



Japan

Japan Subaccount under the IMF Framework
Administered Account for Selected Fund Activities

Japan Administered Account for
Selected IMF Activities

ANNUAL REPORT **Fiscal Year 2012**



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*Minor discrepancies between constituent figures and totals are due to rounding.
Amounts are in U.S. dollars.*

ACD	Afghan Customs Department
ADB	Asian Development Bank
AFRITAC	Africa Regional Technical Assistance Center
ALM	Asset-Liability Management
APD	IMF Asia and Pacific Department of the IMF
APEC	Asia Pacific Economic Cooperation
ARC	Advance Release Calendar
ASEAN	Association of South East Asian Nations
ASYCUDA	Automated System for Customs Data
BB	Bangladesh Bank
BEAC	Banque des Etats l’Afrique Centrale
BI	Bank Indonesia
BM	Bank of Mozambique
BOP	Balance of Payments
BPNG	Bank of Papua New Guinea
BSP	Bangko Sentral ng Pilipinas
CAR	Central African Republic
CEF	Center for Economics and Finance
CEMAC	Economic and Monetary Community of Central African States
COA	Chart of Accounts
COBAC	Commission Bancaire de l’Afrique Centrale
CRMS	Comprehensive Reserves Management System
CSO	Central Statistics Organization
DAC	Development Assistance Committee
DGT	Directorate General of Taxes
DSBB	Data Standards Bulletin Board
EMEAP	Executives Meeting of East Asia and Pacific Central Banks
EP	Economist Program
FAA	Framework Administered Account
FAD	Fiscal Affairs Department
FIRST	Financial Sector Reform and Strengthening Initiative
FMIS	Financial Management Information System in Peru
FRL	Fiscal Responsibility Legislation
FSAP	Financial Sector Assessment Program
FPAS	Forecasting and Policy Analysis System
FY	Fiscal year, for the IMF, May 1, 2010 through April 30, 2011
GDP	Gross Domestic Product

GFSM	Government Finance Statistics Manual
GFSR	Global Financial Stability Report
GIFMIS	Ghana Integrated Financial Management and Information System
HQ	Headquarters
HWI	High Wealth Individuals
ICD	Institute for Capacity Development
ICP	International Comparisons Program
IFMIS	Information management systems
IFRS	International Financial Reporting Standards
IIP	International Investment Position
INS	IMF Institute
IRD	Inland Revenue Department
IT	Information Technology
IMF	International Monetary Fund
JISP	Japan-IMF Scholarship Program for Advanced Studies
JISPA	Japan-IMF Scholarship Program for Asia
JSA	Japan Subaccount
LEG	Legal Department of the IMF
LOU	Letter of Understanding
LTA	Long-term Advisor
LTO	Large Taxpayer Office
LTU	Large Taxpayer Unit
MCM	Monetary and Capital Markets Department of the IMF
METAC	Middle East Technical Assistance Center
MFS	Monetary and Finance Statistics
MTEF	Medium-Term Expenditure Framework
MMA	Maldives Monetary Authority
MOF	Ministry of Finance
MPC	Monetary Policy Commission
MSP	Macroeconomic Seminar Program
MTBF	Medium-Term Budget Framework
MTO	Medium-sized Taxpayer Office
NA	National Accounts
NBC	National Bank of Cambodia
NBM	National Bank of Moldova
NSDP	National Summary Data Page
NRB	Nepal Rastra Bank

OAP	Office for Asia and the Pacific
OBR	Burundi Revenue Office
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OTM	Office of Technical Assistance Management at the IMF
PBB	Program-based Budgeting
PCA	Prompt Corrective Action
PEFA	Public Expenditure Financial Assessment
PFM	Public Financial Management
PFTAC	Pacific Financial Technical Assistance Center
PIT	Personal Income Tax
PRGT	Poverty Reduction and Growth Trust
RA	Revenue Authority
RAA	Revenue Administration Adviser
ROSC	Reports on Observance of Standards and Codes
RTAC	Regional Technical Assistance Center
SBA	Stand-By Arrangement
SBV	Bank of Vietnam
SEE	South Eastern Europe Group of States
SOE	State Owned Enterprises
SRC	Skill-refreshing Courses
SRF	Standardized Reporting Form
STA	Statistics Department of the IMF
STI	IMF-Singapore Regional Training Institute
STO	Small-sized Taxpayer Office
STS	State Tax Service
TA	Technical Assistance
TSA	Treasury Single Account
WEO	World Economic Outlook
VAT	Value Added Tax



I. Introduction

In 1990, Japan started to provide financial support for technical assistance (TA)¹ to help IMF member countries build their capacity to formulate, implement, and sustain macroeconomic and structural adjustment programs. Since then, Japan has been the largest single contributor to IMF TA activities, with annual contributions increasing significantly over the years (see **Figure 1**). Japan has also financed two scholarship programs and activities of the IMF Regional Office for Asia and the Pacific (OAP). This report describes JSA-funded TA activities, the scholarship programs, and OAP activities in FY2012.²

IMF Technical Assistance: Demand and Supply

The IMF, which was established in 1946,³ began to offer TA in the early 1960s in response to requests from newly independent IMF members in Africa and Asia. Since then, its TA program has responded to a variety of economic issues and considerably expanded demand. In FY2012, demand for TA was particularly high, and the IMF was able to deliver about 20 percent more TA than in FY2011, serving a large majority of its member countries. Efforts this year focused on helping countries manage the near-term implications of weak world growth, turbulence in Europe, and continued volatility in financial

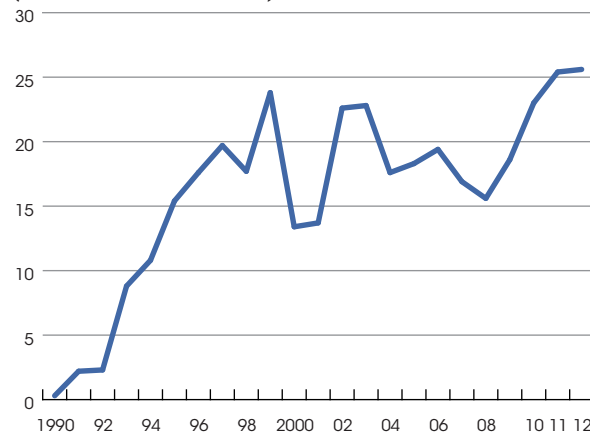
¹ In general, technical assistance (TA) includes both TA and training activities in this report.

² The IMF fiscal year runs from May 1 through April 30. This report covers May 1, 2011–April 30, 2012. Reports for FY2000 through FY2011 can be found on the IMF website at www.imf.org/external/pubs/ft/ta/index.asp.

³ The purpose and main activities of the IMF are detailed in Annex 1.

Figure 1. Annual Contributions by Japan for Technical Assistance, FY1990–FY2012

(In millions of U.S. dollars)



markets. More fundamentally, TA was directed at strengthening policy frameworks and institutions to support sustained growth. Although TA delivery increased across all areas, delivery on fiscal issues was particularly high. In FY2012, TA in the fiscal area responded to new crisis-related demands, including from some advanced economies, while continuing to support reforms initiated earlier to help crisis countries implement their adjustment programs. For fiscal TA in traditional areas, demand for advice on tax policy was particularly heavy, notably for natural resource fiscal regimes. In the field of public financial management, TA focused on supporting countries to develop a multi-year approach to budgeting and strengthen their treasury operations.

In the areas of monetary and financial policy, the crisis continued to spur new TA demands, including some from advanced economies. Significant TA interventions focused on the devel-

Figure 2a. JSA Share of External Financing of IMF Capacity Building, FY2008–FY2012

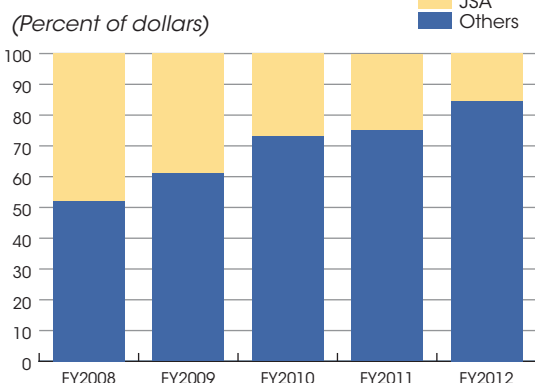
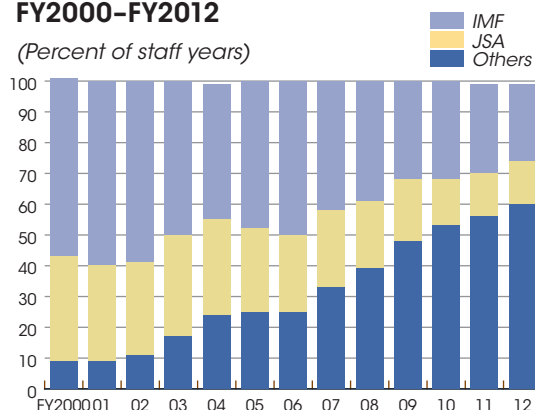


Figure 2b. JSA Share of Financing of IMF In-Country Capacity Building, FY2000–FY2012



opment of regulatory reform, deposit insurance schemes, macro-prudential policy frameworks, systemic liquidity management, crisis resolution and exit strategies, and managing public sector balance sheet risks. The core traditional area of TA on monetary and financial sectors involved advising central banks on monetary operations and policy and developing financial supervision and regulation.

TA on legal issues was mainly directed to anti-money laundering/combating the financing of terrorism (AML/CFT); financial sector and banking; and taxation. In statistics, TA continued to help countries improve how they compile and disseminate macroeconomic and financial statistics.

Following a report by a Task Force on the Fund's Technical Assistance Strategy, the IMF announced in early 2012 the decision to merge two Fund departments, the IMF Institute (INS) and the Office of Technical Assistance Manage-

ment (OTM), to create a new department to help member states build capacity and develop their economic and financial institutions. The new Institute for Capacity Development (ICD) will enable stronger synergies between TA and training — capacity development — to better reflect country priorities, facilitate fundraising, and benefit from economies of scale. The new department began operating in May 2012. The IMF also held the first Donor Consultative Group meeting in April 2012 as part of its strengthened dialogue with donors.

In FY2012, the IMF allocated approximately 17 percent of its operating budget to TA. Although these internal resources finance a considerable amount of TA, contributions from partners have become increasingly important. In FY2012, external financing accounted for about three-quarters of the TA delivered in the field.⁴ Since

⁴ Until recently, IMF headquarters-based TA-related activities—training, policy and research, evaluation, manage-

1990, Japan has consistently been the most important partner in financing the IMF's TA program. In FY2012, Japan was responsible for close to 16 percent of total external contributions for capacity development (see **Figure 2a**), and JSA financed activities accounted for about 14 percent of IMF field TA delivery (see **Figure 2b**). IMF TA and training are provided by IMF staff, headquarters-based experts, and in-country experts employed by the IMF on a short- or long-term basis.

Since 1993, the IMF has provided increasing amounts of its TA through Regional Technical Assistance Centers (RTACs), of which there are



Government Finance Statistics Workshop held in Bangkok, Thailand in March 2012.

ment, and administration— have mainly been financed internally.

Table 1. Contributions by Japan, FY1990–FY2012

(Millions of U.S. dollars)

	FY1990– 2007	FY2008	FY2009	FY2010	FY2011	FY2012	Total FY1990– 2012
JSA¹	303.0	19.8	22.5	27.2	30.2	30.8	433.5
Technical Assistance ^{2,3}	263.3	15.6	18.6	23.0	25.4	25.6	371.5
of which:							
Regional Office of Asia and the Pacific	12.7	1.8	1.3	1.6	2.5	2.7	22.5
The Japan-IMF Scholarship Program for Asia	23.4	2.6	2.3	2.9	3.8	4.2	39.3
Japan-IMF Scholarship Program for Advanced Studies ⁴	16.2	1.5	1.6	1.3	1.0	1.0	22.7

¹Until FY2010 contributions to the JSA and the Japan-IMF Scholarship Program for Advanced Studies were administered under the Japan Administered Account for Selected IMF Activities (JAA) and the Framework Administered Account for Selected IMF Activities (FAA), respectively. Contributions are now administered under the IMF Framework Administered Account for Selected Fund Activities (SFA).

²Includes \$400,000 for each of FY10, FY11 and FY12 to be transferred to finance the activities of the AML/CFT Topical Trust Fund.

³Includes \$154,603 transferred in FY2011 to finance the operations of the Office of the Executive Director for Japan.

⁴The Japan-IMF Scholarship Program for Advanced Studies was formerly under the Framework Administered Account for Selected IMF Activities until FY2010, and was subsequently transferred under the IMF Framework Administered Account for Selected Fund Activities.



Seminar for JISPA scholars held in Tokyo, Japan in November 2011

now eight.⁵ RTACs combine local expertise and on-the-ground capacity development with strategic advice from IMF headquarters. Experience with this regional approach to TA delivery has been, and continues to be, very positive.

The training component of capacity development is provided by ICD and other departments at headquarters, in recipient countries, and through regional training institutes.⁶

⁵ The eight IMF regional TA centers comprise four in Africa (Central AFRITAC in Libreville, Gabon; East AFRITAC in Dar es Salaam, Tanzania; AFRITAC South in Port Louis, Mauritius; and West AFRITAC in Abidjan, Côte d'Ivoire); the Central America, Panama and Dominican Republic Regional Technical Assistance Center (CAPTAC-DR) in Guatemala City, Guatemala; the Caribbean Regional Technical Assistance Center (CARTAC) in Bridgetown, Barbados; the Middle East Regional Technical Assistance Center (METAC) in Beirut, Lebanon; and the Pacific Financial Technical Assistance Center (PFTAC) in Suva, Fiji.

⁶ The IMF cosponsors seven regional training institutes/programs with donors and host governments: the Joint Vienna Institute in Austria; the IMF-Singapore Regional Training Institute; the IMF-Arab Monetary Fund Regional Training Program in Abu Dhabi, United Arab Emirates; the Joint Partnership for Africa in Tunis, Tunisia; the Joint China-IMF Training Program in Dalian, China; the Joint Regional Training Center for Latin America in Brasilia,

II. JSA-Funded Activities

Contributions by Japan

The contributions Japan has made from FY1990–FY2012 now total approximately \$433 million. Of this, about \$371 million has been for TA projects and programs and the activities of the Regional Office for Asia and the Pacific, \$39 million for the Asia Scholarship Program, and \$23 million for the Japan Advanced Scholarship Program (see **Table 1**).⁷ The Japan Subaccount (JSA) under the Framework Administered Account for Selected Fund Activities is the vehicle for Japan's contributions.⁸

Brazil; the Joint India-IMF Training Program in Pune, India; and the IMF-Middle East Center for Economics and Finance in Kuwait City, Kuwait.

⁷ Contributions to the Advanced Scholarship program were covered under a separate account but were brought under the JSA in FY2011.

⁸ Until April 2010, Japan made its contributions through the Japan Administered Account for Selected Fund Activities and the Japan Advanced Scholarship Program Subaccount (established under the Framework Administered Account for Technical Assistance Activities). In April 2010, the IMF Executive Board approved the establishment of the Japan Subaccount under the Framework Administered Account for Selected Fund Activities (SFA), which permits Japan to finance comprehensive TA programs that have greater impact and visibility. The subaccount also provides more transparent reporting on costs. While the Japan Subaccount for Selected Fund Activities began financing capacity-building activities in April 2010, the Japan Administered Account for Selected Fund Activities will remain open until all ongoing projects it is funding are completed. The Japan Advanced Scholarship Program Subaccount has been closed. In the rest of the report, JSA refers to both the expiring Japan Administered Account and the new Japan Subaccount under SFA.

Box 1. Making Big Strides in Price Statistics and National Accounts in Asia

In late 2010, the IMF Statistics Department (STA) successfully launched a JSA-financed program to build statistical capacity and improve the quality of national accounts and price statistics in Asia and the Pacific. Eleven Asian countries and one Pacific Island country participated. Driven by country-defined needs and objectives, the program has provided TA missions and workshops to build a solid foundation for individual countries to develop new, or improve existing, macroeconomic indicators. Within a relatively short time, participating countries have made notable progress, however in two countries—Bhutan and Maldives—the progress in enhancing economic statistics is already significant.

Bhutan

The Kingdom of Bhutan, known for its Gross National Happiness Indicator, is benefitting from new macroeconomic data series developed with the assistance of the JSA-funded program. In June 2012, the National Bureau of Statistics (NSB) officially launched Bhutan's very first Producer Price Index (PPI). One of the most important uses of PPI data is to deflate other economic data series, such as the national accounts. With the PPI, the NSB can produce better measures of real gross domestic product (GDP). The PPI is also a key economic indicator in its own right, and along with the consumer price index (CPI), it provides a more complete picture of price change in the economy. The new PPI is a significant achievement in the statistical development of Bhutan.

Bhutan continues to progress toward fully achieving its defined goals and objectives for this program. The NSB is on schedule to release quarterly national

accounts estimates by the end of 2012. Additional expenditure data will be collected from households in late 2012 to develop more reliable CPI weights and estimates of household expenditure in the national accounts. A new construction materials index will also be launched by the end of 2012. Finally, the CPI, currently a quarterly data series, will be disseminated monthly starting in early 2013.

Maldives

The Republic of Maldives, a nation consisting of 1,192 coral islands, is one of the world's most geographically dispersed countries; however, with technical assistance through this program, using improved methodologies, it has compiled and released a new CPI. The Statistics Division of the Department of National Planning (SD-DNP) released an updated CPI in July 2012 that includes new weights, new outlet and product samples, and improved methodologies reflecting international best practices. Improvements Maldives has implemented with assistance from this program have resulted in the release of more accurate and reliable CPI data, which enables sound economic policy decisions, but are also the basis for realistic adjustments to payments and salaries that are indexed to the CPI.

Like Bhutan, Maldives is also making excellent progress toward achieving its stated objectives for this program. The SD-DNP is on track to release a new PPI by November 2012 as planned. Maldives also plans to release quarterly national accounts estimates by December 2012. In 2013, the SD-DNP plans to develop import-export price indexes, a construction price index, and to further improve GDP expenditure estimates.



National Account and International Comparison Program (ICP) workshop held in Bangkok, Thailand in December 2011.

How the Partnership Works

The IMF and the Japanese authorities meet regularly to evaluate formally the effectiveness of the joint efforts and discuss future endeavors. In addition to a briefing on the IMF TA program as a whole, the agenda usually features topics such as Japan's geographic and topical preferences for use of its contributions in coming years; likely costs and resources that may be available; policy and administrative issues; the organization of joint field visits by the Japanese authorities and the IMF; and any issues likely to arise in the near future. IMF staff also visit Tokyo from time to time for discussions with the Japanese authorities.

TA and Related Activities

JSA resources have been deployed flexibly to achieve intended results. The resources can be spent to support short- and long-term TA experts, seminars and workshops, and since April 2010, IMF headquarters' efforts to ensure quality control, manage projects, and undertake diagnostic missions that assess the economic policy formulation and implementation capacity and propose strategic reform priorities. Japanese experts are considered for TA assignments wherever possible, but JSA resources are not conditioned on their use.

Although the JSA finances TA in all regions, the highest priorities for the Japanese authorities are Asia, the Pacific, and Central Asia. A key focus is low- and lower-middle-income countries. Like the IMF, the Japanese authorities give priority to countries that have demonstrated serious efforts and good track records in economic reform—countries that are clearly committed to building the institutions and capacity they need to implement growth-enhancing policies. Some achievements resulting from JSA-funded activities are described in Boxes 1 to 5.

In FY2010, recognizing that capacity building takes time, Japan decided to replace the conventional project approach with a programmatic approach that is both more intensive and more extensive. JSA-funded programs now typically span three years and usually cover several countries and topics. These thematic programs are expected to have more substantial and lasting results for recipients while increasing recognition of Japan as the donor. The programmatic approach also allows the IMF to design more comprehensive TA plans for recipient countries that fully exploit the expertise of both external experts and IMF staff.

How Projects and Programs Are Approved

Member countries approach the IMF to inquire about receiving TA. Their requests are evaluated by IMF functional and area departments, and are prioritized based on Regional Strategy Notes (RSNs). RSN's are prepared by each area department for the countries for which it is responsible in consultation with functional departments and country authorities.⁹ The RSNs set out medium-term TA strategies for both individual countries and regions to guide resource allocations, plan resource mobilization, and ensure better coordination with other TA providers and donors. The RSNs are also background for the IMF Committee on Capacity Building, a high-level committee chaired by IMF management, which organizes IMF policy work and allocates resources.

Activities funded by the JSA are tightly integrated into the IMF TA planning process to ensure that they align closely with IMF surveillance and lending activities, Japan's priorities, and the priorities of each recipient country. At the beginning of each fiscal year, the IMF gives Japan a list of new and continuing programs and projects for approval. For each new program, a full multi-year program proposal and a detailed work plan for the first year are submitted; thereafter only the work plan for the next year needs to be approved.

Commitments

Between FY1993 and FY2012 JSA funding of TA totaled close to \$327 million and supported

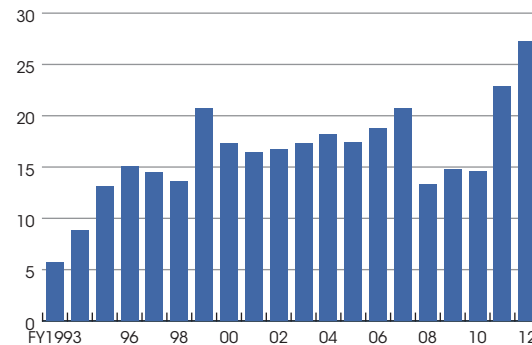
⁹ RSNs were introduced in FY2008 as part of the IMF's efforts to better prioritize TA.



