, 2 follow-up missions are planned on gender responsive budgeting to the Gambia. One mission each on gender responsive Budgeting is planned for Sierra Leone, Ghana and Cabo Verde. One mission each on climate change budgeting is planned for Cabo Verde, Liberia, Ghana, The Gambia, Nigeria and Sierra Leone. A regional workshop on climate change budgeting is planned for February 2023.</p>	

Trade facilitation, border controls, risk management, safeguarding revenues and business continuity	AFRITAC West 2
<p>Status: Bilateral trade facilitation (TF) missions are now included in the FY2023 work plan. These will focus on integration customs work within national TF programs and customs' role on national TF Committees. In addition, a cooperation mechanism is now created to work with the World Bank which has a regional TF program. An in-person coordination meeting with the World Bank is planned for July.</p>	
Capacity development on greening macro-frameworks, debt management, and improved forecasting	ATI
<p>Status: The new advisor has been hired and is expected to join ATI in September 2022. He will contribute to the delivery of the ATI work program in FY2023 and beyond, with a focus on ICD-developed courses on macroeconomics of pandemics and climate change.</p>	
Knowledge transfer to develop and operate macroeconomic forecasting tools and policy decision frameworks to address the COVID-19 crisis and other shocks for ministry of finance officials in four countries	CAPTAC-DR
<p>Status: A virtual CD mission—the first one in the macroeconomics frameworks TA project to the Ministry of Finance (MoF), with participation from the Central Reserve Bank (CRB) of El Salvador—was delivered in May 2020. The mission has transferred knowledge to participants through a semi-customized Macroeconomic Foundations Tool (MFT) template, populated with Salvadorean data, which has started being used by the core group of staff as the basis to build a fully customized tool and produce a baseline macroeconomic forecast. A scoping mission to Honduras has been scheduled for July 2022 in agreement with the authorities, and a pre-scoping engagement with the Ministry of Finance of the Dominican Republic is expected to take place in June 2022. Activities in a fourth potential country considered initially in this program, Nicaragua, will finally not materialize by decision of its authorities.</p>	
Improve tax administration and compliance to boost domestic revenues and promote more inclusive growth	CAPTAC-DR
<p>Status: About 470 public officials have been trained through 4 seminars on filing and payment obligations and 3 on the tax auditing process. The seminars on the former has made it possible to strengthen the knowledge of CAPDR tax administration officials on i) compliance with tax obligations, ii) payment control, iii) debt recovery, iv) sources of information for collection, v) collection strategies, and vi) electronic collection. Training on auditing has contributed to improving knowledge on VAT and corporate income tax audit procedures and evasion modalities, as well as on the control of special operations for both taxes.</p>	
Boost domestic revenues impacted by COVID-19	METAC
<p>Status: The customs long-term advisor continues working remotely, and two short-term expert activities were organized and delivered to date; one on transfer pricing and anti-smuggling for Morocco and one on the assessment of ASYCUDA IT system for the Libya customs administration. More short-term expert actions are under preparation.</p>	
Macro-fiscal advisor at SARTTAC to support building strong macro-fiscal planning and forecasting functions	SARTTAC
<p>Status: During the period considered, the long-term advisor has continued to deliver activities according to his work program. This included the following activities, all conducted in close collaboration with FAD and other SARTTAC advisors: (i) an in-person review mission to the Indian State of Odisha (April 2022) to take stock of progress accomplished in PFM and macro fiscal reforms; (ii) a remote mission to Nepal on fiscal risk management, as part of an HQ-led team (April 2022); and (iii) a mission to the Indian State of Tamil Nadu to continue the work initiated in the previous period on macro-fiscal analysis and strategic planning (May 2022). The long-term advisor also contributed to a regional training organized by SARTTAC with the collaboration of PFM advisors: fiscal risk management (April 2022).</p>	
Work with six member countries to assess cyber-regulatory frameworks to strengthen financial and payment systems in the face of greater cyber-risks	SARTTAC
<p>Status: No updates.</p>	