Third IMF-Japan High Level Tax Conference for Asia and Pacific Countries held in Tokyo, Japan.

Figure 3. JSA Annual Technical Assistance Commitments¹

(Millions of dollars)



¹ Does not include \$400,000 annual contribution from Japan to the AML/CFT topical trust fund in FY2010, FY2011 and FY2012.

some 1,920 projects and programs.¹⁰ In FY2012, \$27.2 million was committed for 7 new and 11 continuing programs. **Figure 3** shows commit-

¹⁰ Commitments are defined as the budgets of projects and programs that Japan has individually approved.

Box 2. Asia – Financial Sector Technical Assistance

The JSA is currently funding a multi-year program in Bangladesh, Maldives, and Nepal to promote financial stability by enhancing banking supervision, regulation, and crisis management. These countries were hard hit by the economic fallout from the recent global financial crisis, in large part due to weaknesses in the regulatory and supervisory framework. Because these three low- to middle-income countries are all near-program countries,¹ they align with the IMF's regional TA strategy to focus TA funds on countries with capacity constraints and macroeconomic and financial vulnerabilities.

The three-year JSA program was initiated in January 2011, and all advisors were in place by mid-2011. The resident banking supervision advisors have been successful in supporting short-term priorities to maintain financial stability in systems experiencing varying degrees of banking system stress. The TA delivered with JSA funds complements that funded by both the IMF and other donors. The TA has also focused on other financial sector reforms and capacity building, including reforms identified from joint IMF-World Bank FSAPs or required under a Fund program. Because the program is still at an early stage, outcomes are not yet tangible, but the program is quickly gaining traction and the authorities have shown a commitment to recommended reforms.

Bangladesh

The JSA-funded resident banking supervision advisor, in place since May 2011, is helping the supervisory department of Bangladesh Bank (BB) to tighten prudential requirements related to bank capi-

tal and risk exposures, and to move to more risk-based supervisory framework, as recommended by the 2009 FSAP update. The advisor, who has developed a good working relationship with his counterparts and the governor, has been instrumental in helping the BB to:

- prepare the very first “Financial Stability Report,” which was published in December 2011 with a press conference and a special meeting at the banker’s association;
- collect banking sector data to monitor liquidity coverage and net stable funds ratios as defined under Basel III;
- tighten the criteria for licensing new banks, e.g., requiring that all major shareholders sign a capital maintenance agreement;
- modernize classification and provisioning policy as part of amendments to the Bank Companies Act of Bangladesh (to be tabled to parliament as a prior action for the forthcoming Extended Credit Facility program); and issue “Risk Management Guidelines for Banks,” which were announced publicly in February 2012 and are available on BB’s website.

In addition to JSA-funded TA, this year Bangladesh received IMF-financed TA to establish the government bond market, central bank accounting and internal controls, and contingency planning for crisis management, which are part of the general financial sector reform agenda.

Maldives

The resident banking supervision advisor, in place since April 2011, is providing important support to build capacity in the banking supervisory department of the Maldives Monetary Authority (MMA), and the banking sector. The resident advisor is sup-

¹ At the time the JSA Program began, Maldives had an IMF program; however, it went off-track in May 2011.

porting several tasks identified as priorities for the MMA, such as:

- executing an annual plan for conducting risk-based on-site examinations of banks;
- ensuring that examination reports are prepared in a timely manner and supported by thorough off-site analysis of each bank and the banking system as a whole;
- using information from off-site surveillance to develop regulatory policies and standards for the banking system;
- preparing and promptly applying corrective measures and enforcement actions when problems are identified, and assessing when to provide emergency liquidity assistance;
- developing a crisis preparedness framework for identifying systemic risks and developing contingency/remedial action plans as necessary; and assessing the reliability of risk monitoring methods and reviewing the reasonableness of contingency plans.

Table 2. JSA Annual Commitments for Technical Assistance by Region, FY1993–FY2012*
(US\$ Millions)

	FY1993– FY2007	FY2008	FY2009	FY2010	FY2011	FY2012		FY1993–2012	
						Total	%	Total	%
Africa	54.8	4.7	4.2	3.0	4.6	5.8	21.2	77.1	23.6
Asia and Pacific	85.4	5.3	5.9	6.0	12.9	14.6	53.9	130.1	39.8
Eastern Europe and Central Asia**	38.9	0.0	0.0	0.0	0.0	3.3	12.0	42.2	12.9
Europe	14.6	0.5	2.0	2.1	2.8	0.0	0.0	22.1	6.8
Latin America and Caribbean	12.5	0.9	0.7	0.4	0.5	1.9	7.0	16.9	5.2
Middle East and Central Asia**	11.9	1.7	2.1	2.4	1.6	0.5	1.9	20.2	6.2
More than one regions	15.5	0.2	0.0	0.7	0.5	1.1	4.1	18.0	5.5
Total	233.8	13.3	14.8	14.6	22.9	27.2	100.0	326.5	100.0

*Does not include \$400,000 annual contribution from Japan to the AML/CFT topical trust fund in FY2010, FY2011 and FY2012.

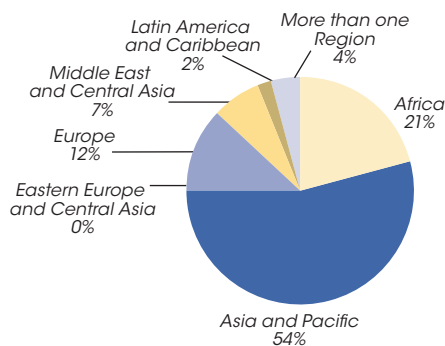
**Starting in FY2008, data for countries in Central Asia are grouped with data for countries in the Middle East.

ments for approved TA projects and programs from FY1993 through FY2012 (**Annex 2A** provides a brief description and assessment of each new or ongoing program in FY2012, and **Annex 2B** provides a brief assessment of each project completed in FY2012).¹¹

¹¹ The IMF arranges for an annual external audit of the Japan Administered Account for Selected IMF Activities in connection with the annual independent audit of the IMF's

own accounts, and a separate certificate of completion is provided to the Japanese authorities. See Annex 4 for the audited FY 2012 financial statements of the JSA and the Japan Advanced Scholarship Program. The operations and transactions conducted through the Japan Subaccount under the IMF Framework Administered Account for Selected Fund Activities during the financial year will be audited as part of the SFA Framework Account. The report of the external audit firm on the SFA Framework Account is posted on the IMF's external website as part of the IMF's Annual Report.

Figure 4. Distribution of JSA Technical Assistance Commitments by Region, FY2012

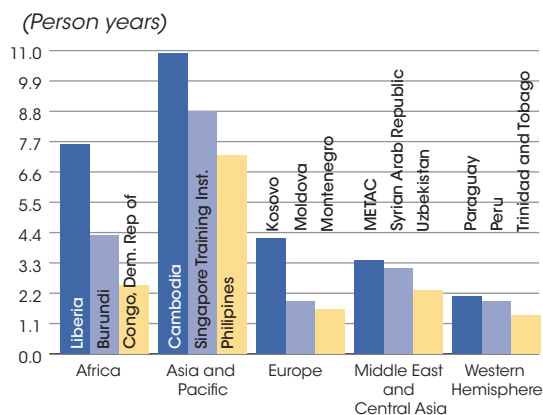


Geographic Distribution

To date, 125 IMF member countries and several RTACs and IMF regional training centers have benefited from JSA funding. Since FY 1993, countries in Asia and the Pacific region received \$130.1 million for TA projects and programs—39.8 percent of all the JSA projects and programs approved. **Table 2** shows annual commitments by region in dollars for FY1993–FY2012, and **Figure 4** shows the percentage distribution by region for FY2012.

In FY2012, about 45 percent of JSA-funded activities were delivered to low-income countries and another 28 percent to lower-middle-income countries. Regional capacity-building efforts (including support for RTACs) accounted for 21 percent. **Table 3** shows the 10 recipient countries or RTACs by region that received the largest share of JSA assistance during FY2008–FY2012. **Figure 5a** shows the level of JSA assistance for the top three recipient countries during

Figure 5a. Top 3 Recipients of JSA-Financed Technical Assistance by Region, FY2008–FY2012



FY2008–FY2012, and **Figure 5b** shows, by region, JSA-financed field delivery of TA during FY2008–FY2012.

Distribution by Subject Area

The distribution of JSA funds across thematic areas tracks the use of IMF TA resources gener-

Figure 5b. Recipients of JSA-Financed Technical Assistance by Region, FY2008–FY2012

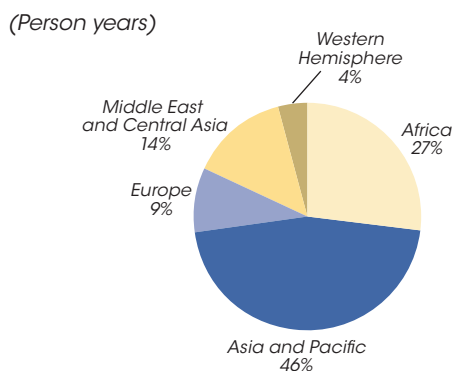


Table 3. Top 10 Recipients of JSA-Financed Technical Assistance by Region, FY2008–FY2012

(Person years in descending order)

Africa	Asia and Pacific	Europe	Middle East and Central Asia	Latin America and Caribbean
Liberia	Cambodia	Kosovo	METAC ¹ Countries	Paraguay
Burundi	IMF-Singapore Regional Training Inst.	Moldova	Syrian Arab Republic	Peru
Congo, Democratic Republic Of	Philippines	Montenegro	Uzbekistan	Trinidad And Tobago
Rwanda	Indonesia	Macedonia, Former Yugoslav Rep. of	Kyrgyz Republic	Uruguay
Nigeria	Nepal	Romania	Afghanistan, Islamic Republic of	Colombia
Botswana	Mongolia	Bosnia And Herzegovina	Djibouti	Nicaragua
Central African Republic	PFTAC ² Countries	Albania	Tajikistan	Honduras
AFRITAC, West ³ Countries	Timor-Leste, Democratic Rep. of	Serbia	Armenia	CARTAC ⁴ Countries
Mali	Maldives	Turkey	Georgia	El Salvador
Uganda	Viet Nam	Belarus	Mauritania	Dominican Republic

¹Middle East Technical Assistance Center

²Pacific Financial Technical Assistance Center

³West Africa Regional Technical Assistance Center

⁴Caribbean Regional Technical Assistance Center

ally. In FY2012, some 264 person-years of IMF staff and expert time were spent on capacity-building, distributed among functional areas as follows: fiscal (46 percent); monetary and capital markets (25 percent); statistics (11 percent); and legal (7 percent). ICD training and other TA comprised the remaining 11 percent.¹²

In FY2012, the \$27.2 million committed by Japan were distributed in the same general pattern as in the past: fiscal, \$13.4 million (49

percent); monetary and capital markets, \$6.2 million (23 percent); statistics, \$4.6 million (17 percent); ICD training, \$2.4 million (9 percent); and other, \$0.4 million (2 percent). **Table 4** shows annual dollar commitments by topic for FY1993–FY2012, and **Figure 6** shows the percentage distribution by subject area for FY2012.

Effectiveness of JSA-Funded TA

The IMF and Japan gauge the quality and effectiveness of TA from a variety of perspectives. Within three months after each JSA-funded project is completed, the IMF submits an assessment to the Japanese authorities. For programs,

¹² One way the IMF measures its technical assistance is by recording the time spent by IMF staff and experts on such activities in the field. A person-year is equivalent to about 260 working days.

Box 3. Reforming Revenue Administration in Vietnam

Over the last five years, with the help of IMF TA financed by the JSA, the Vietnamese authorities have introduced sweeping reforms in tax policy and administration. The reforms were guided by the five-year (2005–10) Tax Reform Plan, the central objective of which was to create a tax system appropriate to Vietnam’s changing economic conditions. As a consequence of the reforms, the tax yield has increased significantly and other major benefits have been realized.

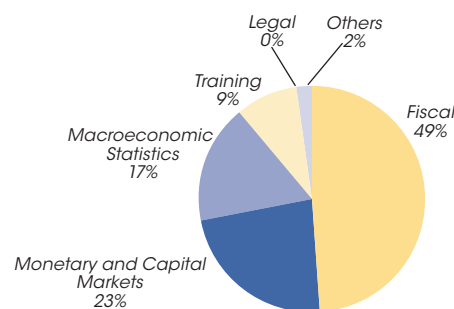
Tax revenues as a share of GDP increased from an average of 19.6 percent for the period 2001–04 to an average of 23.7 percent for the period 2005–08. Beyond the revenue increase, the tax policy reforms have been positive steps toward building a modern taxation system that promotes economic development and growth, achieves a degree of equity that is socially acceptable, and enables the country to be increasingly exposed to—and integrated with—a highly competitive global economy.

there is an interim assessment at the end of each fiscal year, the results of which, together with the results of an interim survey questionnaire, are also given to Japan. Three months after a program ends, the IMF submits to Japan a full assessment report and questionnaire results.

Through the questionnaire, beneficiary authorities have, since FY2000, provided their own project assessments about the appropriateness and relevance of the assistance and qualifications of each JSA-funded expert. The questionnaires also address cooperation between the expert and local counterparts, the usefulness of the advice provided, whether attention was paid to transferring skills, and the quality of IMF supervision. In FY2012, the responses to beneficiary country survey questionnaires indicated a high level of satisfaction with JSA funded TA projects and programs.

Usually, each year a joint Japan-IMF mission visits two or three countries to review JSA-funded TA. These visits give Japan a firsthand

Figure 6. Distribution of JSA Technical Assistance Commitments by Subject, FY2012



view of the effectiveness of JSA funding. During the visits, the mission not only assesses how the local authorities view the work of JSA-funded experts, but also evaluates whether the authorities are making effective use of the TA and how it is contributing to reform. **Annex 3** provides more information on field visits through the end of FY2012.

Evaluation

In addition, periodic independent evaluations of the JSA have been conducted in the past. The most recent evaluation, which covered projects completed during May 2008 - April 2010, was conducted in FY2011. The evaluation rated the performance of JSA projects as ‘Good’, both on the basis of OECD DAC evaluation criteria and accountability criteria. The evaluation also noted that the JSA has been a good funding source in terms of flexibility, responsiveness, and ease of access.

On “relevance”, JSA projects were rated as good to excellent across all sectors. On “effectiveness”, projects were rated mostly good in a range from good to modest. On “sustainability”, projects were rated as modest to good across all sectors. On “efficiency”, projects were rated good across sectors, and the cost effectiveness of JSA-financed TA was rated excellent.

Regional Office for Asia and the Pacific

In 1997, the IMF established its Regional Office for Asia and the Pacific (OAP) as a window on the region and in recognition of the region’s substantial and growing importance in the global economy. OAP monitors economic and financial



Public healthcare reform seminar held in Tokyo, Japan in October 2011.

Table 4. JSA Annual Commitments for Technical Assistance by Subject, FY1993–FY2012

(US\$ Millions)

	FY1993– FY2007	FY2008	FY2009	FY2010	FY2011	FY2012		FY1993 – FY2012	
						\$	%	\$	%
Fiscal	63.1	3.5	5.8	7.1	11.5	13.4	49	104.5	32
Monetary and Capital Markets	90.8	4.7	4.0	3.9	6.6	6.2	23	116.2	36
Macroeconomic Statistics	38.8	2.3	2.8	1.3	1.7	4.6	17	51.5	16
Training	27.0	1.8	2.0	1.5	2.7	2.4	9	37.3	11
Legal	7.1	1.0	0.2	0.1	0.0	0.0	0	8.5	3
Others	6.9	0.0	0.1	0.7	0.5	0.4	2	8.6	3
Total	233.8	13.3	14.8	14.6	22.9	27.2	100	326.5	100



National Account and International Comparison Program (ICP) workshop held in Bangkok, Thailand in December 2011.



Regional Seminar on Medium-Term Budget Frameworks held in Accra, Ghana in February 2012.

developments in the region, coordinates IMF relations with regional fora in Asia, and carries out capacity-building and outreach activities.

Monitoring What Is Happening in the Region

To help bring a more regionally focused perspective to IMF surveillance, OAP monitors

economic and financial developments through a network of regular contacts with financial markets, private businesses, and officials in governments and other international financial institutions. The office contributes to the *Regional Outlook* and other products of the IMF Asia and Pacific Department (APD) relating to surveillance of the Japanese and Mongolian economies, and other regional developments. OAP also manages the office in Ulaanbaatar, Mongolia, and staff makes periodic visits to discuss macroeconomic policy with senior Mongolian officials and parliamentarians; engage with the media through press conferences, interviews, and briefings; and interact with the private sector.

Coordinating with Regional Forums

OAP coordinates IMF relations with such regional groups as Asia-Pacific Economic Cooperation (APEC) and the Association of South East Asian Nations plus Three (ASEAN+3). OAP staff participates in their meetings as invited guests, and keeps headquarters informed of their evolving views and initiatives. OAP also cooperates on capacity-building seminars and workshops with other regional institutions such as the Asian Development Bank (ADB), World Bank, and UN Social and Economic Commission (ESCAP).

Outreach and Capacity Building

OAP carries out public relations and outreach work, representing the IMF at conferences and seminars in the region. Its staff makes presentations in Japan, on the *World Economic Outlook*, the *Regional Economic Outlook*, the *Global Financial Stability Report*, topical economic issues, and country-specific developments. OAP also holds press events when IMF senior manage-

Box 4. Modernizing Customs Administration in Cambodia, Lao PDR, and Nepal

With JSA funding, IMF technical assistance has enabled three developing countries—Cambodia, Lao PDR, and Nepal—to make significant progress in modernizing their customs administrations. In each country, the customs department is responsible for collecting 50 percent or more of government revenues, and customs procedures have historically been regarded as inefficient and an impediment to trade.

In carefully designed reform programs intended to change this, IMF experts have worked with local officials to modernize the regulatory framework (customs law, regulations, and operating instructions) – on which all subsequent reforms depend – and put in place multi-year reform plans and implementation arrangements; prepare to introduce computer systems (including, in each country, the ASYCUDA system for import and export clearances); and adopt new procedures and techniques

based primarily on international standards set by the World Customs Organization.

With continuing IMF support, closely coordinated with other development partners, the three customs departments are transitioning progressively from outmoded, inefficient, and largely manual procedures, to advanced computer networks and streamlined procedures, new techniques reflecting sound international practices, and improved management practices and organizational structures. The ultimate goals are to meet or exceed customs' annual revenue targets (which all three countries are now doing), and improve efficiency and taxpayer compliance, while also reducing the delays and inefficiencies suffered by legitimate traders. Concentration of technical assistance in a small number of key areas of customs administration will assist to make the reforms sustainable and is critical to mobilizing revenues.

ment and officials visit Japan, and communicates regularly with the press by organizing briefings, responding to inquiries, accepting invitations to events organized by other groups, and granting interviews. In addition, OAP maintains the IMF's popular Japanese-language website, which enables the Fund to disseminate a wide range of information to the Japanese-speaking public in a timely manner.

OAP administers two capacity-building programs for officials in the region—the Japan-IMF Scholarship Program for Asia (JISPA) and, for

senior officials, the Japan-IMF Macroeconomic Seminar for Asia (JIMS). Both are funded by contributions from the Government of Japan. The JIMS gives senior officials in the region an opportunity to exchange views and discuss current macroeconomic policy topics. Participants have rated it as highly effective. OAP also organizes and supports policy oriented seminars to enhance the policy-making capacity of officials in the region.

Box.5 Risk-based National Strategy in Peru

The Peruvian authorities officially approved a risk-based national strategy (the National Plan) to address anti-money laundering and combating the financing of terrorism (AML/CFT) policies, which were developed with IMF advice and financial support from the AML/CFT Topical Trust Fund (TTF), to which Japan is a donor. The process of developing the National Plan benefitted from a high level engagement with the authorities, as illustrated by its official launch by Peru's president in July 2010. The main goals of the National AML/CFT Plan are to protect the integrity and stability of the financial and economic system, reduce the economic power of criminal organizations, and contribute to the fight against corruption. The National Plan proposes to achieve these goals by strengthening the national AML/CFT system in three main areas: prevention, detection, and criminal justice. The National Plan is a major milestone in safeguarding the sustained growth of the Peruvian economy by reducing the influence of the proceeds of crime on the relatively small but growing Peruvian financial sector.

The authorities have established an Executive Inter-agency Commission to monitor implementation of the National Plan, including redefining priorities as needed, updating action plans, and redeploying resources as deemed appropriate. The National Plan is based on the results of a system-wide assessment of ML/FT threats and vulnerabilities to which the country is exposed, also conducted by the IMF with TTF support. The process for developing the National Plan relied in part on findings and lessons from a JSA-funded IMF project in 2008–2009 to strengthen the financial supervisory framework for the prevention of ML/FT.

The National Plan has revealed the urgent need to develop and implement a sound and effective institutional and supervisory framework within the recently established Superintendence of the Securities Market. To this effect, a new project to address shortcomings and deficiencies identified within the securities sector is ready to be delivered in FY 2013.

In FY 2012, Japan funded the following seminars sponsored or co-sponsored by OAP and held in Tokyo:

- Public Health Care Reform in Asia
- Challenges in Monetary Policy
- Enhancing Monitoring Capacity of Capital Flows in Asia
- Monetary Policy Workshop on Strengthening Macro-prudential Frameworks

Japan-IMF Scholarship Program for Asia

The JISPA, established in 1993, is a program for graduate study in macroeconomics or a related field at leading universities in Japan. While its initial objective was to help build institutional capacity in transition economies, it has now evolved to support emerging and developing economies and provide educational opportunities to promising junior officials in central banks, ministries of finance or the economy, and financial supervisory agencies throughout Asia and the Pacific region.¹³

For the 2011 academic year, the program awarded 34 new scholarships and supported a total of 45 scholars, including one in a Ph.D. program.¹⁴ There are two forms of scholarships: the “partnership track” to accept scholars through four partner universities¹⁵ to participate in specially designed master’s degree courses; and the “open track” for candidates who have already been accepted to a master’s or doctoral program in macroeconomics, or a related field, at any university in Japan.

The JISPA has an orientation Program (OP) to ensure that new scholars are better prepared for regular studies at participating universities and can adjust more readily to life in Japan. The OP offers

¹³ The scholarship program is open to candidates from: Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Kazakhstan, Kyrgyz Republic, the Lao People’s Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pacific Island countries, Papua New Guinea, the Philippines, Sri Lanka, Tajikistan, Thailand, Timor-Leste, Turkmenistan, Uzbekistan, and Vietnam.

¹⁴ For the JISPA, the academic year is October 1 to September 30.

¹⁵ For 2011 these are the National Graduate Institute for Policy Studies, Hitotsubashi University, International University of Japan, and the University of Tokyo.



National Account and International Comparison Program (ICP) workshop held in Bangkok, Thailand in December 2011.

courses in math, English, Japanese, and introductory economics. In 2011, 33 of the 34 incoming partnership-track scholars participated in the OP conducted at the International University of Japan.

The JISPA scholars also benefit from occasional seminars organized by the OAP to help them better understand both current regional policy issues and the work of the IMF. They are also given opportunities to network among themselves, with officials from their home countries, and with Japanese officials.

Since the first JISPA students were accepted in 1993, the program has awarded 530 scholarships, and by the end of the 2010 academic year 472 scholars had graduated (see **Table 5** for the distribution of scholars by country and organizational affiliation). Most scholars have expressed great satisfaction with the program and with the career opportunities it opened up for them; a number have advanced to mid-level and senior official positions in their countries and now advise directly on policy formation. In FY2012,

Table 5. Japan-IMF Scholarship Program for Asia: Countries and Affiliation of Scholars, 1993–2012

Country	Number	Percent	Graduates	Affiliation	Number	Percent	Graduates
China	88	16.6%	84	Central Bank	273	52%	242
Vietnam	77	14.5%	74	Ministry of Finance/Tax Agency	118	22%	106
Uzbekistan	65	12.3%	58	Economic Affairs Ministry and Agency	68	13%	61
Cambodia	46	8.7%	42	Statistics Bureau	21	4%	19
Mongolia	43	8.1%	34	Trade/Commerce Ministry	17	3%	14
Kyrgyz Rep.	39	7.4%	38	Cabinet Office	8	2%	6
Myanmar	35	6.6%	32	Others	25	5%	24
Kazakhstan	32	6.0%	31	Grand Total	530	100%	472
Indonesia	23	4.3%	20				
Thailand	18	3.4%	10				
Lao PDR	13	2.5%	12				
Phillipines	13	2.5%	11				
Tajikistan	10	1.9%	9				
Bangladesh	8	1.5%	5				
India	4	0.8%	3				
Nepal	4	0.8%	0				
Malaysia	3	0.6%	1				
Sri Lanka	3	0.6%	3				
Fiji	2	0.4%	2				
Turkmenistan	2	0.4%	2				
Maldives	1	0.2%	0				
Timor-Leste	1	0.2%	1				
Grand Total	530	100%	472				

alumni events were organized in Cambodia, China, the Kyrgyz Republic, Lao PDR, Mongolia, Uzbekistan, and Vietnam to give former

scholars an opportunity to renew acquaintances. An alumni network web site is also available to facilitate such interactions.

Japan-IMF Scholarship Program for Advanced Studies

Japan also provides scholarships for Japanese nationals to study macroeconomics at the doctoral level so that they can pursue a career at the IMF. Students applying for postgraduate studies at universities outside Japan, that have well-regarded programs in macroeconomics, are eligible for the Japan-IMF Scholarship Program for Advanced Studies (JISP). The scholarship covers tuition and reasonable costs for two years of study. Scholars are expected to finance the remaining years of study; typically they secure funding from their universities.

The program began in 1996 with nine scholars seeking Ph.D. degrees in economics and for the next 12 years JISP annually supported up to 15 scholars from Asian countries who had already been admitted to a leading U.S. or Canadian university. For 2000–2012, JISP received 1,054 applications, of which 230 were Japanese nationals. Since 2009, only Japanese nationals have been eligible, and up to seven scholars a year receive the award. More than 200 scholars have benefitted from this award, half of which are Japanese nationals. Starting with the 2012 JISP intake, scholars are required to apply to the IMF's Economist Program (EP) upon completion of their Ph.D., and accept an EP position if offered. Scholars who do not comply with this condition will be asked to repay the scholarship amount.

JISP is administered by the IMF's Institute for Capacity Development (ICD) in collaboration with the Institute of International Education (IIE). ICD, working with other Fund departments, coordinates a yearly orientation program



Staff of the IMF and the IMF Japanese Executive Director's Office meets with participants of the 2011 orientation for the Japan Advanced Scholarship Program.



Mr. Shogo Ishii, Director (seated second from left), and staff of the IMF Regional Office for Asia and the Pacific (OAP) in Tokyo.

in Washington, DC, to introduce incoming scholars to the IMF and give them an opportunity to network with JISP alumni and Fund staff. Additionally, the year before obtaining their doctorates, scholars are expected to complete a 10- to 13-week summer internship in an IMF department, during which they do research and other professional work under the guidance

of an experienced economist. Summer interns also benefit from a mentoring program, which includes coaching and mock panel interviews in preparation for application to the highly competitive EP, which is the main entry point for economists seeking to join the organization after completing their studies.

Since 2008, JISP scholars in the third or fourth year of their Ph.D. programs have been invited to the IMF's Jacques Polak Annual Research Conference to build their knowledge of IMF work and encourage interest in seeking employment at the Fund. ICD also arranged for these scholars to meet with Fund economists, including JISP alumni, to discuss conference topics and the work of the Fund. From 2008 to 2011, 37 scholars attended the conference; 7 more are expected to attend in 2012.

Since February 2011, ICD launched an information and networking website for JISP alumni and scholars to increase communication and information-sharing. Links to IMF Occasional Papers, Staff Discussion Notes, the *Global Financial Stability Report*, the *Fiscal Monitor*, the *WEO*, and the IMF YouTube channel are posted on the site. There are also an Alumni and Scholar Directory, contacts and introductions forums, and chat rooms.

JISP scholars are required to maintain high grades and good academic standing. The high academic standards of the program are widely recognized; many distinguished universities in Japan and North America recommend the program to their students. **Table 6** shows the distribution of scholars by country since the

program began, and **Table 7** lists the number of scholars at each university.

As of June 2012, 26 JISP alumni work in the IMF, of whom 11 are Japanese; 23 were hired through the highly competitive EP and 3 were recruited as mid-career economists.

Since 2004, with the assistance of the IIE, ICD has conducted a yearly survey to obtain information on the professional career paths and profiles of past scholars. **Table 8** shows where graduates from academic years 1996–2007 are employed.¹⁶ Respondents to the 2011 survey expressed great satisfaction with the JISP (99 percent) and high interest in Fund employment (88 percent), including mid-career positions. Japanese respondents expressed even higher interest in Fund employment (92 percent).

The JISP is a successful program that provides a good source of candidates for the EP. Scholars and alumni rate the program highly and have expressed deep appreciation for the generous support of the Government of Japan for their studies.

¹⁶ For the JISP, an academic year is August 1–July 31.

Table 6. Japan-IMF Scholarship Program for Advanced Studies:
Scholars Accepted by Country, 1996–2012

Country	Number of Scholars						Total Scholars (1996–2012)	Percent Representation (1996–2011)
	1996- 2007	2008	2009 ¹	2010	2011	2012		
Bangladesh	5	1	0	0	0	0	6	3
Cambodia	1	1	0	0	0	0	2	1
China (including Hong Kong SAR)	23	1	0	0	0	0	24	12
Indonesia	3	0	0	0	0	0	3	1
Japan	78	3	7	7	7	5	107	49
Kazakhstan	4	1	0	0	0	0	5	2
Korea	18	1	0	0	0	0	19	9
Kyrgyz Rep.	3	0	0	0	0	0	3	1
Malaysia	1	0	0	0	0	0	1	1
Mongolia	6	1	0	0	0	0	7	3
Myanmar	1	0	0	0	0	0	1	1
Nepal	2	0	0	0	0	0	2	1
Philippines	2	0	0	0	0	0	2	1
Tajikistan	1	0	0	0	0	0	1	1
Thailand	14	1	0	0	0	0	15	7
Uzbekistan	3	0	0	0	0	0	3	1
Vietnam	10	1	0	0	0	0	11	5
TOTAL	175	11	7	7	7	5	212	100

¹Starting in 2009, only Japanese nationals are eligible.

Table 7. Japan-IMF Scholarship Program for Advanced Studies:
Number of Scholars by University, 1996–2012

University	Total	Number of Scholars					
		1996–2007	2008	2009	2010	2011	2012
United States							
Massachusetts Institute of Technology	1	1					
New York University	8	8					
Northwestern University	3	2	1				
Ohio State University, Columbus	7	6		1			
Pennsylvania State University	2	0					2
Princeton University	2	2					
Stanford University	10	9	1				
State University of New York	2	0		1		1	
University of California, Berkeley	3	2					1
University of California, Davis	1	0					1
University of California, Los Angeles	8	8					
University of California, San Diego	4	3		1			
University of Chicago	15	12		1	1	1	
University of Illinois-Urbana-Champaign	3	1		1		1	
University of Maryland, College Park	5	4	1				
University of Michigan, Ann Arbor	11	8	1	1	1		
University of Minnesota, Minneapolis	10	9	1				
University of Pennsylvania	9	9					
University of Rochester	5	5					
University of Texas, Austin	2	2					
University of Virginia	5	4	1				
University of Washington, Seattle	2	1			1		
University of Wisconsin, Madison	12	8	2		1	1	
Vanderbilt University	2	2					
Yale University	4	4					
Canada							
McGill University	1	1					
University of British Columbia	1	1					
University of Toronto	2	1		1			
University of Western Ontario	1	0			1		
United Kingdom							
Cambridge University	1	0				1	
London School of Economics	0	0					
Royal Holloway, University of London	1	0			1		
TOTAL	212	175	11	7	7	7	5

Table 8. Japan-IMF Scholarship Program for Advanced Studies: Status of Active Scholars and Graduates, 1996–2012

Scholarship Group	Studies in Progress (PhD Program) ¹	IMF Employment			Non-IMF Employment ²			Total Respondents	Non-Respondents ³	Total Scholars in Group
		Economist Program (EP)	Economist (former EP)	Mid-career Economist	Government	Academia	Private Sector			
1996	0	0	0	0	0	1	1	2	7	9
1997	0	0	4	1	0	1	0	6	10	16
1998	0	0	0	0	1	6	0	7	8	15
1999	0	0	7	0	0	1	0	8	7	15
2000	0	0	1	1	0	3	0	5	10	15
2001	0	0	1	1	1	4	1	8	7	15
2002	0	0	0	0	1	4	0	5	10	15
2003	0	1	0	0	1	3	0	5	10	15
2004	0	1	0	0	1	1	0	4	11	15
2005	0	2	0	0	0	3	1	7	8	15
2006	1	5	0	0	1	0	0	10	5	15
2007	2	1	0	0	0	0	0	8	7	15
2008	6	0	0	0	0	0	0	8	3	11
2009	6	0	0	0	0	0	0	7	0	7
2010	7	0	0	0	0	0	0	7	0	7
2011	7	0	0	0	0	0	0	7	0	7
2012	5	0	0	0	0	0	0	5	0	5
Total	47	10	13	3	6	27	3	109	103	212

¹Includes all JISP and post-JISP scholars who have not graduated from their PhD program yet. Data for groups 1996-2009 is based on the 2011 JISP Scholars and Alumni Survey.

²Non-IMF employment data is based on the 2011 JISP Scholars and Alumni Survey.³Non-IMF employment data are based on the 2010 JISP Scholars and Alumni Survey.

³Non-respondents are likely to include some scholars who are still in their PhD studies.





Annexes

The IMF, which currently has 188 member countries, was established in 1946 to promote international monetary cooperation, exchange stability, and orderly exchange arrangements; provide temporary financial assistance to countries with balance of payments difficulties; and foster sustainable economic growth globally. To achieve these objectives, the IMF has three main functions: surveillance, financial assistance, and technical assistance.

Surveillance: The IMF maintains a policy dialogue with each member and appraises country and global macroeconomic conditions. In what are known as Article IV consultations, it regularly assesses each member's exchange rate and related economic policies. The IMF also carries out multilateral surveillance, the results of which are summarized in the *World Economic Outlook* and the *Global Financial Stability Report*, both of which are published twice a year.

Financial assistance: The IMF provides credits and loans to member countries with balance of payments problems so that they can restore conditions for financial and economic stability and sustainable economic growth. IMF financial assistance enables countries to rebuild international reserves, stabilize their currencies, and continue paying for imports without having to impose trade restrictions. IMF financial resources are available to its members through a variety of facilities, such as concessional lending and debt relief for certain low-income members¹.

Technical assistance: The IMF provides technical assistance in response to requests from member countries to help them formulate and implement macroeconomic and structural policies and institutional arrangements for policymaking and for training of officials. Areas of core expertise in which the IMF offers TA are fiscal policy and management, macroeconomic and financial statistics, monetary policy and financial systems, and anti-money laundering/combating the financing of terrorism (see Box)².

IMF TA is delivered mainly through its functional departments—Fiscal Affairs, Monetary and Capital Markets, Statistics, and Legal—but general TA policy and coordination are handled by the Global Partnership Division of the Institute for Capacity Development (ICDGP) in consultation with area, TA, and other departments. ICDGP is also responsible for mobilizing and managing external financing for TA.

¹ For further information on IMF financial assistance programs, see www.imf.org/external/np/exr/facts/howlend.htm.

² Additional information on IMF TA activities can be found at www.imf.org/external/np/exr/facts/tech.htm.

Core Areas of IMF Technical Assistance

Fiscal Policy and Management

Tax policy
Tax and customs administration
Expenditure policy
Budgeting and public expenditure management
Fiscal management
Fiscal federalism

Macroeconomic and Financial Statistics

Multisector statistical issues
Balance of payments and external debt statistics
Government finance statistics
Monetary and financial statistics
National accounts and price statistics
Data dissemination standard

Monetary Policy and Financial Systems

Central banking and currency arrangements
Monetary and exchange policy operations, and public debt management
Financial market development, particularly money, government debt, and foreign exchange markets
Exchange systems and currency convertibility
Payment systems
Bank supervision and regulation
Bank restructuring and banking safety nets

Anti-Money Laundering/Combating the Financing of Terrorism

JSA Technical Assistance Programs (New and Ongoing Programs)

JSA #	Program Title	Commitment (\$)
JPN107	Strengthening Budget Management and Customs Administration in the Central African Economic and Monetary Community	5,071,800
JPN108	Effective and Efficient Budget and Treasury Management for Southeast Asia	5,063,240
JPN109	Implementing Tax Administration Reforms in Selected South East Asian Countries	3,743,930
JPN404	Supporting Preparations for Monetary Union in the Monetary Policy and Statistical Areas in the East African Community	5,100,048
JPN502	Capacity Building for Sustainable Compilation of Real Sector Statistics in Eastern Europe	4,929,490
JPN503	Regional Government Finance Statistics	4,959,450
JPN504	General Data Dissemination System Program	1,299,603
JPN106	Asia and Pacific - Supporting Strategic Fiscal Management and Institutional Capacity	5,430,250
JPN403	Asia and Pacific - Improving Banking Supervision and Regulation, and Crisis Management in Selected PRGT Countries	5,044,433
JPN501	Asia and Pacific - Implementation of a System of National Accounts and the International Comparison Program	5,211,365
JPN101	West Africa: Develop Strategic Fiscal Management	5,330,764
JPN102	Asia and Pacific - Effective and Efficient Public Financial Management	5,891,968

JPN103	Strengthening Fiscal Management in South Eastern Europe	6,000,902
JPN104	Middle East and Central Asia: Safeguarding Financial Resources in Central Asian Countries	4,277,228
JPN105	Enhancing Fiscal Management: Treasury Management, Fiscal Reporting, Tax Auditing	1,365,240
JPN201	Asia-Pacific Region: Strengthening Macroeconomic Management	6,085,098
JPN401	Economic and Monetary Community of Central African States (CEMAC): Strengthening Regional Financial Agencies	3,367,612
JPN402	Association of Southeast Asian Nations (ASEAN): Enhancing Regional Stability through Improved Supervision	6,267,533

JSA Technical Assistance Programs

New Programs (7) in FY2012

STRENGTHENING BUDGET MANAGEMENT AND CUSTOMS ADMINISTRATION IN THE CENTRAL AFRICAN ECONOMIC AND MONETARY COMMUNITY (JPN107)

Three-year technical assistance (TA) program to support countries of the Central African Economic and Monetary Community (CEMAC) with (1) upgrading their budget and public financial management (PFM) systems; and (2) modernizing and strengthening customs administration. CEMAC's six members—Cameroon, Central African Republic, Chad, Republic of Congo, Equatorial Guinea, and Gabon—are already part of a monetary union, and are working towards further regional integration. The program supports efforts to harmonize PFM through new regional PFM directives and strengthen national PFM systems. The customs administration part of the program supports efforts to modernize customs and strengthen customs operations to address current issues; mainly lack of coordination in customs procedures between countries, extensive documentation and inspection requirements, outdated processes, and inherent weaknesses in the administrations that create scope for tax evasion and fraud, and undermine revenue performance.

Program Budget for FY12 through FY14	\$5,071,800
Program Budget for FY12	\$1,097,820

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
CEMAC Public Financial Management	To support countries of the Central African Economic and Monetary Community (CEMAC) as they upgrade their budget and PFM systems. To support efforts to harmonize PFM by implementing new regional directives complying with international standards and best practices as adopted by the CEMAC.	Two short-term expert (STX) visits to participate in three one-week meetings to help finalize the action plan and draft implementation guides for the revised directives. A regional seminar on the new directives was planned for March 2012 to facilitate peer learning and realize synergies.	One staff HQ mission and two STX visits helped the CEMAC Commission and member states develop user guides for the revised directives on the chart of accounts and budget nomenclature, and helped the Commission to finalize and validate the user guides for five new regional PFM directives. Given the late adoption of the directives by the CEMAC Council of Ministers (CM), the regional seminar, planned for March 2012, was postponed to FY 2013 and merged with one already planned; the combined seminar will serve more participants and have greater impact.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Cameroon Public Financial Management	The program aims to develop and implement sound PFM in Cameroon and harmonize procedures with regional PFM processes.	One HQ-led TA mission and two short-term expert visits to help authorities to develop program budgeting.	The HQ TA mission evaluated the PFM modernization plan implementation, determined the conditions to be fulfilled prior to implementation of program budgeting, and proposed a strategy for implementing the new CEMAC directives on PFM. One short-term expert visit supported improving program and subprogram architecture for selected ministries.
Central African Republic Public Financial Management	The program aims to develop and implement sound PFM for the Central African Republic and help to align its practices with those of other CEMAC member states.	One follow-up HQ-led TA mission and two short-term expert visits to improve basic expenditure cycle and internal control procedures, cash management, and accounting and fiscal reporting.	To modernize PFM in the Central African Republic, the HQ TA mission took stock of PFM since the last TA missions and proposed a strategy and action plan for transcribing and then implementing the new CEMAC regional PFM directives.
Republic of Congo Public Financial Management	In PFM, the program aims to support preparation for, and efficient implementation of, the new CEMAC directives and covers all aspects of the budget execution system.	In the area of PFM, desktop review of the draft Organic Budget Law.	A detailed desktop review of the draft Organic Budget Law was carried out to identify gaps and discrepancies with the draft CEMAC directives on the Budget Framework Law and propose amendments to ensure full consistency.
Customs Administration	The program also aims to support efforts to modernize customs administration and to strengthen customs operations.	With regard to customs, one HQ diagnostic mission to assess customs reforms and two short-term expert visits to focus on reform priorities.	In the customs area, the HQ diagnostic mission assessed customs administration reforms and advised on priorities to pursue the reform. The STX visit focused on the reform priorities agreed upon with the authorities.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Gabon Customs Administration	The program aims to support efforts to modernize customs administration and strengthen customs operations.	One HQ full mission and two short-term expert visits to conduct a comprehensive diagnostic of customs administration and prepare the customs reform action plan.	The HQ mission carried out a diagnostic assessment of customs administration reforms and advised on the priorities to pursue. The two short-term expert visits followed up TA on reform priorities agreed with the Gabonese authorities. The first visit focused on finalizing and implementing the customs valuation database, and the second focused on risk management.
CEMAC Customs Administration	The program aims to strengthen the regional vision for, and implementation of a customs union, and build capacity in four of the six CEMAC countries (Central African Republic, Chad, Republic of Congo, and Gabon) to conform to international standards and best customs practices.	A regional workshop planned to facilitate peer learning and identify regional customs reform priorities.	The regional workshop, postponed from FY 2012, was held in May 2012. The seminar took stock of regional integration issues and was an opportunity to identify priorities for the CEMAC and member countries to reinforce the customs union and regional integration. Participants included senior customs representatives from the CEMAC and WAEMU customs union departments, and customs administrations of CEMAC member countries.