Thematic Programs	Theme
<p>Supporting policymaking in low-income countries and low-end emerging market economies on climate change issues and income inequality (RES)</p> <p>Status: The second pilot application of a model-based toolkit to enhance the macro-fiscal analysis of climate was conducted for Madagascar as part of the Climate Macroeconomic Assessment Program (CMAP) TA mission. The TA report of the first pilot application for Samoa.</p> <p>Progress has been made on analyses on the distributional impacts of the COVID-19 pandemic in developing countries, including telework patterns in developing countries based on online surveys and the pandemic impact on inequality and poverty using micro household surveys from India, collaborating with the India team.</p> <p>On gender issues, the ongoing work on "Who are Central Banks? Gender, Human Resources, and Central Banking" was presented in an online conference about "Pathways to Gender Equality in Central Banks" in May organized by the International Economic Association (IEA), the Banco de la República de Colombia (Central Bank of Colombia), and the Banco de España. This project captures gender equality in central banking through a comprehensive and granular approach based on a survey of central banks and IFIs.</p>	<p>Climate Change and Inequality</p>
<p>Supporting policymaking in low-income countries and low-end emerging market economies on climate change issues and income inequality (SPR)</p> <p>Status: Epidemics on school completion (completed). The project assessing the effect of epidemics on school completion in developing countries finds that epidemics lead to a significant increase in school dropout for both boys and girls, with girls most hardly affected. The findings had been presented as an Analytical Corner's session during the 2021 Annual meetings and published as an IMF working paper.</p> <p>Fiscal policy and Inequality in Namibia (in progress). This project aims to analyze the design of fiscal policy tools to help address high Income inequality and poverty in Namibia. Using the Multi Sector Incomplete Markets Macro Inequality App (MIMMI App), the analysis reaches three main conclusions: (i) increasing CIT efficiency would mobilize additional revenues and improve distribution if supported by social transfers, but can hurt output, (ii) Increasing the progressivity of PIT could improve distribution but comes at a cost of productivity loss, (iii) Reducing SOEs (e.g. through privatization) improve aggregate productivity, leading to lower poverty and inequality. The findings have been shared with the Minister of Finance and his team during a presentation. The authorities expressed interest in the model, requesting more information on the calibration of tax inefficiencies and gaps in the model, the theoretical connection between CIT and corporate output and the differential effect of CIT and VAT on export activity. The plan to produce a box for the next Article IV report, and expand it to a working paper later on.</p> <p>Climate Change, Demography and Growth (in progress). An ongoing project is developing a DSGE model to study how climate change and demographic developments can affect macroeconomic outcomes. The key objective is to document significant disparities in how countries are affected, reflecting their adaptability and vulnerabilities to these evolving trends. The first draft has been completed, and a presentation to share the findings of the paper with IMF staff will take place in June 2022.</p> <p>Climate Change and Domestic debt cost. The paper on the impact of climate change on the cost of domestic debts is proceeding well. Existing studies only focus on external debt, but there is strong evidence that domestic borrowing cost often rises following a natural disaster. The paper aims to shed light on this issue, considering the adverse implications for the private sector. The consultant has shared with the team the preliminary findings. The first draft is expected to be completed by end-September 2022.</p>	<p>Climate Change and Inequality</p>
<p>Transition risks from climate change mitigation policies</p> <p>Status: Modeling work for the Mexican Financial Sector Assessment Program (FSAP) has progressed well. RES used the IMF-ENV CGE model to run two sets of climate policy scenarios for Mexico in order to extract change in sectoral value added, trade patterns and macro-economic variables. These economic impacts will be used to assess risks/changes in the financial structure of firms. In addition, the new CGE modeling expert hired to work on this project has just joined the division and will start working on further FSAPs for which the analysis will require modeling of climate transition macroeconomic and sectoral impacts.</p>	<p>Climate Change</p>