EFFECTIVE AND EFFICIENT BUDGET AND TREASURY MANAGEMENT FOR SOUTHEAST ASIA (JPN108)

Three-year technical assistance program to support PFM reforms in Southeast Asian countries (Bangladesh, Cambodia, Indonesia, Lao PDR, Nepal, Philippines, Timor-Leste, and Vietnam). Its main goal is to promote more effective and efficient budget and treasury management, and government fiscal reporting. The program focuses on process (re)design and capacity building in countries advancing to more sophisticated reforms or with a track record of successfully implementing TA in the areas of (1) macrofiscal and medium-term budgeting; (2) treasury management; (3) accounting for budget execution; and (4) preparation of annual financial statements.

Program Budget for FY12 through FY14	\$5,063,240
Program Budget for FY12	\$1,544,545

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Vietnam Public Financial Management	The program aims to promote more effective and efficient budget and treasury management and government fiscal reporting, focusing on process (re)design and capacity building. Vietnam has decided to adopt International Public Sector Accounting Standards (IPSAS) and the program will help to sequence associated accounting reforms.	Two short-term visits on fiscal reporting and government accounting to take stock of the situation, and review the Chart of Accounts and the intergovernmental reporting framework; and an HQ-led treasury diagnostic mission.	In a positive response to previous advice on fiscal reporting, the authorities have decided to adopt the IPSAS, and are actively engaged with the STX, funded by the project, on sequencing the associated accounting reforms. The program has resulted in a better understanding of the requirements implied in the adoption of international accounting standards and of a roadmap to meet these requirements.
Lao PDR Public Financial Management	The program aims to improve the effectiveness and efficiency of the PFM system by strengthening macrofiscal and budgetary planning, and modernizing treasury and related IT systems, and government fiscal and financial reporting. Lao PDR has participated in seminars delivered by the regional advisor regarding IPSAS, and is expected to request direct TA on IPSAS implementation under this program.	Two visits on treasury management and IT systems development to take stock of the situation, and review the treasury system and cash management.	One short-term expert visit advised on planning and adopting IPSAS.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Philippines Public Financial Management	The program supports efforts to make PFM systems more effective and efficient by enhancing its macrofiscal and budget planning capacities and systems. It also supports the recently developed cash and debt management system.	Two short-term visits on cash management to continue support of cash forecasting and its institutional arrangement.	One short-term expert visit took place to assist with cash management processes.
Timor-Leste Public Financial Management	The program aims to build on the success of a 2010 Fiscal Affairs Department (FAD) project supporting greater efficiency in treasury operations. In Timor-Leste, the minister requested placement of a resident advisor in the treasury to support work to strengthen treasury operations. The objective is to make budget execution more efficient (as measured by the value of resources devoted to transaction processing in the treasury and line ministries) and to successfully implement new functionality in the financial management information system, which in turn will improve the timeliness of fiscal reporting.	Placement of a long-term budget planning advisor to help authorities implement the budget planning roadmap. An installation mission to introduce the advisor to the authorities and to clarify his work plan.	The Minister of Finance requested the placement of a new resident advisor in the treasury to support ongoing work on the treasury systems. An HQ installation mission established a work plan for the advisor and advised the minister on strategies to enhance treasury systems by improving the efficiency of budget execution and financial management information.
Cambodia Public Financial Management	The program seeks to improve PFM effectiveness and efficiency by strengthening macrofiscal and budgetary planning, modernizing treasury and related IT systems, and enhancing fiscal and financial reporting.	Placement of a long-term government accounting advisor to support intensification of the government accounting reforms. An installation mission to introduce the advisor to the authorities and define his work plan.	The long-term government accounting advisor was placed in May 2012. Strategic support of an HQ-led mission and subsequent backstopping are expected in FY2013, and would assist the authorities with government accounting and financial reporting.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Nepal Public Financial Management	The program aims to improve the efficiency of PFM by helping to modernize treasury and IT systems through automation of payment processing (effective cash and commitment control) executed through the Treasury Single Account.	Placement of a long-term Treasury and IT modernization advisor to give the authorities strategic guidance on these projects. An installation mission to introduce the advisor to the authorities and define his work plan.	Nepal continues to make good progress in furthering treasury reforms, including moving toward a functioning TSA. A functioning TSA has been created in about half of the local districts, and placement of the resident advisor is expected to help extend the TSA to Kathmandu.

IMPLEMENTING TAX ADMINISTRATION REFORMS IN SELECTED SOUTH EAST ASIAN COUNTRIES (JPN109)

The technical assistance (TA) program supports tax administration reforms in Bangladesh, Cambodia, Lao PDR, and Nepal from FY 2012 to FY 2014. The main aim of the program is to introduce reforms in areas of tax administration that have been agreed with the authorities following diagnostic missions to each country undertaken by the Fiscal Affairs Department (FAD). The full extent of their TA needs was not foreseen, and has emerged as a major challenge since the inception of the revenue administration component of the initial FY2010 program, JPN 102, (which spans FY 2011 to FY 2013) and covers the same four countries. The program targets specific areas of tax administration that have recently emerged as priorities for intensive TA, and has significantly different scope, objectives, and outcomes in each country to those of the existing program.

Program Budget for FY12 through FY14	\$3,743,930
Program Budget for FY12	\$822,830

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bangladesh Tax Administration	The program supports tax administration reforms in Bangladesh that have been agreed with the authorities following FAD diagnostic missions. It focuses on passing and implementing a draft VAT law as well as a new direct-tax law.	Deployment of a resident advisor to assist in planning for VAT implementation and shepherding the draft VAT law through the approval process. Two short-term VAT expert visits to provide specialized TA in accordance with the plan proposed by an April 2011 FAD mission. Two short-term tax expert visits to assist in initial needs analysis and planning for the proposed new direct taxes regime.	Deployment of the resident VAT advisor and the short-term VAT advisors was deferred until the VAT law is submitted to the National Parliament. In March 2012, the Cabinet approved, in principle, the draft law; it is now scheduled to be submitted to the National Parliament in June 2012. The chairman of the National Board of Revenue has indicated that he supports the main lines of the FAD-designed VAT implementation plan. A tax administration follow-up mission is planned for July 2012 to advise on the plan, and lay the ground work for the resident assignment.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Cambodia Tax Administration	The program aims to improve revenue collections from large taxpayers by adopting nationally consistent controls, standards, and procedures, ideally administered by a centralized large taxpayer national office.	Three STX visits to assist with implementing an April 2011 FAD mission's proposals to strengthen large taxpayer administration. Two short-term expert visits to identify enforcement and control priorities.	Two visits were undertaken early in 2012 by the large taxpayer expert, supported by the regional advisor, to provide urgently required assistance to improve management of large taxpayers. The expert visits in enforcement and controls were deferred because the authorities were slow to respond to the proposals of the April 2011 mission.
Lao PDR Tax Administration	The program aims to improve revenue collections from large taxpayers by adopting nationally consistent controls, standards, and procedures.	Two STX visits to help Lao PDR to implement proposals made by a March 2011 FAD mission to strengthen large taxpayer administration. Two short-term expert visits to identify enforcement and control priorities for the medium term.	All expert visits were deferred because of delays in coordinating within the relevant agencies. Alternate dates for delivery of this TA will be agreed with the authorities following a mission proposed for August 2012.

SUPPORTING PREPARATIONS FOR MONETARY UNION IN THE MONETARY POLICY AND STATISTICAL AREAS IN THE EAST AFRICAN COMMUNITY (JPN404)

Three-year program to support preparations for and the transition to a monetary union for the East African Community (EAC). Its main objective is to strengthen the capacity of national officials to address the monetary, financial, and statistical challenges associated with the regional integration process. The program has two components: strengthening the policy, operational, and institutional frameworks in the monetary and financial areas; and developing the regional statistics necessary for monetary union.

Program Budget for FY12 through FY14	\$5,100,048
Program Budget for FY12	\$1,700,016

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Regional Level EAC	To advise the authorities on: preparing for monetary union and communicating with the IMF managers of the technical cooperation (TC) program; harmonizing the financial stability framework, crisis preparedness and management, and cross-border collaboration; and implementing the action plan for TC in monetary operations.	One long-term (or short-term) advisor on monetary operations. One long-term (or short-term) advisor on financial stability and supervision.	The terms of reference and stationing of the advisor on monetary operations were agreed upon with the authorities, but the selected candidate rejected the offer for personal reasons; another search is underway.
Monetary Statistics	To report to the monetary affairs committee (MAC) on the progress of assistance with preparation of monetary unions.	A short-term expert and staff missions on monetary operations and financial stability. Two semi-annual MAC meetings by two staff.	A study on a framework for harmonizing the conduct of monetary policy and on monetary policy operations was finalized and discussed with technical staff of EAC central banks at a workshop in Nairobi.
	To assess current and needed statistical TA plans for the union, institutional and legal arrangements, the status of work in each country, and gaps and problems.	Two assessment missions by STA staff or experts. Two TA missions by STA staff or experts.	Staff and experts have been conducting workshops on monetary operations and financial stability for staff of the central banks in order to facilitate the authorities' discussions and decision-making. Recommendations from the workshops are reported to the committee of EAC central bank governors (see country by country details below).
	Train on specific statistical issues, attend regional meetings of the relevant EAC statistical committees, and ensure that EAC member countries' progress is in line with the work program.		
	To report to the MAC on the progress of assistance for developing regional statistics.		
Burundi	To inform the MAC of progress on TA work and studies, and foster good communication with senior EAC officials.	Staff attendance at the Monetary Affairs Committee.	As reported at the regional level.
Monetary Statistics	To assess the details and challenges of monetary and foreign exchange operations, as input, inter alia, to a paper on harmonizing monetary policy.	Mission by staff and expert.	

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Kenya Monetary Statistics	To discuss papers prepared by IMF and central bank staff on the conduct of monetary policy and transmission mechanisms in the region, and agree on a paper to frame monetary policy in the monetary union. The program will also discuss the work on conducting monetary policy.	One mission by IMF staff and a workshop for monetary policy and operations staff from regional central banks. A High Level Task Force meeting of the EAC.	As reported at the regional level.
Uganda Monetary Statistics	To better understand the details and challenges of monetary and foreign exchange operations.	Mission by staff and expert.	As reported at the regional level.
Tanzania Monetary Statistics	To facilitate workshops for staff from the financial stability and supervision departments of EAC central banks.	Mission by staff and expert.	As reported at the regional level.

Capacity Building for Sustainable Compilation of Real Sector Statistics in Eastern Europe (JPN502)

The three-year program aims to build capacity in the countries for (1) compiling sustainable national accounts statistics, including implementation of the 2008 SNA (*System of National Accounts*) and (2) compiling other real sector statistics, such as consumer price index (CPI), producer price index (PPI), imports and exports price indices, merchandise trade statistics, and other statistics needed for economic analysis and policymaking. The main TA outcomes of the program are (1) more accurate and consistent annual GDP estimates by production and expenditure approaches; (2) improved volume measures of GDP; (3) sound systems for compiling quarterly national accounts; (4) improved quality of the CPI, PPI, and industrial production index; (5) an effective system to compile and disseminate import and export price indices; (6) improved accuracy and coverage of merchandise trade statistics; and (7) participation in the GDDS or subscription to the SDDS.

Program Budget for FY12 through FY14	\$4,929,490
Program Budget for FY12	\$1,251,900

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
European Countries National Accounts and Price Indexes	The program aims to build capacity to compile and disseminate national accounts statistics, price indices, and other real sector statistics.	Between August 2011 and April 2012, the project's main activities were to (1) recruit three resident real sector advisors (RSAs); (2) deliver six short-term expert missions; (3) undertake diagnostic missions to the countries where the RSAs will be stationed; (4) coordinate activities with other donors who provide TA in the region; (5) prepare the opening workshop on national accounts for six of the nine countries; and (6) plan TA missions and recruit short-term experts.	The three-year program began in August 2011. Three RSAs have been recruited and are in the process of being stationed in the respective countries. Six missions delivered TA in national accounts and price statistics. The first workshop in national accounts for the six western Balkan countries is scheduled for July 16–20, 2012. An opening workshop for the Russian-speaking countries in Eastern Europe will be held at a later date. A price statistics workshop is scheduled for early 2013.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Albania National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One diagnostic mission to assist with installing the advisor and to agree with the authorities on the action plans for implementation.	The terms of reference for the advisor were discussed with technical staff and senior management of the Albanian Statistical Office. Following the discussions, the terms were expanded to include assistance in streamlining and developing data sources needed for national accounts. Meetings with donors providing TA in national accounts (the European Union and the Swedish International Development Agency) were held, and an agreement was reached on the activities to be undertaken by each donor.
Belarus National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	No missions were conducted in FY 2012; however, TA missions on price statistics and national accounts are planned for FY 2013.	No TA was delivered in FY 2012.
Bosnia and Herzegovina National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One diagnostic mission to assist with installing the advisor and to agree with the authorities on action plans.	Agreement was reached between the entity statistical offices and the central agency on the action plan for the work of the RSA. The modality of TA delivery was agreed with the senior management of the three offices, and price statistics and national accounts TA needs were identified.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
FYR of Macedonia National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One TA mission on national accounts to help the authorities to: (1) assess achievements on collecting new source data; (2) measure annual volumes of GDP by production; (3) revise historical annual and quarterly series; (4) establish policies and practices for disseminating and revising data; and (5) report data to STA.	Improvements to the consistency of GDP by production and by expenditure approach were identified and discussed. Improvements in compiling household consumption expenditure, gross fixed capital formation and changes in inventories, based on additional source data and changes in methods, were also discussed. The mission advised on rebasing the chain-linked volume measures from the 2000 reference period to 2005, and reviewed and demonstrated best practices for the dissemination of data.
Kosovo National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One mission on national accounts to: (1) compile household final consumption expenditure for 2010; (2) review estimates for government final consumption expenditure, gross fixed capital formation, and net exports for 2010; (3) compile import and export price indices for 2010; (4) derive imputed rental of owner-occupied dwelling services for 2010; and (5) compile constant price GDP on the basis of 2010.	Household final consumption expenditure for 2010 was compiled using the commodity flow approach at the detailed product level. Estimates on imputed rental of owner-occupied dwelling services, derived on the basis of building construction data, were discussed. Staff of the Statistics Office of Kosovo has recently started to calculate the output of financial intermediation services indirectly measured (FISIM), as outlined in the 2008 SNA, and use deposit and loan data from the Central Bank of Kosovo. Estimates for gross fixed capital formation (GFCF) were reviewed. A more detailed classification for general government final consumption expenditure was discussed. The mission also assisted with compiling general government GFCF estimates, and reviewed estimates on general government gross value added, intermediate consumption, and market and non-market output.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Moldova National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One diagnostic mission to assist with installing the advisor and agree with the authorities on action plans. One mission on CPI and PPI to: (1) review concepts and methods used to compile the CPI; (2) advise on improving statistical techniques; and (3) assess compilation of core inflation indicators.	A detailed action plan for work on national accounts and CPI was agreed upon with senior management of the statistical office. Meetings were held with other donors to avoid duplication of activities. The mission reviewed the new CPI processing system and made recommendations for improvement. A presentation on concepts and methods used to compile the CPI was made, and statistical techniques, including weights, sampling, chaining, price updating, seasonal items and quality adjustment were discussed. Recommendations for improving CPI compilation methods were agreed with the staff.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Montenegro National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One mission on national accounts to: (1) compile annual GDP by activity and expenditure aggregates for 2010 at current and at constant prices; (2) reconcile GDP by activity and expenditure estimates for 2010; (3) develop quarterly GDP estimates by expenditure components; improve data sources for compiling output estimates of quarterly GDP; and (4) develop quarterly price indices to be used as deflators for imports, exports, and GFCF.	<p>Annual estimates of household consumption expenditures for 2010, using the commodity flow approach; gross fixed capital formation; government consumption expenditure; imputed rental of owner-occupied dwellings for 2010; and annual volume measures of GDP by expenditure components for 2010 were compiled. The mission also helped the national accounts staff to compile GDP by economic activities for 2010 at current and at constant prices.</p> <p>Establishment data were cross checked and validation procedures to detect technical errors were put in place. Estimates of 2010 output, intermediate consumption, and value added were compiled by economic activity at a detailed level. Output for FISIM was calculated by institutional sector and economic activity. Value added for the financial sector was compiled, and quantity and price data were collected to compile estimates for output, intermediate consumption, and value added for agriculture at current and constant prices. Annual volume measures of GDP by economic activity for 2010 were compiled, and production and expenditure estimates of GDP were reconciled at current and at constant prices. The 2010 quarterly data are fully consistent with the annual data. Quarterly price indices were developed for all components of expenditure GDP. The mission helped the external statistics staff to calculate quarterly indices for imports and exports of goods and GFCF, and trained the national account staff to calculate quarterly estimates at average prices of current and previous year.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Serbia National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One mission on national accounts to help authorities with annual and quarterly national accounts estimates.	<p>With regard to annual GDP, the mission assessed the ongoing volume estimates for final expenditures—in several cases, improvements were implemented during the mission, and recommendations for further improvements were made.</p> <p>Work on double deflation has been postponed until the results from the survey on intermediate consumption are available.</p> <p>The mission reviewed the continuing work to more fully cover the informal economy, including use of the processing table approach and special surveys.</p> <p>The mission also reviewed the major survey now underway on intermediate consumption, and plans for the benchmark supply and use table were discussed.</p> <p>For quarterly accounts, the mission assessed current price and volume estimates for final expenditures—a number of changes were made during the mission—and recommendations for further analysis were made.</p> <p>Reconciling the production and expenditure approaches using the Ecotrim software was discussed; no new estimates were available. Also discussed were the pros and cons of determining changes in inventories as a residual in the quarterly accounts.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Ukraine National Accounts and Price Indexes	The program aims to provide support to: improve the quality of national accounts; draft plans to implement SNA 2008; and improve the quality of price statistics.	One mission on CPI/PPI to review (1) procedures for updating samples and specifications; (2) CPI weights to ascertain whether they adequately represent current consumption patterns, and make recommendations for updating (such as an updated or new study of expenditure patterns); (3) methods used to compile elementary aggregate indexes in the regions; (4) the treatment of missing observations within elementary aggregates; (5) the treatment of missing observations for an entire elementary aggregate; (6) the treatment of seasonal products; and (7) the index formula used to ensure appropriateness; and to discuss any other compilation issues raised by the State Statistics Survey of Ukraine.	Currently, the CPI can almost be considered a textbook model, employing annual weight updating, the use of geometric means for the first level of price aggregation (from January 2010) and scientific sampling of outlets (from January 2011) with the results being published within six days of the end of the reference month. However, to some extent, these practices have been introduced at the expense of what might be considered more fundamental aspects of price index construction, with centralized data validation practices falling somewhat short. The challenge is to boost data validation without unwinding any of the macro practices in place.

Regional Government Finance Statistics (JPN503)

The aims to build country capacity to compile and disseminate annual and subannual GFS according to the latest international standards. The objectives will be pursued through IMF STA technical assistance products. TA will focus on compiling comparable GFS by setting up detailed tables on cash flow, operations, and balance sheet as data sources allow. The program will also identify priorities for basic statistics development to fill data gaps identified during the program, help countries prepare time frame action plans and metadata.

Program Budget for FY12 through FY14	\$4,959,450
Program Budget for FY12	\$1,692,740

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Asian Pacific Countries Government Finance Statistics (Migration to <i>GFSM 2001</i>)	The program aims to build capacity to compile and disseminate annual and subannual GFS according to the latest international standards (<i>Government Finance Statistics Manual</i> [GFSM]).	From October 2011 through April 2012, the program's main activities were to (1) recruit two module managers; (2) deliver one opening workshop and prepare for a second in June 2012; (3) undertake a diagnostic mission for outreach and introduction of the program to participating countries; (4) deliver short-term expert missions; and (5) coordinate project activities with other TA providers in the region.	Two expert module managers were appointed; one for the mainland and one for the Pacific Island countries. To launch the project, a workshop was conducted on March 19–21, 2012 by one IMF staff member and three short-term regional experts, in Bangkok, Thailand, for 13 mainland countries. Staff participated in an outreach seminar to Pacific Island countries, and five TA missions were conducted in Cambodia, the Philippines, Samoa, Tuvalu, and the Democratic Republic of Timor-Leste. Preparations for a technical workshop for the Pacific Island countries on June 18–29, 2012, were finalized.
Tuvalu Migration to <i>GFSM 2001</i>	Assist the authorities with compiling fiscal data based on the <i>GFSM 2001</i> framework. Promote publication of sub-annual GFS in the <i>International Financial Statistics</i> and annual GFS in the <i>GFS Yearbook</i> .	One module manager visit to review current GFS classifications and compile of tables to ensure compliance with <i>GFSM 2001</i> .	No GFS work was done in Tuvalu before this mission. The manager helped to identify data sources and public sector structure and entities. Tuvaluan authorities will complete classification of entities and work remotely with IMF staff to draft GFS reports.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Samoa Migration to <i>GFSM 2001</i>	Assist the authorities with compiling fiscal data based on the <i>GFSM 2001</i> framework. Promote publication of sub-annual GFS in the <i>International Financial Statistics</i> and annual GFS in the <i>GFS Yearbook</i> .	One module manager visit to assess the statistical discrepancy between the above- and below-the-line data that is preventing the release and publication of GFS data.	Major sources of discrepancy in Samoa were identified; the authorities will work with IMF staff remotely to recompile data and classify public sector units.
Timor-Leste Improve Fiscal Data in line with <i>GFSM</i> <i>2001</i>	Assist the authorities with compiling fiscal data based on the <i>GFSM 2001</i> framework. Promote publication of sub-annual GFS in the <i>International Financial Statistics</i> and annual GFS in the <i>GFS Yearbook</i> .	One IMF staff visit to review institutional coverage and classification of fiscal data, which are currently based on national definitions, and results in data that are incomparable to that of from other countries.	Cash flow statement, financial balance sheet, and outlays by function were prepared for the general government according to the <i>GFSM 2001</i> from 2010 onward. The main areas pending are (1) establishing consistent institution coverage in all macroeconomic sectors; (2) completing transaction coverage to include externally funded flows; and (3) addressing data consistency issues.
Cambodia Follow-up to Improve Fiscal Data in Line with <i>GFSM</i> <i>2001</i>	Help the authorities to improve compilation of <i>GFSM 2001</i> -based data. Promote timelier reporting of data for publication in the <i>International Financial Statistics</i> . Assist with developing a system to report financial balance sheet data.	One STX mission to help authorities to: (1) improve compilation procedures; (2) expand coverage; and (3) improve balance sheet data.	The Excel-based compilation file was improved and the large "other expense" item was reduced. Data for local authorities were compiled. The availability of source data for a financial balance sheet was examined and a framework for compiling the balance sheet was prepared.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Philippines</p> <p>Assist with Migration to <i>GFSM 2001</i></p>	<p>As the statistics component of an FAD mission:</p> <ul style="list-style-type: none"> - Identify data gaps in the reporting system and recommend improvements in line with <i>GFSM 2001</i>. - Develop a strategic and holistic framework for the Government Integrated Financial Management and Information System (GIFMIS). 	<p>A visit by two IMF staff members to address (1) the relevance and sufficiency of the data and report content of financial reporting systems; (2) adequacy and harmonization of the terminology, budget classification, and the chart of accounts (COA) framework in terms of local and international standards and the government finance statistical framework; and (3) the efficiency and feasibility of the design and functionality of the GIFMIS.</p>	<p>A review of national government reporting identified gaps and methodological weaknesses. The mission made suggestions for improving the COA, and formulated recommendations to address the methodological weaknesses and the main concerns in GIFMIS Track I development.</p>

 General Data Dissemination System Program (JPN504)

The program aims to substantially increase the participation in the IMF General Data Dissemination System (GDDS) of certain countries in the APD and MCD regions; it is directed at five Pacific Island Countries (PICs) and Timor-Leste, Lao P.D.R, Iran, Turkmenistan, Uzbekistan, and more recently Myanmar. The GDDS aims to provide a framework for developing macroeconomic and socio-demographic data, metadata, and related statistical systems in participating countries. The main focus of the program is, after diagnostics on each country's macroeconomic statistical systems, to develop a full metadata set and draft plans for statistical improvements that would serve as the basis for future statistical development.

Program Budget for FY12 through FY14	\$1,299,603
Program Budget for FY12	\$366,562

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
IMF member countries Metadata Development	<p>The program aims to help participating countries to join the GDDS. The focus is on helping the authorities to: (1) develop metadata to be posted on the GDDS website; (2) formulate strategies to improve their statistical systems; and (3) enhance interagency coordination to improve the statistical systems.</p> <p>Since the Seventh Review of the IMF Data Standards Initiatives, the GDDS has been harmonized with the SDDS so that both have the same (22) data categories (though periodicity and timeliness are less stringent for GDDS participants), and GDDS participants were encouraged to collect both data and metadata for posting on the web, and maintaining National Summary Data Pages (NSDPs) and Advance Release Calendars (ARCs).</p>	<p>The two year program was approved in October 2011. From October 2011 through April 2012, the work plan was designed to conduct opening workshops for the target countries and provide follow-up TA missions to participating countries.</p>	<p>Between October 2011 and April 2012, the following activities were conducted:</p> <p>A workshop in February 2012 for small island nations in the Asia-Pacific region explained the general framework of GDDS; discussed with the participants practical modalities and timetables for the program; and ascertained the level of interest in participating in the GDDS. All countries represented showed great motivation to participate.</p> <p>A similar workshop was conducted in May 2012 for Myanmar, Turkmenistan, and Uzbekistan.</p> <p>A country-specific training and follow-up TA missions to Iran and Papua New Guinea were conducted.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Papua New Guinea Metadata Development	The program aims to develop a full set of meta-data on the macroeconomic and socio-demographic data in order to begin participation in the GDDS.	One staff visit to work with the authorities on collecting information about their compilation and dissemination practices, and on developing metadata on the GDDS data categories relevant to the country.	The mission finalized all GDDS meta-data for the real, fiscal, financial, external, and socio-demographic sectors), and the country participated in the GDDS on February 16, 2012. The mission helped the authorities to create an NSDP and an ARC.
Islamic Republic Of Iran Metadata Development	The program aims to develop a full set of meta-data on the macroeconomic and socio-demographic data in order to begin participation in the GDDS.	A two-person staff visit to conduct a GDDS training workshop for Iran's statistical compilers, followed up by a one-person staff visit to deliver TA on metadata development. The goals were to help the authorities to (1) finalize the GDDS metadata in the Data Quality Assessment Framework (DQAF) format for all macroeconomic data categories relevant to Iran; (2) finalize the GDDS metadata for the socio-demographic data categories relevant to Iran; and (3) create a NSDP and an ARC.	The mission finalized all GDDS meta-data for the real, fiscal, financial, external, and socio-demographic sectors. Metadata were finalized in the DQAF format for all macroeconomic categories relevant for Iran. The mission helped the authorities to create an NSDP and an ARC.

Ongoing FY2011 Programs (3)

Asia and Pacific – Supporting Strategic Fiscal Management and Institutional Capacity (JPN106)

Three-year program during FY 2011–2013 geared towards strengthening fiscal institutions and modernizing budget planning and execution systems, revenue administration, and tax policy in seven Asian countries. The program builds on ongoing support for some of the countries from earlier JSA-funded projects, and is designed to help countries to (1) develop and manage realistic and well-executed budgets, with gradual progression to medium-term budgetary frameworks and program- and performance-oriented budgeting; (2) strengthen fiscal institutions; (3) build capacity in revenue administration; (4) rationalize tax incentives; and (5) clarify the legal framework for the fiscal system.

TA would be delivered through a resident adviser in Mongolia, short-term expert assignments for implementation-oriented support, and headquarters- led diagnostic and follow-up missions to assess the required reform activities, review the progress of reforms, and determine next steps.

Program Budget for FY11 through FY13	\$5,430,250
Program Budget for FY12	\$1,147,040

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bhutan Public Financial Management (PFM)	The program aims to: (1) strengthen budget preparation and implementation processes; (2) improve the reliability of the budget; (3) strengthen public investment planning, review, and implementation; (4) increase technical costing input and line ministry involvement in budget preparation; and (5) strengthen commitment control and cash management in budget release policies to ensure smooth execution of the budget.	A diagnostic mission and two short-term expert visits to evaluate budget execution and cash management processes and provide support for mission recommendations.	The diagnostic mission was expected to identify opportunities for modernizing the fiscal management architecture and improving budget planning and execution capacities, but engagement with Bhutan has witnessed delays expected to be addressed in FY 2013. The project could therefore benefit from an extension through FY 2014.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Indonesia Revenue Administration	<p>The program aims to implement tax administration reforms in specific areas. These reforms will (1) support the restructuring of the Directorate General of Taxes (DGT) headquarters and the field organization taking a market segment approach, and continue to modernize business processes;</p> <p>(2) Help the DGT to further strengthen its audit program in such areas as audit planning, risk management and performance improvement;</p> <p>(3) improve administration of High Wealth Individuals (HWIs); and (4) build the capacity of the special units created at the Ministry of Finance (MoF) and the DGT to investigate and adjudicate misconduct.</p>	<p>Two HQ-led missions to review current status of the reform program, determine the scope of work for short-term expert visits, and reassess the action plan after the first 6–9 months of activity.</p> <p>Six short-term expert visits to assist with organizational and business process changes in headquarters and in the market-segment offices, to improve audit planning and arrears collection, and to strengthen management of HWI.</p>	<p>In light of delays, the HQ mission and one short-term expert visit were limited to updating the project action plan, aiming to resume assistance in FY 2013 on the assumption that revised priorities for the Directorate General of Taxes will be in line with the resumption. It was agreed with the Indonesian authorities during the 2012 Spring Meetings to complete this component of the program with a final assessment mission early in FY 2013.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Maldives Public Financial Management	The program aims to: (1) implement fiscal responsibility legislation, either through a separate Fiscal Responsibility Law (FRL) or through amendments to the existing budget systems law; and (2) advise the PFM team on the Fiscal Responsibility Law.	Four short-term expert visits to support cash management and fiscal reporting. To help enact legislative changes recommended by FAD missions, one short-term LEG expert visit to provide assistance on drafting a fiscal responsibility law.	The short-term expert visit on fiscal reporting and cash management was delayed owing to political instability in the country, but requests for support have been reiterated by the Ministry of Finance and Treasury (MOFT). The Maldives authorities have submitted to Parliament a draft Fiscal Responsibility Law. Parliament continues to debate the law, which is yet to be enacted. No activities have taken place, since the authorities have not identified the law as a priority. If political confirmation comes through, however, requests for extensive follow-up support can be expected.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Mongolia</p> <p>Public Financial Management and Revenue Administration</p>	<p>The program aims to: (1) continue supporting gradual implementation of program budgeting and a medium-term expenditure framework; (2) strengthen the effectiveness of the Large Taxpayer Office (LTO); and (3) identify those provisions in the tax law that give rise to disputes between the tax department and taxpayers, and formulate possible solutions in order to provide greater clarity and consistency in the application of the tax laws.</p>	<p>With regard to PFM, extend services of the long-term budget planning advisor to continue support for budget planning reforms. An HQ-led diagnostic mission to help prepare a roadmap for treasury reforms. Two short-term expert visits to support implementation of the Fiscal Stability Law and evaluate the performance of the long-term advisor.</p> <p>With regard to revenue administration, three short-term expert visits to assist the authorities with managing the implementation of the large-taxpayer reforms, provide advice on these reforms, and coordinate TA with other donors. Two short-term LEG expert visits to advise and build consensus on streamlining and clarifying tax laws, especially those relating to the mining sector.</p>	<p>A basic medium-term expenditure framework (MTEF) has become operational. It introduces programmatic budget classification, uses a medium-term baseline methodology, and supports automation of budget planning. The resident advisor has helped the authorities to set specifications for the Budget Preparation Information System, revise the budget classification, decide on the methodology for implementing the MTEF, and improve linkages between the budget and the public investment program. Further work is required to decentralize budget planning responsibilities to the line ministries and introduce a more strategic role for the MoF.</p> <p>With regard to revenue administration, the LTO has been strengthened, and a growing number of taxpayers are assigned to it. Its staff and funding have increased, and it is being restructured into TA units with focus on the mining sector, and the introduction of new enforcement and taxpayer services programs.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Philippines Tax Policy and Legal Drafting	The program aims to enhance the capacity of the Philippine authorities to design a plan to rationalize tax incentives.	One HQ-led mission to assess the current tax system and to advise on the main lines of the tax reform plan. A follow-up short-term expert visit by LEG to assist in drafting tax legislation changes based on the recommendations of the previous mission.	The tax reform bill, fully supported by the Secretary of Finance, is currently before Congress. Should the bill be approved as proposed, tax incentives may be further rationalized.
Sri Lanka Public Financial Management	The program aims to enhance the efficiency and effectiveness of government spending through improved expenditure controls, better prioritization of spending, and planning expenditure programs in a medium-term framework.	A diagnostic mission and two short-term expert visits to take stock of the PFM system and to support the implementation of recommended reforms in budget preparation and execution.	Engagement with Sri Lanka has witnessed delays which are expected to be addressed only in FY 2013. The implementation of the project might benefit from an extension through FY 2014. Future missions are expected to identify opportunities for targeted technical assistance in support of credible PFM reform action plans.

Asia and Pacific - Improving Banking Supervision and Regulation, and Crisis Management in Selected PRGT Countries (JPN403)

Three-year program during FY11-13 to strengthen banking supervision and regulation in three countries—Bangladesh, Maldives and Nepal—which receive support from the IMF Poverty Reduction and Growth Trust (PRGT). These countries were selected because of similar needs to maximize synergy in the area of banking supervision. The program will focus on strengthening the countries’ regulatory frameworks by supporting their move towards compliance with the Basel Core Principles on Effective Banking Supervision. Supervision in the PRGT is typically compliance-based, and significant TA is required to move these countries towards more risk-based and forward-looking supervision. The program will also help the authorities to draft and implement regulations, develop crisis management frameworks, provide training and capacity building to supervisory staff on key elements of financial stability, and help to coordinate donor assistance in the area of banking supervision.

The assistance envisaged would be delivered through resident TA advisors based at the supervisory authority of each of the three countries. The main focus would be to strengthen regulatory and supervisory frameworks to make the banking system more resilient to the effects of the global financial crisis, and address weaknesses that have emerged. TA also includes short-term expert visits to support project implementation and HQ-based advisory missions to review completed work.

Program Budget for FY11 through FY13	\$5,044,433
Program Budget for FY12	\$ 1,681,439

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Asia and the Pacific— Multiple Countries Banking Supervision	The program seeks to build the capacity of supervisors in the three PRGT countries to shift to risk-based supervision in accordance with international standards, as defined by the Basel Core Principles. The program also seeks to provide ancillary assistance to support implementation of effective, risk-based supervision.	Two IMF multitopic missions to review completed work and set specific objectives for the following year. TA will assist in comprehensive, multiyear capacity building and the provision of continuing support to motivate reform. It will also provide targeted assistance in specific areas of need, so that each country will be better-positioned to maintain stability in its financial system.	Continuous efforts are being exerted to enhance the framework for implementing risk-based supervision and ensure that prudential regulations are adapted to the specific situations of each country. In all three countries, efforts by the resident advisors during FY 2012 focused on building capacity by improving the knowledge and technical skills of supervision staff at the central banks, emphasizing the importance of timely planning and execution.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bangladesh Banking Supervision	The program aims to shift effectively from compliance to risk-based supervision of banks, and facilitate inter-departmental collaboration at the Bangladesh Bank (BB).	One long-term resident advisor and two short-term expert missions to: (1) provide hands-on, on-the-job training to banking supervisors and begin to implement previous recommendations; and (2) strengthen BB's capacity to implement risk-based supervision.	The advisor worked with BB staff to (1) enhance off-site banking and risk-based supervision; (2) strengthen prudential treatment of banking sector risks; and (3) produce a Financial Stability Report; enhance BB policies and procedures for on-site review of corporate governance and internal audit, with special attention to state-owned commercial banks. The advisor also trained staff selected by BB.
Maldives Banking Supervision	The program aims to improve the capacity of Maldives Monetary Authority (MMA) staff to: (1) monitor risks in the banking sector; and (2) identify and address shortcomings in critical areas of the supervisory and regulatory framework.	One long-term resident advisor and two short-term expert visits to (1) strengthen regulations relating to asset classification and provisioning; and (2) assist with implementing the prudential regulations adopted in 2009.	The advisor worked with MMA staff to (1) improve off-site banking and risk-based supervision; (2) guide the MMA on advancing updated prudential requirements; (3) adopt a comprehensive policy for early intervention and progressive regulatory responses for problem banks; and (4) support on-site evaluations of systemically important banks and build related capacity.
Nepal Banking Supervision	The program aims to strengthen the design of a Nepal Rastra Bank (NRB) risk-based supervision framework, and address other critical elements, such as the weak standards for measuring credit risk and recognizing loan losses, weak enforcement, and off-site monitoring and data collection.	One long-term resident advisor and two short-term expert visits to: (1) develop a road map for implementing risk-based supervision at the NRB; (2) help the NRB to implement of Prompt Corrective Action (PCA) and risk management practices; and (3) strengthening off-site monitoring.	The advisor provided assistance on (1) strengthening the crisis management framework, and (2) improving bank resolution practices in line with a risk-based approach to regulation.

Asia and Pacific – Implementation of the System of National Accounts and the International Comparison Program (JPN501)

Three-year program to complement the International Comparisons Program (ICP) by building statistical capacity to improve the quality of the national accounts and price statistics in twelve Asia Pacific countries. The program aims to: (1) provide TA to complement the ICP program; (2) provide TA to improve the quality of the national accounts and price statistics; and (3) build statistical capacity in participating countries. The program content was defined by a work plan developed by each country that defines TA needs and objectives, on the basis of which countries are placed in one of three groups: (1) those that need substantial TA to develop GDP estimates or price statistics; (2) those that need moderate TA to improve GDP estimates or price statistics; and (3) those that need modest TA to improve GDP or price indices. Countries are grouped in cooperation with the ADB and World Bank Global Office.

Program Budget for FY11 through FY13	\$5,211,365
Program Budget for FY12	\$1,464,769

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Asia and the Pacific— Multiple Countries National Accounts and Statistics	The program aims to: (1) provide TA to complement the ICP program; (2) improve the quality of the national accounts and price statistics, and (3) build country capacity for developing sustainable national accounts and compiling price statistics.	Two program managers to manage and backstop short-term expert missions, support development of TA plans to meet objectives defined in country-specific work plans, organize workshops, and assist with monitoring and program implementation.	In FY 2012, two more countries were invited to participate in the project. Countries now participating are Bhutan, Cambodia, Fiji, Indonesia, Laos PDR, Maldives, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, and Vietnam. Twenty-one TA missions were conducted to improve the accuracy of national accounts and price statistics, and three workshops were held: one on compiling price statistics and two on compiling national accounts. Detailed work plans drafted by participating countries during the opening workshop have been updated as needed. Bilateral discussions with country officials during the workshops were used to monitor progress and update objectives and goals. In addition to providing assistance with quarterly and annual national accounts estimates, and improving price indexes, TA missions and workshops have addressed specific compilation issues noted by the authorities (for example, treatment of owner-occupied housing, seasonal items in the consumer price index, subsidies, etc.).

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bhutan	The program aims to provide support and TA to: (1) compile and disseminate a producer price index (PPI) consistent with international methodological guidelines; (2) update and revise the consumer price index (CPI); (3) release a construction materials index; and (4) compile and disseminate QNA consistent with international methodological guidelines.	Two missions to develop a PPI, begin working to update the CPI, develop a construction materials index.	New PPI developed and compiled; to be officially released by June 30, 2012.
National Accounts		One mission conducted by the module manager to finalize administrative and logistical details for collection of expenditure data as part of the data development component of the project.	Recommendations were made for improving the index calculation methods for the CPI; the frequency of price collection by item group was agreed in reference to increasing CPI frequency; and the collection of prices for imported versus domestic goods was done to meet data needs of the Royal Monetary Authority.
Consumer Price Index			Initial product weights were developed for the construction materials index; its release is planned for December 2012.
Producer Price Index		One mission on national accounts to provide assistance with improving ANA estimates, developing QNA estimates, and reviewing data sources for the national accounts.	Final budget proposal developed for data collection activities.
Construction Materials Index		The authorities have begun to implement the work plan to improve the ANA and develop QNA estimates. The new QNA publication is planned to be released by December 2012. Updating the ANA with a number of improved data sources and methods is planned to be phased in through October 2014.	