Strengthen capacity on central bank digital currency (CBDC) - JSA	Digital Currency
<p>Status: Bilateral TA on CBDC: Technical assistance, covering a broad range of CBDC aspects (e.g., objectives, pros and cons, use cases, design choices, pilots, legal frameworks, and policy implications), is underway to Egypt, Jordan (stage II), Haiti, and Honduras. In addition, technical assistance to Azerbaijan and the Philippines is in preparation. These two TA projects are also expected to be delivered by MCM under the JSA project in collaboration with other relevant departments, such as LEG and ITD.</p>	
<p>Two regional conferences on CBDC: MCM hosted two regional conferences on CBDC. The Sub-Saharan Africa regional conference on CBDC and crypto assets took place on April 5-6, 2022. It formed part of an event series celebrating AFRITAC East (AFE) 20th Anniversary. (Co-financed with AFE.) The Caribbean regional conference on CBDC took place on May 12-13, 2022 and was jointly hosted with CARTAC. The conferences were well attended and covered various topics including a broad overview of CBDC, policy and macrofinancial implications of CBDC issuance, legal, financial integrity, technology, cybersecurity, and interoperability issues, as well as country experiences in conducting pilots.</p>	
Capacity development for Ministries of Finance evaluating public spending allocations, adequacy, efficiency and sustainability of funds, with a focus on SDGs	Expenditure Policy
<p>Status: In Sierra Leone, the IMF will conduct a CD activity on the benefit incidence analysis in healthcare in August 2022. It will also extend the training on wage bills and discuss with the authorities new topics. In Jordan, the first workshop is planned for late June with the topic to be agreed with the counterparts in the Ministry of Finance.</p>	
Incorporating COVID-19-related fiscal risks in the Fiscal Risk Assessment Tool (FRAT) to provide a high-level portfolio perspective on macroeconomic and specific fiscal risks	Fiscal Risk
<p>Status: A first draft of the fiscal risk quantification presentation has been reviewed by the FRAT committee. Comments will be incorporated into an updated draft and the methodology will be illustrated for subnational governments at the next FRAT committee meeting in July.</p>	
Morocco and Jordan: Forecasting Policy and Analysis (FPAS)	FPAS
<p>Status: No further activities to report. The next activity for Jordan is planned for mid-July.</p>	
Strengthening macroeconomic frameworks and debt dynamics' analysis in selected asian and african Countries (JSA)	Macroeconomic Frameworks
<p>Status: The project in Mongolia concluded successfully ahead of time and substantially below the projected budget. The Ministry of Finance staff developed a customized Debt Dynamics Tool (DDT) whose results inform the draft budget law (http://forum.parliament.mn/projects/11171, p. 151). As regards the project in Papua New Guinea, after an 8-month delay due to several domestic factors the authorities have reiterated their interest and CD activities are expected to resume in 2-3 months. The DDT-based project in Chad is progressing as expected. The third delivery mission took place in April 2022, and supported the production of public debt baseline and risk scenarios, as well as the integration of liquidity and solvency indicators in staff's analysis. Additional missions in the second half of 2022 will provide assistance in integrating the tool outputs into the policy analysis and decision making processes. For Myanmar, no TA activities have been delivered as Myanmar Macroeconomic Frameworks TA project remains on hold until IMF CD delivery in the country can resume. A new project to modernize the policy analysis model for the Central Bank of Philippines was agreed and the first CD mission took place in April 2022, reviewing the structure of the existing model and recommending changes to better capture highly volatile international financial conditions and shocks in imported food prices.</p>	
Strengthening PFM to address COVID-19 challenges and the post recovery phase (JSA)	PFM
<p>Status: The resident advisor has continued work in Madagascar on budget classification (finalization of the functional classification) and finalized his first visit to the Comoros in April, which resulted in an agreement on his future work program. The project financed a stocktaking mission on asset management in Madagascar, to evaluate scope for improving efficiency in the post-COVID context. A workshop on fiscal transparency and public participation was organized in early May for the Cote d'Ivoire authorities to evaluate ways to increase public participation to the budget process now that the loosening of health restrictions may enable a more intense participation.</p>	

Strengthening resource administration to address COVID-19 challenges and the post recovery phase (JSA)

Revenue Administration

Status: Cameroon – During FY22 FAD organized two virtual missions and one in-country mission to assist the tax administration (DGI). The virtual missions focused on: (i) designing a target IT architecture and data management strategy, and the Harmony application planned for the short term; (ii) developing a roadmap to implement it; and (iii) providing advice to improve the DGI's IT department performance. In addition, an in-country mission reviewed the DGI reforms, assessed progress in digitalizing DGI core procedures, and assisted in the refinement of the DGI reform and digitalization plans for 2022-2024.

Nigeria – A resident revenue administration advisor has been recruited and is due to be installed in the field in June 2022. In the meantime, his workplans for CD support to the Federal Inland Revenue Service (FIRS) have been agreed with the authorities.

Togo – The project has been assisting on several fronts including: (i) reinforcing initiatives to detect businesses and individuals who are required to register but fail to do so; (ii) strengthening the use of data to improve tax compliance and tax revenue; and (iii) implementing an analysis of the use of information in order to assess their impact on taxpayer behavior and their impact on tax audit results.

South Sudan – the project continues to assist the National Revenue Authority to develop reengineered business processes and developed systems specification requirements for a new ITAS. The project is also helping the customs department of South Sudan to develop new customs clearance procedures. In FY23, the project will continue work on ITAS implementation, customs control procedures and reforms management.