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Cambodia National Accounts and Consumer Price Index	The program aims to provide support and TA to: (1) compile and disseminate GDP in a consistent manner and in line with the <i>System of National Accounts</i> ; and (2) compile and disseminate an updated and revised consumer price index (CPI) following recommended methodologies and guidelines.	Two missions to update the CPI and discuss the development of a PPI. One mission to assess the annual estimates of GDP by expenditure and production, and review compilation methods and data sources.	CPI/PPI: Recommendations made to improve CPI compilation methods, including index calculation formula, treatment of missing prices (including seasonal products), substitution, and quality adjustment methods. Methods for compiling a national CPI based on five provinces plus Phnom Penh were discussed and demonstrated. A work plan was agreed upon to guide authorities as they improve the CPI further. The authorities noted the need for a PPI; however, no budgetary resources have been allocated to support regular compilation. TA will be provided once the authorities commit the resources to develop and disseminate a PPI. National Accounts: Concepts and methods used to compile the ANA for Cambodia were reviewed, and recommendations for improvement were discussed. Data inconsistencies were identified and discussed, and the authorities agreed on a detailed work plan to address the data inconsistencies and implement the recommendations for improvement.
Fiji Consumer Price Index and Producer Price Index	The program aims to provide support and TA to improve the CPI, and develop a PPI.	Fiji identified TA needs to improve the national accounts; assistance will be provided through the IMF Pacific Financial Technical Assistance Center located in Fiji.	Fiji requested that TA in price statistics begin in FY 2013. A TA mission to provide assistance with improving the CPI and developing a PPI has been confirmed for early FY 2013.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Indonesia National Accounts, Producer Price Index, and Wholesale Price Index	The program aims to provide support and TA to: (1) improve the quality of NA data for Indonesia, including development of sectoral accounts and balance sheets; and (2) help to develop a national monthly PPI with disaggregation to the province level.	One mission on national accounts to: (1) review and discuss methods to rebase the national accounts to 2010; (2) assess the source data available to compile annual and quarterly GDP; and (3) develop plans to assist with managing the project to rebase the national accounts. One mission to improve and expand the PPI for Indonesia.	National Accounts: Guidelines for revisions were discussed and provided to the authorities, and compilation methods were agreed upon. Data sources were assessed and source data weaknesses were investigated. The project will support development of sectoral accounts and balance sheets, and a diagnostic mission has been agreed with the authorities. PPI: Concepts and methods used to compile the wholesale price index and the PPI for Indonesia were reviewed. Recommendations for improvement discussed.
Laos PDR National Accounts and Producer Price Index	The program aims to provide support and TA on improving national accounts and developing a producer price index (PPI) in Laos PDR.	One mission to discuss project objectives and confirm that Lao PDR will participate in the program. One mission on national accounts to assess data sources for developing QNA, review concepts and methods of compiling QNA estimates, develop a work plan to compile and disseminate QNA data.	The mission identified TA objectives and needs, and confirmed the support of the authorities for the program. It assessed source data and discussed weaknesses; reviewed ANA compilation methods; and discussed with the authorities recommendations for improvement. The mission also explained and demonstrated QNA concepts. The authorities agreed on the work plan for developing QNA estimates and improving ANA methods.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Maldives</p> <p>National Accounts, Consumer Price Index, Producer Price Index, Construction Price Index, and Import-Export Indexes</p>	<p>The program aims to provide support and TA to: (1) improve the quality of the ANA, develop QNA estimates, and improve the government component in GDP and (2) update and improve the CPI, and develop a PPI, a construction price index, and import/export indexes.</p>	<p>Two missions to help update and revise the CPI and develop a PPI. Assistance to develop a construction price index and export-import indexes will begin in CY 2013.</p> <p>One mission on national accounts to improve the ANA estimates, develop QNA estimates, estimate regional GDP figures, and address national accounts compilation issues.</p>	<p>CPI/PPI:</p> <p>For the CPI, new weights have been developed, and recommendations to index calculation methods have been adopted. The new CPI will also benefit from improved methods for treatment of temporarily and permanently missing prices, and the outlet and items samples have been augmented and updated. It is expected that the new CPI will be released in July 2012.</p> <p>For the PPI, the weighting scheme was developed, sample of establishments were selected, and index calculation methods were agreed upon. Establishments are currently being recruited. The authorities are on schedule to release the new PPI in November 2012.</p> <p>National Accounts:</p> <p>The mission assessed data sources and made recommendations for improving ANA compilation methods, which were discussed. Work began on the first QNA estimates. It is expected that QNA data will be available by December 2012. The authorities have agreed on a work plan for developing QNA estimates and improving ANA methods.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Mongolia National Accounts, Consumer Price Index, Producer Price Index, and Construction Price Index	The program aims to provide support and TA to: (1) improve the quality of NA data for Mongolia; and (2) improve the PPI, CPI, and construction price indexes.	Two missions on national accounts to assist with improving both ANA and QNA estimates. One mission to assist with improving the CPI and construction price index; and improving and expanding the PPI.	<p><i>National Accounts:</i></p> <p>GDP by activity and expenditure are now available at constant prices; and the release of quarterly GDP expenditures since 2005 was planned for May 2012. GFCF has been estimated but is not yet complete. Estimation of household final consumption will be expanded when the 2010 Supply and Use table becomes available. The ICP form containing data on 2009 has been prepared and data requirements for the 2011 ICP are being met as scheduled.</p> <p><i>Prices:</i></p> <p>The mission reviewed the PPI compilation method and recommendations for its improvement were discussed. Also discussed were construction price index compilation issues (in particular the seasonal nature of this activity) and recommendations were made. The mission also assessed methods for compiling the CPI and discussed with counterparts recommendations related to issues with the compilation of price indexes for agriculture and labor costs. The authorities also agreed to a draft work plan to provide guidance on the way forward.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Nepal National Accounts, Consumer Price Index, and Producer Price Index	The program aims to provide support and TA to: (1) adopt <i>SNA 2008</i> , (2) improve ANA estimates, and (3) improve CPI and PPI compilation methods.	<p>One mission to review methods used to compile the PPI, assess available source data to update the PPI, and review requirements for transferring the CPI from the central bank to the statistics office.</p> <p>One mission in FY 2012 on national accounts to assess source data and methods for compiling ANA; and assess progress on development of QNA and Supply and Use Tables (SUTs).</p>	<p><i>CPI/PPI:</i> Recommendations for improving the methods used to compile the PPI were made. The source data were judged to be sufficient to revise weights and update the PPI. Expansion of the PPI to include other activities was discussed. A detailed plan was drafted to transfer production of CPI from the central bank to the statistical office, and the authorities agreed to the draft work plan to improve and update the PPI.</p> <p><i>National Accounts:</i> The mission reviewed ANA data sources and compilation methods and made recommendations for improvement (in particular to household final consumption numbers). Good progress was made in the development of QNA, and lack of progress on the development of SUTs was discussed. A work plan for continued improvement of ANA estimates and further progress on QNA estimates was drafted and agreed to by the authorities.</p>
Philippines National Accounts, Consumer Price Index, and Producer Price Index	The program aims to provide support and TA to: (1) improve QNA estimates, and develop sectoral accounts and balance sheets; and (2) improve both the CPI and the PPI.	In FY 2012 the Philippines was invited to participate in the program. Staff from the National Statistical Coordination Board (national accounts) and the National Statistics Office (price statistics) attended workshops on price statistics and national accounts, during which detailed TA objectives and needs were discussed.	<p>One TA mission to begin work on sectoral accounts and balance sheets has been confirmed for late spring 2012.</p> <p>One TA mission to begin work on improving the CPI and PPI has been confirmed for autumn 2012.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Sri Lanka National Accounts, Consumer Price Index, and Producer Price Index	The program aims to provide support and TA to: (1) improve ANA estimates, (2) review and assess data sources for national accounts, (3) develop QNA estimates, (4) improve and expand the CPI, and (5) develop a PPI.	One mission on national accounts to assess ANA compilation methods and begin development of QNA estimates. One mission to assess work on the CPI and help develop a PPI.	<i>National Accounts:</i> Recommendations for improving ANA compilation methods were made, and the availability of data sources for the QNA was reviewed. QNA compilation methods were also discussed. A work plan for revising the base year of ANA estimates and developing QNA estimates was drafted and agreed with authorities. <i>CPI/PPI:</i> The mission assessed current CPI concepts and compilation methods, and recommendations for improvement were made. Staff and counterparts discussed expansion of the CPI to cover areas outside of Colombo and concepts and methods for compiling a PPI. Bilateral discussions were also held with Central Bank of Sri Lanka staff to discuss transfer of responsibility for production and dissemination of price statistics to the statistics office. The draft work plan for expansion and improvement of the CPI and development of the PPI was accepted by the authorities.
Thailand National Accounts, Consumer Price Index, and Producer Price Index	The program aims to provide support and TA to: (1) improve QNA estimates, (2) develop sectoral accounts and balance sheets, and (3) improve the CPI and the PPI.	During FY 2012, Thailand was invited to participate in the project. Staff from the National Economic and Social Development Board (national accounts) and the Bureau of Trade and Economic Indexes (price statistics) attended the workshops on price statistics and national accounts, during which detailed TA objectives and needs were defined.	One TA mission to begin work on the development of sectoral accounts and balance sheets was confirmed for summer 2012. One TA mission to begin work on improving the CPI and the PPI was confirmed for autumn 2012.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Vietnam</p> <p>National Accounts, Consumer Price Index, Producer Price Index, Import-Export Price Indexes, Construction Price Index, and Transportation Price Index.</p>	<p>The program aims to provide support and TA to: (1) improve ANA estimates, (2) develop QNA by expenditure, (3) compile sectoral accounts and balance sheets, (4) improve the CPI and the PPI, (5) improve import-export indexes, and (6) discuss construction price and transportation price indexes.</p>	<p>One mission on national accounts to improve and expand QNA to include GDP by expenditure, help to update the base year for the ANA, and to improve congruence between GDP by activity and GDP by expenditure.</p> <p>One mission on price statistics to assess Vietnam's current price indexes, and discuss compilation issues and development of construction and transportation price indexes.</p>	<p><i>National Accounts:</i></p> <p>The mission reviewed methods to compile the QNA estimates and plans to expand the estimates to include GDP by expenditure were discussed. It is planned that quarterly GDP by expenditure will be released in 2012 (all data for 2010 and 2011 will be disseminated). The mission also provided guidance on issues relating to updating the base year. An update of the base year to 2010 will be introduced early in 2012. Commodity flow and supply and use methods were discussed. The authorities accepted the draft work plan for continued improvement and expansion of QNA estimates and updating the base year for ANA estimates.</p> <p><i>Price Statistics:</i></p> <p>The mission assessed the concepts and methods used to compile the price indexes (including CPI, PPI, import-export price indexes, construction price index, and transportation price index) and found the indexes to be generally of good quality; however, recommendations for improvement were discussed.</p> <p>Specific compilation issues were also discussed and data collection methods were reviewed.</p> <p>Recommended improvements to the compilation of price indexes are now aligned with action items included in the national data development plan.</p>

Ongoing FY2010 Programs (8)

WEST AFRICA: DEVELOP STRATEGIC FISCAL MANAGEMENT (JPN101)

Three-year program for FY10–FY12, geared toward strengthening fiscal management in ten West African countries which share similar characteristics in terms of background and development status. TA will be delivered using an approach that maximizes synergies gained from lessons learned by countries at different stages of the reform process, but which have similar issues and objectives regarding tax administration and budgetary management. The program aims to assist the countries with: (1) improving budget preparation and execution; (2) strengthening program and performance-based budgeting; (3) improving VAT productivity; (4) improving collections from and compliance by medium-size taxpayers; and (5) developing more efficient arrangements to tax small and micro-sized businesses.

The program finances short-term expert visits, headquarters-led visits, seminars, a regional PFM advisor posted in Liberia, and a tax administration advisor posted in Ghana who would provide assistance to Burkina Faso, Côte d'Ivoire, the Gambia, Ghana, Liberia, Mali, Niger, Nigeria, Senegal, and Sierra Leone. For some countries, the program involves missions to identify specific TA needs over the medium term.

Program Budget for FY10 through FY12	\$5,330,397
Program Budget for FY12	\$2,028,032

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Burkina Faso Public Financial Management and Revenue Administration	The program aims to streamline budget execution procedures and reporting system.	Six short-term PFM expert visits to assist in addressing preconditions for an efficient budgeting program to assist with adopting program-based budgeting, streamline the chain of expenditure, and improve fiscal reporting.	In compliance with the authorities' agenda, two of the six missions were transferred to another country (Mali). Significant progress has been made in implementing results-oriented budgeting. The Ministry of Economy and Finance (MEF) has initiated ambitious reforms to introduce program budgeting while consolidating the PFM system. The MEF technical secretariat has succeeded in mobilizing all 37 line ministries and state agencies around redefining their budget programs. However, the ability of the financial information system to operate within the 2009 WAEMU framework is uncertain and the supreme audit institution is not prepared for the tasks required. A comprehensive redesign of the budget program structure for all agencies (one-third completed) is expected to be sent to Parliament in FY 2013.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Côte d'Ivoire Revenue Administration	The program aims to rationalize VAT exemptions and assess improvements needed in medium and small-taxpayer administration.	No activities scheduled for FY 2012 because of political uncertainties precluding the provision of TA assistance.	No progress has been made owing to recent internal conflict. The country is now peaceful and TA is urgently needed.
The Gambia Public Financial Management and Revenue Administration	The program aims to: improve the medium-term expenditure framework (MTEF); streamline budget execution procedures and the reporting system; support the planned transition from a sales tax to a value added tax (VAT); and improve administration of medium and small taxpayers.	Three follow-up visits by the regional advisor to provide guidance on the MTEF, review draft budget submissions, and assist in training ministries on budget formulation. Two short-term PFM expert visits to train staff of line ministries on preparing budget submissions within the MTEF. In the revenue administration area, two short-term expert visits to continue support of prior recommendations on preparing to implement the VAT.	Two visits from the PFM regional advisor and the two short-term expert visits resulted in the preparation of an action plan for introducing an MTEF by 2013 and the preparation of the very first budget framework paper as part of the annual budget documentation for 2012. In the revenue administration area, one expert visit helped the authorities to redesign business processes and forms in preparation for introducing the VAT, planned for January 1, 2013. The second expert visit focused on building local capacity to manage taxpayer compliance.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Ghana Public Financial Management and Revenue Administration	The program aims to: improve the MTEF; implement a computer- ized financial manage- ment information sys- tem, government accounting reforms and financial reporting; and strengthen VAT admin- istration and adminis- tration of small and medium taxpayers.	<p>The PFM regional advisor, located within the Ministry of Finance in Accra, makes himself available to provide day-to-day advice to staff of the Budget Department. One regional seminar on MTEF will bring together up to 40 officials from participating countries to share experiences and achievements in implementing MTEFs, thereby enhancing cross-regional support.</p> <p>In revenue administration, placement of the regional tax administration advisor in Accra to provide continuous technical support to the Ghana Revenue Authority (50 percent of his time). Two tax administration expert visits to follow-up and provide assistance with taxpayer segmentation approaches.</p>	<p>With assistance from the PFM regional advisor, the pilot phase of program budgeting was successfully implemented and the authorities are now moving to extend the approach to other ministries. The PFM regional advisor also provided guidance on decentralization issues related to the budget.</p> <p>At a regional PFM seminar, 35 staff of the 9 countries covered by the program shared experience and good practices in designing, sequencing, and implementing MTEFs.</p> <p>In revenue administration, the two expert visits focused on implementing medium and small taxpayer offices (MTOs and STOs) and appropriate compliance programs. A VAT registration threshold of GHS 90,000 has been introduced, paving the way for simplifying the taxation regime for small enterprises, for which discussions are now in progress. Pilot medium taxpayer offices (MTOs) and small taxpayer offices (STOs) are being put into operation.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Liberia</p> <p>Public Financial Management and Revenue Administration</p>	<p>The program aims to: improve the MTEF; implement a computer- ized financial manage- ment information sys- tem, government accounting reforms and financial reporting; streamline budget exe- cution procedures; help build capacity to manage a future VAT; strengthen medium- taxpayer administration.</p>	<p>Three visits by the regional PFM advisor to assist the Ministry of Finance in intro- ducing a medium-term frame- work for the budget and sup- port line ministries in improving budget formulation within an MTEF.</p> <p>A visit from the Ghana-based regional tax administration advisor to advise on VAT planning and preparations.</p>	<p>The PFM regional advisor provided support to the design and implementa- tion of the MTEF process in Liberia, in collaboration with FAD's Sida/ EU-funded Liberia project and the ODI's Budget Strengthening. This regional advisor's support, which included two visits to Monrovia, helped the Department of Budget design the budget policy notes and forward esti- mates formats to be completed by line ministries, making it better equipped to lead the reform. Most line ministries submitted their budget policy notes, which have since been reflected in the Budget Framework Paper accompany- ing the 2012/13 budget.</p>
			<p>The groundwork is being laid to create the strategic and operational frame- work to manage a future VAT.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Mali</p> <p>Public Financial Management and Revenue Administration</p>	<p>The program aims to assist authorities with: streamlining budget execution and financial reporting; program budgeting; improving and reforming the VAT refund mechanism, and strengthening medium-taxpayer administration.</p>	<p>One scoping mission and six short-term PFM expert visits to assess progress with program budgeting and guide on TA needs, and to help the authorities to implement the measures recommended by previous missions to move towards program budgeting; in particular on developing the corresponding legal and regulatory framework and strengthening the capacities of project managers.</p> <p>One HQ-led diagnostic mission to evaluate the effectiveness of tax administration and advise on improvements for VAT and medium and small taxpayer administration. Two short-term expert visits to help implement the recommendations of the diagnostic mission.</p>	<p>The HQ-led diagnostic mission and five short-term expert visits advised on PFM. Considerable progress has been realized in implementing the recommended program-budgeting roadmap (70 percent of recommendations have been or are being implemented). Parliament is more deeply involved in budget preparation and the structure of budget programs has been reviewed.</p> <p>There was an HQ-led tax administration mission and two short-term expert visits. The authorities have established an account at the Central Bank to expedite VAT refunds, and introduced a risk management approach to improve the VAT refund system (e.g., for exporters with proven records of good compliance). The scope of the MTO in Bamako has been broadened to cover taxpayers with turnover of CFAF 100 to 500 million.</p>
<p>Niger</p> <p>Public Financial Management</p>	<p>The program aims to assist authorities with improving government accounting practices and reporting. The program also looks to improve cash management in Niger.</p>	<p>Three short-term expert visits to assisting the authorities with: (1) developing an operational Medium-Term Budget Framework (MTBF); (2) recording the operations related to foreign-financed transactions in the government accounts; (3) enhancing the reliability of accounting operations; (4) simplifying, rationalizing and reinforcing budget and accounting procedures, including control procedures for validation, payments authorization, and payments; and (5) improving cash management.</p>	<p>There were no PMF activities in the field but an HQ mission is being planned to advise on the reliability of accounting operations, rationalizing budget and accounting procedures, especially controls; and improving cash management. Moreover, despite human resource constraints the authorities have appointed an MTEF follow-up team with broad ministry representation.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Nigeria Public Financial Management and Revenue Administration	The program aims to implement IFMIS and help authorities strengthen VAT administration. Additionally, the program will help to create policies to improve medium and small taxpayer administration.	Two short-term PFM expert visits to support establishment of the treasury single account (TSA) and enhance cash management. One follow-up mission and two short-term revenue administration expert visits to build on prior advice.	An HQ mission in November 2011 reviewed progress in tax administration reform and provided guidance on implementing the full taxpayer self-assessment system and taxpayer compliance management strategies. Two short-term expert visits provided support on establishing an effective taxpayer service and audit functions. The planned PFM expert visits did not take place due to presidential elections and the appointment of a new Minister of Finance, who first wanted to undertake a review of TA needs. These delayed short-term expert visits in cash management and TSA are expected to be undertaken in FY 2013.
Senegal Revenue Administration	The program aims to provide support in information technology issues to strengthen the effectiveness of VAT and small and medium taxpayer administration.	A Francophone regional advisor based in Senegal devotes approximately 70 percent of his time to Senegal with brief periods of assistance to Mali and Senegal.	Senegal has made significant progress in making SIGTAS more effective in terms of cleaning the taxpayer register and expanding system functionality and usage, particularly by tax administration managers.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Sierra Leone Public Financial Management and Revenue Administration	The program aims to: (1) improve budget preparation, commit- ment control and cash management; (2) moni- tor and fine-tune VAT implementation; and (3) help the authorities to improve the small and medium taxpayer offices.	Three visits by the regional PFM advisor to help advance budget formulation within an MTBF, focusing on better aligning sector resource allo- cations with national priorities and integrating the public investment program into the budget process. Two revenue administration short-term expert visits to work with the authorities to further improve VAT produc- tivity and effectiveness.	The PFM regional advisor visited Sierra Leone three times in FY 2012 where he supported the Budget Directorate in redesigning the MTEF process and advised on medium-term fiscal and budgetary framework issues in the con- text of mineral resources. The work has contributed to the development of an MTEF manual to be used in training, as well as the refinement of the MTEF process. On revenue administration, one expert visit provided follow-up on integrating domestic tax administration beyond the large taxpayer segment. The second expert visit assessed the performance of tax administration against goals and objectives and good international VAT practice, and prepared a detailed action plan for reform.

Asia and Pacific - Effective and Efficient Public Financial Management (JPN102)

Three-year program during FY10-12 to provide TA in PFM and tax administration to seven Asia and Pacific countries. The objective is to assist these countries with developing macroeconomic policies and systems to support modern budget and treasury management, and establishing sound revenue collection structures. The broad goals of the program are to: (1) strengthen countries' capacity to analyze and forecast macro-fiscal developments and enhance top-down budgeting; (2) improve all aspects of treasury management and fiscal transparency; and (3) strengthen core functions of tax and customs administration, such as taxpayer registration, collection processing, risk assessment, audit, and large taxpayer management.

The program finances short-term expert visits, headquarters-led visits, seminars, a regional PFM advisor posted in Indonesia, and a tax administration advisor posted in Nepal who provides assistance to Bangladesh, Cambodia, Indonesia, Lao P.D.R., Nepal, the Democratic Republic of Timor-Leste and Vietnam. For some countries, the program involves scoping missions to identify specific TA needs in the medium-term.

Program Budget for FY10 through FY12	\$5,891,954
Program Budget for FY12	\$2,563,920

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bangladesh Public Financial Management and Revenue Administration	The program aims to assist authorities with: (1) improving macrofiscal management and medium-term budgeting; and (2) supporting improvement of large taxpayer administration and building more effective audit capacity and compliance programs.	PFM regional advisor to discuss with the authorities priority areas for IMF TA. Four short-term tax administration expert visits to assist with planning for introducing the VAT.	On the recommendation of the PFM regional advisor, the authorities requested a seminar on macrofiscal analysis and cash planning, which will be held in FY 2013 (July 23 to August 3, 2012). The PFM advisor engaged with authorities about training on macrofiscal planning and cash management, to be delivered in FY 2013. One short-term tax administration expert visit took place. Progress on the new VAT is good; it is expected to be enacted as scheduled in June/July 2012 (see JPN 109 for details). The direct tax law process has lost momentum; the authorities are considering selective changes to the current law while planning a more comprehensive reform.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Cambodia Public Financial Management and Revenue Administration	The program aims to assist authorities with: (1) improving the government accounting system; (2) improving government banking arrangements, cash management, and fiscal reporting; and (3) strengthening revenue collection and enforcement.	<p>In PFM, one HQ-led mission on macrofiscal capacity building and seven short-term expert visits to assist with budget classification, cash management, and banking arrangements.</p> <p>In revenue administration, one HQ-led tax and customs mission to review the progress of reforms and assess future TA needs. Two short-term customs administration expert visits to help the Customs Department to implement its five-year reform and modernization plan.</p>	<p>The three PFM expert visits provided assistance with the budget classification system, banking arrangements, and cash management.</p> <p>The HQ-led tax and customs mission reviewed progress on the five-year customs reform and modernization program supported by this project, and also reviewed revenue collection by the General Department of Taxation in response to MoF concerns that revenue performance had deteriorated over the previous two years. Customs expert visits in November 2011 and March 2012 primarily assisted with continuing development of the performance monitoring system, design of an authorized economic operators scheme, and alignment of procedures with the World Customs Organization (WCO) Revised Kyoto Convention. In tax administration, the extensive need for both short-term revenue generating measures and a medium-term reform plan will be addressed in FY 2013.</p>
Lao PDR Public Financial Management and Revenue Administration	The program will focus on implementing new legislation and developing and implementing strategies to improve operational performance, in particular taxpayer compliance, risk assessment, and auditing.	One HQ-led tax and customs mission to advise the tax administration on corporate and personal income tax compliance strategies; review progress on customs reforms; and assess future tax and customs needs. Two short-term customs expert visits to assist with improving revenue controls and compliance. Two short-term tax expert visits to help the authorities to implement corporate and personal income tax measures proposed by the HQ mission.	A Fund customs administration expert made visits in September and November 2011 to advise on customs legislation and regulations, implementation of the WTO valuation code, alignment of procedures with the WCO revised Kyoto Convention, and formulation of compliance and anti-smuggling strategies. Due to delays by the authorities in coordination, the proposed mission to draft a medium-term reform plan to respond to serious organizational and procedural weaknesses in the tax department will now take place in FY 2013.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Nepal</p> <p>Public Financial Management and Revenue Administration</p>	<p>The program would focus on measures necessary to improve revenue collection in the medium-term, and raise taxpayer compliance levels. In particular, TA would focus on broadening the tax net (taxpayer registration), increasing the number of taxpayers filing returns, reducing arrears, and increasing revenues from audit programs through better audit selection and better-trained auditors.</p>	<p>In the area of PFM, assignment of a long-term treasury advisor and six field trips to establish a central treasury system with a network of sub-treasuries.</p> <p>One HQ-led revenue administration mission to review progress in improving revenue performance, compliance and enforcement, and process, as well as procedural efficiencies and assess further TA needs. Back-to-back with this HQ mission, a review with the authorities of the quality and effectiveness of the TA the regional adviser is providing. Two short-term tax expert visits to assist with improvements in management of the large taxpayer office. Three short-term customs expert visits to advise on improving revenue controls, compliance, and procedures for import clearances.</p>	<p>Nepal continues to make good progress with treasury reforms. With the help of the treasury advisor, a central treasury system was established, and TSA created. Government bank accounts have been consolidated in a single central bank account and most accounts in the commercial banking system were closed. A detailed plan was drafted to establish a network of regional sub-treasuries. The JSA-financed advisor has worked closely with the World Bank, DFID, and other donors.</p> <p>The HQ-led revenue administration mission found that progress in some areas of tax and customs administration was good, but had stalled in the large taxpayer office after its director general was transferred. Therefore, none of the planned TA to the LTO was delivered in FY 2012, and the short-term expert visits were instead used on customs assistance. With the appointment of a new tax director general, however, there is renewed understanding of the need to reform the LTO, and a genuine willingness to resume it. The Customs Department continues to make excellent progress in implementing the three-year reform plan. Five customs visits were delivered between August 2011 and January 2012 to implement a broad range of initiatives in the department's 2009-2013 Reform and Modernization Plan. There were also visits in November 2011 to advise on urgent IT operations issues and strategy and on post-clearance audits.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Korea Public Financial Management		One regional seminar on PFM reforms for fiscal sustainability.	The seminar was postponed to May 2012.
Democratic Republic of Timor-Leste Public Financial Management	The program aims to strengthen expenditure management, treasury operations and fiscal reporting, including advising on how to maintain fiscal discipline after devolving expenditure assignments to line ministries and sub-national governments.	Six-month extension of a resident advisor to support the treasury system and the TSA. One HQ-led mission to assess the PFM system as an important input into the review of the PFM development strategy.	Placement of a resident advisor in the Treasury (as requested by the Minister) has been instrumental in refining the treasury system and reforming budget execution. The legal framework for the treasury was clarified by drafting a law on the treasury, numerous bank accounts were closed or transferred to the TSA, drafting a treasury manual commenced and progress was made on automating bank reconciliations and improving payroll operations.

South-Eastern Europe: Strengthening Fiscal Management (JPN103)

Three-year program during FY10-12 to provide TA on PFM and tax administration to eleven countries in South Eastern Europe (SEE). The program aims to assist these countries with implementing budget and treasury reforms, and aligning the region’s revenue administration with international best practices and EU requirements. Specifically, the program helps countries to: (1) achieve fiscal consolidation; (2) exercise fiscal control and financial discipline; (3) improve allocation of resources through budgeting; (4) increase taxpayer compliance with tax laws; and (5) provide fair and service-oriented tax administration.

The program finances short-term expert visits, HQ-led visits, seminars, and two regional advisors, for PFM and tax administration, posted in Slovenia, who would provide assistance to Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, and Slovenia.

Program Budget for FY10 through FY12	\$6,000,902
Program Budget for FY12	\$2,243,319

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p>Europe - multiple countries</p> <p>Public Financial Management (PFM) and Revenue Administration</p>	<p>The program aims to further strengthen implementation of budget and treasury reforms, and help advance the step-by-step adoption of a programmatic approach to budget preparation within an MTBF.</p> <p>The program also aims to improve revenue administration by assisting revenue agencies to introduce strategic planning, performance management, compliance and risk management programs, human resource management reforms, and IT strategies.</p>	<p>One PFM regional advisor based in Slovenia. PFM advice to member states with visits to Albania, Croatia, Macedonia, Romania, and Serbia to further strengthen implementation of budget and treasury reforms in South East Europe and help advance a program-based approach to budget preparation. One regional seminar to bring together officials from participating countries to share experiences in developing and strengthening fiscal institutions and enhancing cross-regional support.</p> <p>One revenue administration advisor based in Slovenia. Visits to Albania, Croatia, Moldova, Montenegro, and Romania and one HQ-led inspection mission (back-to-back with a country mission) to inspect the work of the regional advisor and determine his future work program. One seminar to bring together officials from participating countries to discuss reform achievements, future reform plans and compliance strategies.</p>	<p>The long-term PFM expert has completed his main work objectives. Two HQ led missions to Romania and one to Moldova were delivered; one of the Romania missions replaced a planned mission to Bulgaria. The long term advisor made nine visits to six countries and managed six short-term expert visits in three countries. Progress compared to the work plan has been satisfactory and has had a substantial impact on PFM reforms in many countries, especially moving ahead to introduce a medium-term horizon to the budget planning processes.</p> <p>The revenue administration component (HQ missions, long-term expert (LTX) visits, and short-term expert (STX) visits) have proceeded largely as planned. Recognizing recipients' ambitions to align with EU standards, paying attention to consistency in recommendations across tax agencies, and working from the outset to get the strategic direction right have brought about discernible progress in revenue administration reforms. The long-term advisor has participated in HQ missions to Moldova, Albania, Montenegro, and Romania; he made ten visits to five countries in FY 2012.</p> <p>Both regional seminars were successful.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Albania Public Financial Management and Revenue Administration	The program aims to: (1) integrate improvements in debt and cash management and treasury reform in support of the wider medium-term budgeting objective; (2) develop a compliance risk management system; (3) develop the capability to measure operational performance; (4) strengthen large taxpayer operations; and (5) improve core business processes; and help the authorities to replace outdated IT systems.	No PFM missions were planned for FY 2012. Regarding revenue administration, one HQ-led mission to review progress and assist formulating and implementing development plans and compliance strategies, as well as three short-term expert visits to assist in developing taxpayer compliance strategy and improve operational functions.	Though not in the original work plan, at the request of the authorities, the long-term expert visited Tirana and produced a report on the institutional strategy for debt management, which is now being considered by the authorities. The HQ mission on revenue administration was delivered. LTX and STX visits in tax administration focused mainly on developing and implementing compliance strategies, developing high-level user requirements for a new IT system, and providing guidance on managing an IT tender process. At the end of the reporting period, the compliance strategy was developed and partly implemented. Drafting of the IT user requirements was nearing completion, with a tender process planned for July-September 2012.
Bosnia and Herzegovina Public Financial Management	The program aims to integrate the development and implementation of fiscal policy across all levels of central and general government. It also aims to strengthen a newly established Fiscal Council's capacity to provide meaningful policy advice, and accurate and timely information on consolidated government finances.	One HQ-led mission to advise on medium-term budgeting and on the introduction of credible fiscal rules. Two short-term expert visits with the regional advisor to follow up on initiatives and to strengthen reporting processes at the general government level.	The HQ-led mission was replaced with a visit from the regional advisor and a short-term expert to the Republika Srpska to discuss strengthening fiscal institutions and oversight. Two short-term follow-up visits on strengthening fiscal reporting were delivered later in FY 2012 resulting in new accounting and fiscal reporting regulations being approved in Republika Srpska and the Federation.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bulgaria Public Financial Management	The program aims to assist authorities with developing program budgeting and an MTBF.	One HQ-led mission to review progress in introducing medium-term budgeting and a programmatic budget structure.	At the request of the authorities the mission scheduled for February 2012 was cancelled. Although not originally planned, the revenue administration LTX paid a visit to Bulgaria to introduce the tax administration to modern compliance management
Croatia Public Financial Management and Revenue Administration	The program aims to assist authorities with developing an MTBF strategy and program budgeting.	No activities planned for FY 2012.	No activities delivered in FY 2012. Although not originally planned, the revenue administration regional advisor undertook two visits to Croatia in conjunction with a World Bank mission to advise on establishing a large taxpayer office as and other reforms.
Kosovo Public Financial Management and Revenue Administration	The program aims to assist authorities with: (1) strengthening the capacity of local governments to assume new responsibilities under the government's proposal for fiscal decentralization; (2) developing the government debt management capacity; and (3) improving the IT strategy and taxpayer compliance management.	One short-term expert mission to scope the need for strengthening and integrating cash and debt management functions.	The mission was carried out by the regional advisor rather than a short-term expert and resulted in a set of recommendations to strengthen nascent debt and cash management operations.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
FYR Macedonia Public Financial Management and Revenue Administration	The program aims to assist the authorities with: (1) implementing a medium-term fiscal and budget framework; (2) strengthening cash and debt management capacity and strategy; and (3) strengthening taxpayer compliance efforts.	One short-term expert mission with the regional advisor to follow up on the MTBF and strengthen the programmatic structure. No tax administration support was planned for FY 2012.	A regional advisor mission replaced the short-term expert mission in February 2012 and recommended changes to existing budget planning and execution practices to arrest the recent accumulation of external payment arrears. The planned short-term expert mission is likely to take place in FY 2013.
Montenegro Public Financial Management	The program seeks to support the authorities in strengthening medium-term fiscal forecasting and developing an MTEF.	One short-term PFM expert mission to help implement debt management strategy. Two short-term revenue administration expert visits to assist with implementing a reform plan based on the recommendations of a March 2011 Fund-financed diagnostic mission.	The PFM mission resulted in an updated debt management strategy being agreed and forwarded to government for approval. The revenue administration LTX participated in a Fund-financed mission to assess tax deficiencies and provide guidance on next steps in reforming the administration. The two planned STX visits will take place when the authorities are ready for the TA.
Moldova Public Financial Management and Revenue Administration	The program aims to support the authorities with implementing program budgeting, cash management, and macro-fiscal analysis. The program will also assist authorities in the State Tax Inspectorate with improving field organization, risk management, audits, IT systems, and the Large Taxpayer Unit.	One HQ-led mission to strengthen the MTBF and review fiscal decentralization strategy. On revenue administration, three short-term expert visits to help develop taxpayer compliance strategies and improve operational functions.	Recommendations to strengthen the existing MTBF and to improve performance budgeting are being considered by the authorities although there was some resistance to the model recommended by the mission. Visits on revenue administration by a Fund-financed HQ mission, LTXs, and STXs focused on compliance strategies and strengthening management of large corporation compliance. At the end of the reporting period, the compliance strategy was implemented as a pilot, with impressive results with regard to the industry sectors targeted.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Romania Public Financial Management	<p>The program aims to assist authorities with implementing a fiscal responsibility law (FRL), improving the budgeting process, and strengthening fiscal discipline.</p>	<p>One HQ-led mission to follow up on implementation of the FRL. Two short-term expert missions with the regional advisor to strengthen cash and debt management.</p> <p>With regard to revenue administration, two short-term expert visits to assist with developing and implementing a high-wealth individual taxpayer compliance regime.</p>	<p>The HQ-led mission was successful. In addition to the implementation of FRL, it reviewed planned reforms in accounting and fiscal reporting, and possible introduction of a performance focus in budgeting. A follow-up HQ-led mission to review the new fiscal reporting system—not originally envisaged but requested by the authorities—replaced the cancelled Bulgaria mission. The STX missions involved intensive training of the debt and cash management units in how to maximize the analytical capacity of the debt management system resulting in a significant increase in risk management capacity.</p> <p>The two STX visits on tax administration were also successful. The LTX also participated in a Fund-financed revenue administration mission. The authorities are far along in developing the strategies and tools for improving compliance by high-wealth individual taxpayers.</p>
Serbia Public Financial Management	<p>The program aims to assist authorities with developing an overall revenue administration reform strategy, as well as risk and compliance, IT strategies, audit, and taxpayer services to improve revenue administration.</p> <p>The program will also assist in improving fiscal reporting and debt and cash management.</p>	<p>Two short-term expert missions with the regional advisor to strengthen cash and debt management.</p>	<p>One short-term expert mission took place in June 2011 to review the institutional capacity of the Public Debt Administration and integration of debt and cash management operations. Major weaknesses were identified and specific actions recommended to address the weaknesses; the second mission was carried forward to FY 2013.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Slovenia Public Financial Management	The program aims to provide support as the authorities transition to a performance-based orientation to its budget processes.	No missions planned for FY 2012; the regional advisor is based in Slovenia and available for consultation. One seminar for JSA-financed countries to bring together their officials to discuss reform achievements and future reform plans and facilitate achievement of program objectives.	No missions in FY 2012. The two regional seminars were held in Slovenia. Representatives of ten program-recipient countries attended the PFM fiscal institutions seminar with very positive feedback. For the tax administration seminar all program recipients, except Moldova, were represented. The PFM advisor also presented three workshops on medium-term budgeting, program budgeting and debt management.

Middle East and Central Asia: Safeguarding Financial Resources in Central Asian Countries (JPN104)

Three-year program during FY10-12 to provide TA to help safeguard financial resources and strengthen fiscal institutions in eight Central Asian countries. The program aims to: (1) enhance financial oversight, and establish crisis management and crisis resolution mechanisms and financial safety nets; (2) build institutions and frameworks for medium-term strategic and policy-oriented budget management, and assist with the fiscal consolidation required in response to the global financial crisis; (3) further strengthen implementation of budget and treasury reforms, with emphasis on improving fiscal reporting, and introduction of an MTBF; (4) enhance banking sector regulation and supervision and implement remedial action for problem banks; and (5) upgrade supervisory practices, especially stress testing and early warning systems.

The program finances STX visits, HQ-led visits, seminars, a resident advisor posted in Kazakhstan, and a PFM advisor posted in Uzbekistan who assists Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan. The program involves scoping missions to some countries to identify specific TA needs for the medium term.

Program Budget for FY10 through FY12	\$4,277,228
Program Budget for FY12	\$2,023,433

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Armenia Public Financial Management and Bank Resolution	The program aims to: (1) introduce integrated medium-term budget and planning frameworks; and (2) improve fiscal reporting, particularly in respect to coverage, classification, and presentation; and (3) strengthen the bank resolution procedures.	Assistance of regional advisor (resident in Uzbekistan) and one short-term expert visit to follow up on the HQ-led PFM mission in October 2011. Two short-term expert visits to strengthen bank resolution procedures.	The October 2011 HQ-led mission advised the authorities on linkages of macroeconomic analysis to the medium-term expenditure framework and the annual budget and program-based budgeting. The regional advisor visited in association with the HQ-led mission and advised on fiscal risk disclosure issues. A follow-up visit by the regional advisor and an STX are planned for November 2012. Concrete results so far include: more analytical and macro-connected budget process, as evident from the published MTEF; increased quality and coverage of fiscal risks analyses in the budget documentation; and improved budget program structure. One STX mission in June 2011 advised the authorities on the special resolution regime and proposed new policies and accompanying amendments to laws to make it more effective. This was a valuable input into the FSAP Update. Other missions were delayed until after the FSAP (in February 2012) in order to better target the TA to the FSAP recommendations.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Azerbaijan Public Financial Management and Bank Resolution	The program aims to: (1) introduce integrated medium-term budget and planning frame- works; and (2) improve fiscal reporting, partic- ularly in respect to cov- erage, classification, and presentation; and (3) develop a strategy for consolidating the banking sector, and possible follow-up on strengthening supervision.	One HQ-led mission to take stock and pro- vide advice on macro- fiscal issues. Assistance of the regional advisor and one STX visit to fol- low-up on the HQ mission. For banking supervision, two STX visits to develop a strategy for consoli- dating the banking sector and strength- ening the supervisory framework.	The HQ-led stocktaking mission did not take place because the authorities did not submit a formal request for it, despite earlier indications they would. Consequently the STX visit was relocated to Kazakhstan. A mission on banking sector consolidation took place in May 2011. The authorities are currently looking to address the state-owned bank, which is in poor financial condition; they hired external consultants to advise them. Other follow-up work on supervision has been deferred until after an FSAP update.
Georgia Public Financial Management	The program aims to introduce integrated medium-term budget and planning frame- works and improve fis- cal reporting, particu- larly with respect to coverage, classification, and presentation.	No activities planned for FY2012.	In May 2012, in connection with an HQ-led mis- sion, the regional advisor advised on ownership monitoring and risk management issues related to the new Partnership Fund. Concrete steps to strengthen the institutional framework of the Partnership Fund, as recommended, are under consideration in the context of the IMF-supported program.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Kazakhstan Public Financial Management and Banking Supervision	The program aims to assist with improving the medium-term fiscal and budget framework (MTFF/MTBF), strengthening budget preparation and execution, and reforming the bank resolution legal framework.	<p>Assistance of the regional advisor and two STX visits to build capacity to produce consolidated fiscal reports. One HQ-led mission to assess progress and advise on measures for developing an MTBF and assess requirements for introducing fiscal rules.</p> <p>An HQ-led mission to assess needs of the banking sector, and several STX visits to help strengthen the regulatory and supervisory, and the bank resolution frameworks to assist in bank restructuring.</p>	<p>The HQ-led mission in September 2011 reviewed a wide range of PFM issues, including on macro-fiscal analysis and parameters, medium-term expenditure framework, budget formulation for the republics, performance-based budgeting, treasury and budget execution, reporting, information technology systems and audit. The regional advisor made four visits, one in conjunction with the HQ-led mission, on accounting policy, reporting and audit issues. There were four STX visits on accounting policy and IT issues. (One visit to Azerbaijan and one to the Kyrgyz Republic were relocated to Kazakhstan). During this critical phase of adopting accrual International Public Sector Accounting Standards (IPSAS), the Kazakhstan authorities required new IT systems and have high demand for TA on accounting strategy and IT issues. The recommendations on accounting strategy and IT issues are being implemented.</p> <p>There were no bank supervision missions or visits; the authorities were focused on crisis management and preferred to receive TA in these areas once the crisis is resolved.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Kyrgyz Republic Public Financial Management and Banking Supervision	<p>The program aims to: (1) upgrade PFM systems; (2) advise the MoF on measures to strengthen budget preparation and the medium-term fiscal framework, and manage expenditure arrears; and (3) help the authorities to implement a framework for remedial actions and, if needed, bank resolution.</p>	<p>One HQ-led mission to assist with developing the MTBF and strengthening budget execution. Assistance of the regional advisor and two STX visits to follow-up and help with implementing HQ mission recommendations.</p> <p>Extension of the long-term banking supervision resident advisor to continue assistance in strengthening bank supervision and deal with problem banks.</p>	<p>The HQ-led mission in August 2011 reviewed the overall progress and management of PFM reforms, and strengthened the organization of the Ministry of Finance and budget preparation reforms. The regional advisor made four visits, including one in conjunction with the HQ-led mission, to assist with commitment control, TSA, cash management, and accounting issues. One STX visit assisted with accounting issues. The authorities have been following the recommendations on TSA and commitment control, and most of the recommendations on accounting and cash management, which help upgrade treasury functions towards good international practices.</p> <p>The resident advisor's contract was extended in October 2011. Progress was made, and the advisor has gained the confidence of the chairwoman and other staff at the National Bank of the Kyrgyz Republic. Obstacles to full implementation include delays with respect to the legal framework for bank resolution due to political and capacity constraints.</p>
Tajikistan Public Financial Management and Banking Supervision	<p>The program is directed to such high-priority areas as implementing commitment control, cash management, and a full TSA system.</p> <p>The program also aims to implement stronger supervisory practices, such as improved implementation of the Basel Core Principles; enhance capacities to stress test potential crises, and strengthen the legal framework for bank resolution.</p>	<p>Assistance of the regional advisor and one STX visit to assist with implementing the TSA, commitment control, and cash management systems. Several STX banking supervision visits to provide follow-up TA. Three STX visits to help strengthen the regulatory and supervisory framework.</p>	<p>The regional advisor visited four times to advise on the TSA, accounting, budget classification, commitment control and cash management. An STX visit dealt with the monitoring of state-owned enterprises (SOE). Following the authorities' request for urgent assistance to complete a Statement of Fiscal Risks required for their macro-economic program with the IMF, two other STX visits (relocated from Turkmenistan and Armenia) were conducted. Most important concrete results include: introduction of TSA at the level of the republics level; and preparation of Statement of Fiscal Risks related to SOEs.</p> <p>In banking supervision, no missions took place because other donors have been providing assistance. However, an unmet area of need has been identified and assistance is expected in the coming months.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Turkmenistan Public Financial Management and Banking Supervision	The program aims to: (1) introduce integrated medium-term budget and planning frame- works; (2) improve fis- cal reporting, particu- larly with respect to coverage, classification, and presentation; and (3) implement stronger bank supervisory practices.	Assistance of the regional advisor and one STX scoping mis- sion to identify TA needs and develop a targeted program of assistance. No banking supervi- sion activities planned for FY2012.	No PFM activities took place in FY2012. In May 2012, the authorities indicated that they would request TA from FAD, but a formal request has not yet been received. The STX was reallocated to Tajikistan. No banking supervision activities were planned for FY2012.
Regional seminar Public Financial Management		One regional seminar to bring together offi- cials from participat- ing countries to share experiences and achievements in implementing pro- gram and perfor- mance budgeting, and thus enhance cross- regional support.	The workshop in May 2011, which also addressed macrofiscal issues, was attended by officials from all eight Central Asian countries. All officials made presentations on their own country experiences. FAD staff, the regional advisor, one FAD STX and one World Bank STX also made presentations. The officials gave the workshop high ratings. The pro- ceedings were published on the PFM blog.
Uzbekistan Public Financial Management and Banking Supervision	The program aims to (1) introduce integrated medium-term budget and planning frame- works; (2) assist the authorities with cash management, commit- ment control, TSA, and other accounting sys- tems; and (3) strengthen banking supervision and regulation.	No PFM activities planned for FY2012 apart from ongoing advice from the regional advisor who has been based in Uzbekistan. One STX visit on banking supervision and regulation.	Advice was provided by the regional advisor on the development of the TSA system, cash management and the new draft Budget Code that currently includes the introduction of a parliamentary appro- priation system and some development of medium- term budgeting. The authorities have been making good progress in implementing the advice on the development of the TSA system and some progress on cash management. The new accounting system is nearly ready for implementation, but is awaiting the availability of the IT system. Overall, the cover- age of the Treasury system, including commitment controls, is adequate. The draft Budget Code, how- ever, has not yet been approved by the government. No mission has taken place because the authorities have not considered banking supervision a priority. However, an assessment mission is scheduled to occur in the next few months.