Uganda – No missions were delivered to the country in FY22. However, meetings were held with the URA Commissioner General and his team, together with other development partners under a donor coordination team called “Friends of URA”, to discuss support for the Uganda Domestic Resource Mobilization Strategy (DRMS). A staff visit to assess progress with implementation of the DRMS is planned for FY23.

For APD beneficiary countries, Mongolia: Customs-Tax Collaboration strengthening is in development through a short-term expert mission in June 2023 that is focusing on identifying good practices for sharing data and approaches. In Lao PDR, a customs-tax meeting has been planned through FAD efforts so that efficiencies in the Tax and Customs Departments can be enhanced through better sharing. A regional workshop is expected to be held later this year with Cambodia, Mongolia, Lao PDR, and Vietnam.

Build capacity of supreme audit institutions to make reports on emergency spending more transparent and accountable

Supreme Audit Institutions

Status: A training on the legal and risk analysis for a compliance audit of the Economic Stimulus Program for the Solomon Islands was successfully completed in May with follow-up and support to the OAG expected in the coming months with an additional training in strengthening the relationships with law enforcement bodies in the country. Technical assistance has been initiated to meet the specific needs of Supreme Audit Institutions (SAI) in Comoros and Cameroon where we have received official requests. Work continued on establishing a database of published emergency audits, and preliminary digests of audit findings have been prepared in collaboration with INTOSAI. In the context of the Sierra Leone program negotiation mission, a LEG team conducted a scoping mission to the Audit Service of Sierra Leone (ASSL) in April to assess technical assistance needs given the recent high profile suspension of the Auditor General and her Deputy. Follow up to the Mozambique technical assistance mission in the area of publication of audit reports is expected to commence.

Better manage domestic revenue mobilization given COVID-19; tax policy changes to ensure equity and fairness of tax systems, reforms

Tax Policy

Status: Since the last update in March, one beneficiary country has been added (Benin) and one dropped (Bangladesh). Currently, there are eighteen beneficiary countries and 20 capacity development activities funded by the CCCDI. As of June, we have delivered fourteen capacity development activities in fourteen countries. There are four ongoing activities in four countries (two countries which already had a delivered activity financed by the CCCDI Fund). Finally, there are two countries with planned CD activities to be delivered in FY23.

Country Programs	Country
<p>Albania: Updating the medium-term revenue strategy to incorporate post-COVID-19 challenges and strengthening customs administration</p> <p>Status: No activity to be reported for this quarter.</p>	Albania
<p>Brazil (Sao Paulo State): Strengthening Public Sector Costing System to increase efficiency of COVID-19 health and social spending</p> <p>Status: In April and May A short-term expert developed an evaluation of the outcome level results of the implementation of the cost accounting system in the penitentiaries. This was a first step of the roadmap agreed in the scoping mission. Additional short-term expert missions will follow in July to support the methodological implementation in the education sector.</p>	Bazil
<p>Costa Rica: Gender budgeting</p> <p>Status: The report of the gender budgeting mission was finalized and transmitted in April. Follow-up at the end of the year will be needed. The MTFF missions by short-term experts finalized in April and the MTFF report was published by the Ministry of Finance at end of April taking on board the missions' advice.</p>	Costa Rica
<p>Jordan: Support on a transformational tax administration reform</p> <p>Status: The revenue administration advisor is supporting ISTD develop and implement tax administration transformational reform plan. A short-term expert remote mission in April reviewed IT renewal procurement plans and advised on next steps in developing an IT strategy. Preparatory work is under way to arrange a short-term expert in-person visit in June and July to support operational implementation of reforms in the Special Economic Zones.</p>	Jordan
<p>Jordan: PFM, cash management, addressing liquidity pressures</p> <p>Status: No further activities to report.</p>	Jordan
<p>Lebanon: Establishing a business continuity plan for the Lebanon Tax Authority and strengthening of the compliance risk management function</p> <p>Status: No further activities to report.</p>	Lebanon
<p>Pakistan: Follow-up to TADAT assessment reform recommendations.</p> <p>Status: The Inland Revenue Strategic Plan was published in May 2021 and acknowledged the IMF's inputs. We have been working closely with FBR Audit Chief with an short-term expert assignment planned for July to provide advice and assist with the implementation of a modern Compliance Risk Management (CRM) Framework through the provision of a Help Desk or peripatetic approach.</p>	Pakistan
<p>Revenue administration and public financial management in Southeast Europe (SEE Fund)</p> <p>Status: Implementation activities continue on the revenue administration and PFM components. FAD is currently working with beneficiary countries in developing work plans for next phase. The Annual Coordination Meeting with donors and beneficiary countries is scheduled for end-June.</p>	Southeast Europe
<p>Yemen: Strengthen core tax functions impacted by crisis</p> <p>Status: During a recent Area Department staff visit, a remote meeting was held in June with authorities to discuss the CD activities in the fiscal sector. The topic of planned CD activity in revenue administration was confirmed.</p>	Yemen

Table 2. Financial Contributions Statement

International Monetary Fund COVID-19 Crisis Capacity Development Initiative

As of April 30, 2022
(in millions)

Fundraising							
Partners	Agreement Signed Date ^{1/}	Agreement Currency	Agreement Amount	In U.S. Dollars			
				Agreement Amount US\$	Contributions Received	Requested Contributions	Future Contributions ^{1/}
Contributions to be disbursed into the CCCDI Subaccount				26.1	20.2	-	5.3
Belgium	12/9/2021	EUR	2.0	2.3	-	-	2.1
Canada ^{2/}	2/8/2022	USD	3.5	3.5	3.5	-	-
China	6/9/2021	USD	5.0	5.0	5.0	-	-
Germany	1/5/2021	EUR	6.0	7.3	3.6	-	3.2
Korea	2/17/2021	USD	4.0	4.0	4.0	-	-
Singapore	9/8/2021	USD	2.0	2.0	2.0	-	-
Spain	12/22/2020	USD	2.0	2.0	2.0	-	-
Contributions to be disbursed through other subaccounts				13.4	13.4	-	-
Japan ^{3/}	11/26/2020	USD	10.0	10.0	10.0	-	-
Switzerland ^{4/}	12/15/2020	CHF	3.0	3.4	3.4	-	-
Total				39.5	33.5	-	5.3

^{1/} The U.S. dollar conversion is based on latest month-end rate or is set to zero for completed installment.

^{2/} Earmarked for AFE/AFS Debt Management Program

^{3/} Through Japan subaccount

^{4/} Through SEE subaccount

Table 3. Cash Flow Statement
International Monetary Fund
COVID-19 Crisis Capacity Development Initiative

As of April 30, 2022
(in millions)

	FY 2021	FY 2022	FY 2023	FY 2024(+)	Total
			<i>projections</i>		
Contributions	23.0	10.5	5.3	-	38.8
Interest Earned	0.0	0.0	-	-	0.0
Total Inflows (A)	23.0	10.5	5.3	-	38.8
Expenses ^{1/}	-	7.3	-	-	7.3
Transfers ^{2/}	3.4	3.5	-	-	6.9
Approved Budget Ongoing Programs ^{3/}	-	-	21.7	2.9	24.6
Total Outflows (B)	3.4	10.8	21.7	2.9	38.8
Available Balance (C=A-B)	19.6	19.3	2.9	(0.01)	(0.01)
(-) Continuation Ongoing Programs ^{2/}	-	-	-	2.7	2.7
(-) New Requests	-	-	4.3	1.9	6.2
Estimated Funding Gap	19.6	19.3	(1.4)	(8.9)	(8.9)

^{1/} Include programs managed through the Japan subaccount (JSA).

^{2/} Include budget strengthening support for RCDCs and Switzerland contribution disbursed through SEE Fund.

^{3/} Include strategic budget reserve and budget rollovers of JSA programs.

Table 4. List of Programs
International Monetary Fund
COVID-19 Crisis Capacity Development Initiative

As of April 30, 2022
(in thousands of U.S. dollars)

Program	FY2022				FY2023	FY2024	Total Budget
	Approved Budget	Outflows ^{1/}	Balance	Execution(%)	Approved Budget	Budget Request	
	A	B	C=A-B		D	E	F=A+D+E
Regional Programs							
Debt Management Advisor for AFRITAC East and AFRITAC South	-	-	-	-	1,151	2,368 ^A	3,519
Climate Change and Gender Budgeting - AFRITAC West 2	951	37	914	4%	248	-	1,198
Tax Administration Advisor for AFRITAC South	226	87	139	39%	450	450	1,126
Tax Administration Advisor for AFRITAC East	225	73	151	33%	450	450	1,125
Customs Administration Advisor for AFRITAC Central	224	118	106	53%	450	450	1,124
Tax Administration Advisor for AFRITAC West and Governance Revenue Mobilization Tool	260	155	105	60%	425	420	1,105
Macroeconomic Transparency - AFRITAC West	739	256	483	35%	300	-	1,039
Revenue Mobilization Advisor for METAC	312	72	240	23%	627	-	939
Tax and Customs Digitalization - AFRITAC Central and AFRITAC West	798	86	713	11%	87	-	885
Macro-Fiscal Advisor for SARTTAC	175	98	77	56%	375	-	550
Trade Facilitation and Business Continuity - AFRITAC West 2	304	-	304	0%	225	-	529
Government Finance Statistics, Financial Supervision - AFRITAC West	91	14	77	16%	25	-	116
Integrate debt management and cash management - AFRITAC West	46	15	31	33%	32	-	78
Total Regional Programs	4,350	1,011	3,339	23%	4,845	4,138	13,332
Budget Strengthening Support for RCDCs							
AFRITAC East Multi-Topic Support	2,500	2,500	-	...	-	-	2,500
Macro-Fiscal Analysis - CAPTAC-DR	502	502	-	...	645	-	1,147
Resilience Advisor for ATI	300	300	-	...	300	900	1,500
Improve Tax Administration and Compliance - CAPTAC-DR	83	83	-	...	193	-	275
Business Continuity and Disaster Recovery Assistance - AFRITAC South	120	120	-	...	120	-	240
Cybersecurity Training - SARTTAC	45	45	-	...	-	-	45
Total Budget Strengthening Support for RCDCs	3,549	3,549	-	...	1,258	900	5,707
Thematic Programs							
Public Financial Management (JSA) 2/	1,858	783	1,076	42%	1,906	-	3,764
Revenue Administration and Public Financial Management in Southeast Europe (SEE Fund) 3/	-	-	-	-	-	-	3,375
Macroeconomic Frameworks and Debt Dynamics' Analysis (JSA) 2/	1,125	722	403	64%	1,449	-	2,574
Revenue Administration (JSA) 2/	1,135	555	581	49%	1,169	-	2,305
Strengthen Supreme Audit Institutions	1,219	361	858	30%	924	-	2,143
Strengthening Tax Policy	1,098	1,181	(83)	108%	618	-	1,715
Strengthening capacity on central bank digital currency (CBDC) - JSA 2/	332	117	215	35%	967	-	1,300
Strengthening Expenditure Policy	547	465	82	85%	454	-	1,002
Supporting Policy Makers on Climate Issues and Income Inequality (SPR)	600	159	441	26%	331	-	931
Supporting Policy Makers on Climate Issues and Income Inequality (RES)	597	572	25	96%	25	-	622
Transition Risks from Climate Change Mitigation Policies	161	12	148	8%	400	-	561
Morocco and Jordan: Developing Forecasting and Policy Analysis Systems (FPAS)	329	196	133	60%	133	-	462
Incorporating COVID-Related Risks in the Fiscal Risk Assessment Tool	80	89	(9)	111%	135	70 ^A	285
Total Thematic Programs	9,082	5,212	3,870	57%	8,512	70	21,039
Country Programs							
Jordan: Transformational Tax Administration Reform	797	335	462	42%	700	-	1,497
Pakistan: Revenue Mobilization through Improved Compliance Risk Management	348	140	208	40%	188	-	536
Costa Rica: Medium-Term Fiscal Framework and Gender Budgeting	202	105	97	52%	97	-	299
Brazil, Sao Paulo State: Strengthening the Public Sector Costing System	130	66	64	51%	125	-	255
Albania: Updating the Medium-Term Revenue Strategy	161	153	7	95%	7	-	168
Lebanon: Business Continuity for the Lebanon Tax Authority	172	178	(6)	103%	-	-	172
Jordan: Public Financial Management	99	70	28	71%	28	-	127
Yemen: Revenue Administration	37	1	36	3%	18	-	56
Total Country Programs	1,946	1,049	898	54%	1,163	-	3,110
Strategic Budget Reserve 4/	-	-	-	-	5,913	487	6,400
Grand Total	18,927	10,820	8,107	57%	21,691	5,594	49,588

Of which, approved budget requests

2,438

^{1/}Outflows include standalone programs expenses incurred as of April 2022 and Budget Strengthening Support cash transfers to other RCDCs subaccounts.

^{2/}Managed through the Japan Subaccount (JSA).

^{3/}Managed through the SEE Subaccount (transfer completed in FY21).

^{4/}Includes rollovers from JSA