Enhancing Fiscal Management: Strengthening Treasury Management, Fiscal Reporting, and Tax Auditing (JPN105)

Three-year program during FY10-12 to provide TA in the areas of tax administration and PFM to four South American countries (Bolivia, Colombia, Paraguay, and Peru) so that they can continue and consolidate their efforts to build institutions and frameworks for medium-term strategic and policy-oriented revenue administration and budget management. Specifically, the program addresses compliance management and weaknesses in the treasury function by improving cash and debt management and information management systems (IFMIS). Since many countries in Latin America face similar difficulties in PFM, a regional component was included to facilitate exchange of experiences.

The program finances STX visits, HQ-led visits, and seminars to provide assistance to Bolivia, Colombia, Paraguay, and Peru. For some countries, the program also involves scoping missions to identify specific TA needs in the medium term.

Program Budget for FY10 through FY12	\$1,365,240
Program Budget for FY12	\$541,655

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Bolivia Revenue Administration	The program aims to improve tax compliance, combat tax evasion, strengthen institutional capacity, and enhance the audit function and customs control.	Two STX revenue administration visits to assist authorities with devising risk-assessment methods for the customs service. The assistance will seek to improve coordination between customs and the domestic tax service for joint taxpayer audits and sustain work on scoping and defining changes to the customs IT system to support the new risk-assessment procedures.	The program aimed to support the development of risk-based assessment methods at customs through two STX visits. However, the government's decision to merge the tax and customs administrations into a single Revenue Authority necessitated postponement of these activities while the authorities worked on strategic and organizational issues. The activities will commence in FY 2013.
Colombia Revenue Administration	The program aims to strengthen the audit department to better address compliance risks, and strengthen tax enforcement and collection.	No activities planned for FY2012.	No activities during FY2012.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Paraguay Public Financial Management and Revenue Administration	The program aims to enhance cash and debt management capacity, and modernize the tax and customs administration.	<p>In the revenue administration area, three STX visits to support adoption of new customs procedures formulated under the FY 2011 JSA program and implementation of proposals for valuation and audit organizational changes. Two STX tax visits to help strengthen audit strategies, planning, and supervision of field audits. One HQ-led follow-up mission (tax and customs) to update FAD's December 2010 assessment and determine the action plan for this project.</p> <p>In the PFM area, two STX macrofiscal visits to build capacity to produce consolidated reports and help with establishing a macrofiscal unit at the Ministry of Finance in support of the development of the medium-term financial forecast (MTFF). One HQ-led mission to follow up on recommendations to strengthen debt and cash management and suggest further measures to enhance reporting and controls; and to assess progress on developing an MTBF and requirements for introduction of fiscal rules.</p>	<p>Although the revenue administration action plan for FY 2012 experienced delays because of successive changes of National Directors of Customs for political reasons and the need for the successive management teams to familiarize themselves with the project, a proposal for organizational changes for the post-release valuation unit was completed and a decree for its implementation drafted with the program's assistance. An advisor, funded by the program, gave guidance for a comprehensive action plan for improving the quality of the taxpayers' registry. The HQ-led follow-up mission took place as planned and found good progress in the domestic tax area and some progress in customs. All STX visits were completed. Using savings in the travel budget, a workshop was added for FY 2013.</p> <p>PFM progress has been good on creation of a new macrofiscal unit in the Ministry of Finance and gradual improvement of macrofiscal forecasts, but less so on debt and cash management. Both the HQ-led mission and the STX visit successfully fulfilled their stated purposes.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Peru Public Financial Management	The program aims to implement the IFMIS, and strengthen audit operations and debt collection.	One STX visit to modernize the IFMIS and the treasury, assist the government with defining the treasury and other modules of the IFMIS and assess whether the IT development proposals are consistent with the approved conceptual model of the system.	In the second half of FY 2012 the new administration reviewed the strategy to implement the IFMIS and decided to combine in-house development of the system with recourse to an IT firm for other aspects of the development. This strategic change meant postponing the STX visit to FY 2013.

 Asia-Pacific Region: Strengthening Macroeconomic Management (JPN201)

Three-year program during FY10–12 to provide training designed to strengthen macroeconomic management in the Asia-Pacific region, by improving the ability of officials to analyze economic conditions, diagnose problems, and design and implement appropriate policies. The training, delivered through the IMF-Singapore Regional Training Institute (STI), includes courses on macroeconomic analysis and policy, money and financial markets, the external sector, the fiscal sector, and anti-money laundering and combating the financing of terrorism.

The program covers the costs for LTXs, STX visits, HQ-led visits, IMF share of participant costs, interpretation and translation, and course preparation and staff delivery time.

Program Budget for FY10 through FY12	\$6,085,098
Program Budget for FY12	\$2,593,418

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
<p data-bbox="204 583 354 676">Asia-Pacific - multiple countries</p> <p data-bbox="204 714 380 806">Macroeconomic Management and Training</p>	<p data-bbox="415 583 607 898">The program aims to strengthen the ability of Asian officials to analyze economic conditions, and design and implement macroeconomic policies.</p>	<p data-bbox="634 583 997 1696">Forty-nine weeks of training delivered through twenty-five courses in anti-money laundering and combating the financing of terrorism, balance of payments statistics, balance sheets and accumulation accounts, central banking and financial sector legislation, design, sequencing and implementation of public financial management reforms, economic policies for financial stability, external sector issues, financial market analysis, financial markets and new financial instruments, financial programming and policies, financial soundness indicators, macroeconomic diagnostics, macroeconomic forecasting, macroeconomic implications of fiscal issues, macroeconomic management and financial sector issues, macroeconomic management and fiscal policy, macroeconomic management for senior officials, monetary and exchange rate policy, monetary and financial statistics, mortgage markets, securitization, and structured finance, public sector debt statistics workshop, public sector debt statistics workshop for senior officials, safeguards assessments of central banks, stress testing banks, and tax policy and administration.</p>	<p data-bbox="1027 583 1484 772">Recipients continue to give very positive evaluations and feedback on the STI training program. In end-of-course evaluations, the average score on a scale of 1 to 5 (highest) for questions that address the overall value of the courses was 4.6.</p> <p data-bbox="1027 827 1484 1297">The STI continues to enhance its training courses on macro-financial issues. Regular offerings of courses such as Economic Policies for Financial Stability address the problem of identifying systemic vulnerabilities and the design and implementation of appropriate policy responses. Difficulties created by the volatility of capital flows and the role of macroprudential regulation remain an important area of discourse. The core courses in financial markets, such as Financial Market Analysis and the more advanced Financial Markets and New Financial Instruments continue to be in high demand.</p> <p data-bbox="1027 1310 1484 1782">Courses on macroeconomic policy remain important for building capacity in the region. Courses such as Monetary and Exchange Rate Policies and Macroeconomic Management and Financial Sector Issues have increased their emphasis on macro-finance linkages and the design of frameworks for monetary and financial stability. The long-standing Financial Programming and Policies course is still very popular among junior officials from a wide variety of agencies, providing an essential foundation in the analysis and design of macroeconomic policies for high-potential junior officials.</p>

Economic and Monetary Community of Central African States (CEMAC): Strengthening Regional Financial Agencies (JPN401)

Three-year program during FY10-12 to provide TA to CEMAC to improve regional financial stability, integration, and intermediation to help increase economic activity and reduce poverty. The program aims to: (1) develop policies and mechanisms to better manage the regional monetary union; and (2) strengthen regional financial supervision and oversight.

The program finances STX visits, an HQ-led visit, seminars, a regional advisor posted at the Banque des Etats l'Afrique Centrale (BEAC) in Cameroon, and a general advisor assigned to the General Secretariat of the Central African Banking Commission (COBAC) to provide assistance to Cameroon, the Central African Republic, Chad, the Republic of Congo, Equatorial Guinea, and Gabon.

Program Budget for FY10 through FY12	\$3,367,612
Program Budget for FY12	\$1,347,576

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
BEAC Public Debt Management and Banking Supervision	The program will help BEAC to: (1) establish an effective infrastructure for the regional government securities market; (2) strengthen its research capacity so that it can make well-informed policy decisions; and address profound shortcomings in its governance, especially accounting and internal audit operations, by concentrating on TA in management and operations areas.	<p>MCM-led mission to advise on design and implementation of monetary policy.</p> <p>One LTX as resident advisor to the BEAC Governor on corporate governance.</p> <p>Four STX missions on central bank accounting.</p> <p>One STX mission on monetary operations and liquidity management.</p> <p>One LTX as resident advisor to the BEAC Governor on monetary policy design and implementation.</p> <p>MCM-led mission to advise on monetary policy, accounting, and financial stability analysis</p> <p>LTX travel within the region.</p>	<p>A multitopic mission visited Yaoundé in July-August 2011 to review the monetary programming framework and instruments and design an action plan to strengthen application of monetary policy.</p> <p>The LTX took up his assignment as general advisor to the BEAC Governor in May 2011. He has since been providing advice to: (1) strengthen BEAC's corporate governance; (2) monitor the implementation of technical cooperation (TC) plans to address corporate governance issues as agreed with the MCM TC mission; (3) coordinate MCM STX missions, in close cooperation with MCM HQ for the BEAC in the area of corporate governance; and (4) coordinate technical support from various partners to ensure it is aligned with BEAC's strategic plan.</p> <p>STX missions in March-April and November-December 2011 advised on preparing 2010 financial statements in line with IFRS; strengthening management control; and strengthening the accounting system (SYSCOBEAC).</p> <p>During the July-August 2011 MCM mission, experts advised on monetary programming; reforming monetary instruments; developing rules for the creation of a unique pool of assets admissible as collateral for monetary operations.</p> <p>The MCM mission on monetary policy design and implementation recommended that a second resident advisor to the Governor of BEAC be appointed to speed up the modernization process.</p> <p>The March-April 2012 MCM mission provided further advice on accounting and implementing monetary policy, and conducted a stress testing exercise on the banking system.</p> <p>In FY2012, the general advisor travelled to Malabo, Equatorial Guinea, and Brazzaville, Republic of Congo, to help arrange the accounts of national branches of the BEAC.</p>

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
COBAC Banking Supervision	The program will help COBAC to: (1) strengthen off-site analysis capacity and the banking regulatory framework in accordance with the recommendations of the 2006 regional CEMAC FSAP; and (2) strengthen capacity for conducting on-site supervision and implement the 2006 regional CEMAC FSAP recommendations for on-site inspection.	Resident LTX on bank supervision and regulation. Resident advisor, supplemented by AFRITAC, for training LTX regional travel.	In early October 2011, an LTX took up his assignment as resident advisor to the Secretary General of COBAC on all banking supervisory issues, including preparation of procedures manuals. His work focuses on finalizing revisions to COBAC regulations, preparing regulations, and finalizing the study for considering guarantees in nonperforming loan provisioning. In collaboration with AFRITAC, he trains COBAC staff in: (1) self- assessment of compliance with international standards and implementing reforms to align supervision with international standards; and among others (2) moving towards risk-based supervision. Mr. Leclerc also travelled to member countries to support onsite examination missions.

Association of Southeast Asian Nations (ASEAN): Enhancing Regional Stability through Improved Supervision (JPN402)

Three-year program during FY10–12 to provide TA to improve and maintain financial stability within four ASEAN member countries by (1) encouraging the convergence and harmonization of supervisory practices with recognized international standards; and (2) leveling the playing field for the banking systems of member countries to facilitate financial integration and intermediation.

The program finances STX visits, an HQ-led visit, seminars, and regional advisors posted in Cambodia, Indonesia, Philippines, and Vietnam, who provide assistance to those countries.

Program Budget for FY10 through FY12	\$5,266,522
Program Budget for FY12	\$1,959,314

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Asian and Pacific Countries–Multiple Banking Supervision	The program aims to promote financial stability by (1) increasing compliance with international standards; and (2) using best practices for banking supervision in such areas as risk-based supervision, prudential regulation, legal structures for resolving problem banks, and crisis management plans.	Eight STX visits to advise and assist authorities taking steps to address identified shortcoming and to train supervisory staff. One resident advisor to provide hands-on guidance and on-the-job training to banking supervisors, including steps to strengthen the regulatory frameworks in ASEAN countries and continue to provide guidance on enhancing banking supervision and regulation throughout the region. One HQ-led mission to review the work accomplished and set new objectives for FY 2013.	During the reporting period, progress was achieved in developing risk-based supervision and improving resolution of problem banks through: (1) documenting existing risks and supervisory and regulatory weaknesses; (2) improving training programs and providing training on effective supervision, including writing and communication of supervisory reports; (3) enhancing supervisory approaches, especially for banks' risk profiles and ratings and on-site inspections; and (4) drafting regulations and supervisory guidance to implement new prudential requirements (in particular, those on capital adequacy).

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Cambodia Banking Supervision	The program aims to assist the National Bank of Cambodia (NBC) with: (1) improving the supervisor's capacity to monitor banking developments; (2) enhancing bank supervision through a risk-based approach; and (3) providing advice on supervisory policy issues, generally, including resolution of troubled banks.	One resident advisor and two STX visits to: (1) continue providing hands-on and on-the-job training to banking supervisors and advising on steps to strengthen the regulatory framework; (2) advise on resolution of troubled banks; (3) draw up a framework for enhancing NBCs capacity to monitor banking developments; and (4) collaborate with the NBC on a framework for implementing risk-based supervision.	The advisor provided assistance on: reorganizing banking supervision, including assistance on setting up a Financial Stability Team and designing a Financial Stability Department; updating prudential treatment of bank market risks and of securitized deposits; and training on financial leasing and seminars on financial stability. STX visits provided TA on on-site examination.
Indonesia Banking Supervision	The program aims to assist Bank Indonesia (BI) with: (1) strengthening regulatory and supervisory policies to support implementation of risk-based supervision; (2) enhancing the supervisor's capacity to monitor banking developments and facilitate risk-based supervision; and (3) designing a crisis resolution framework for the banking system.	One resident advisor and two STX visits to: (1) collaborate with the authorities on drafting regulatory and supervisory policies to support risk-based supervision; and (2) assist the supervisor in developing the new rating system architecture and the underlying methodology and analytical tools.	The advisor provided guidance on: implementing and training on risk-based supervision; strengthening bank resolution strategies; BI's involvement in global regulatory reforms through its membership in the G-20, BCBS, and FSB; supervisory policy matters for the Deputy Governor of Banking Supervision.

Beneficiary/ Subject Area	Objectives	FY2012 Work Plan	Activities/Outcomes
Philippines Banking Supervision	The program aims to assist the Bangko Sentral ng Pilipinas (BSP) with: (1) enhancing risk-based banking supervision; (2) strengthening enforcement of prudential regulations to ensure consistency in the conduct of both examinations and supervisory enforcement; and (3) improving the capacity of the BSP to identify and resolve problem banks.	One resident advisor and two STX expert visits to: (1) provide guidance on enhancing the monitoring of off-balance-sheet activities; (2) assess the legal and regulatory instruments available to the BSP to address banking sector problems in an orderly and effective manner; (3) suggest measures to enhance crisis preparedness; and (4) suggest measures to strengthen prompt corrective action procedures.	The TA is assisting authorities with: implementing polices to improve risk-based supervision; enhancing the risk assessment and reporting infrastructure; advancing guidance on implementing new prudential requirements; training on banking supervision; and upgrading the legal framework to strengthen NRB's intervention and resolution powers, which is essential for effective crisis management.
Vietnam Banking Supervision	The program aims to assist with strengthening the banking supervision function at the State Bank of Vietnam (SBV) by: (1) identifying and addressing shortcomings in key supervisory and regulatory areas, including the organizational structure and supervisory practices and tools; (2) developing the capacity of the supervisory staff to conduct risk-based supervision; and (3) coordinating as needed additional TA from the IMF and other providers.	One resident advisor and two STX visits to: (1) advance responses for weaknesses in the supervisory and regulatory framework, organizational structure, and supervisory practices and tools; (2) initiate steps to address the identified shortcomings; and (3) train supervisory staff to build their capacity in a few targeted areas.	The resident advisor provided training on resolution of problem banks and stress testing.

Technical Assistance Projects (Completed Projects)

JSA #	Beneficiary	Commitment (\$)
4320	African Countries	79,900
4327	West AFRITAC	294,400
4329	African Countries	325,804
1739, 1754	Liberia	357,255
2791	Mauritania	60,000
2789	Zambia	120,000
N/A	Asia and Pacific – High Level Seminar on Emerging Tax Issues in Asia	321,500
3084	Asian Pacific Countries	59,800
2728	Bangladesh	119,600
2786	Mongolia	64,500
4328	PFTAC (Pacific Financial Technical Assistance Center)	322,500
4273	Timor-Leste, Democratic Republic of	286,000
4326	European Countries	310,400
2771	Armenia	331,804
2790	Maldives	60,000
1748	Kyrgyz Republic	93,171
4330	Middle East & Central Asia Countries	320,804
2782	PFTAC (Pacific Financial Technical Assistance Center)	335,804
3082	Peru	229,400

JSA Technical Assistance Projects

Projects Completed in FY2012 – Assessments (19)

AFRICA REGION

Beneficiary/ Commitment	Description	Project Outcomes
<p>Africa - multiple countries (4320)</p> <p>\$79,900</p>	<p>A GDDS Outreach Workshop in Senegal provided GDDS coordinators from Francophone and Lusophone African countries with knowledge about the realignment of data categories and the shift in emphasis to develop and disseminate National Summary Data Pages (NSDPs) and Advanced Release Calendars (ARCs). The workshop reviewed the desired periodicity and timeliness of each data category.</p>	<p>For most participant countries, draft ARCs and NSDPs were discussed and developed, and gaps were identified. For some countries, additional information was needed and the work was completed after the workshop. Updating GDDS plans for improvement was discussed collectively with GDDS coordinators and also individually with each participating coordinator.</p>
<p>Africa - multiple countries (4327)</p> <p>\$294,400</p>	<p>A regional advisor on real sector statistics, based in the West AFRITAC office in Bamako, Mali, helped to substantially improve the quality of national accounts (NAs) and price statistics in West AFRITAC member countries, by providing TA on technical issues, training staff, improving coordination between TA providers, and obtaining the commitment of the authorities to better support statistical activities.</p>	<p>All countries involved in the project are now compiling NAs following the <i>System of National Accounts 1993 (1993 SNA)</i>, or are engaged in programs aimed at implementing it. In several countries, NAs are produced and disseminated on a timely basis, and techniques used to produce provisional and final estimates have been revised and improved as needed. Statistical staff has been trained in <i>1993 SNA</i> compilation and use of related software. The TA also covered a significant amount of on-the-job training to build ownership of compilation techniques and methods applied in practice.</p>

Beneficiary/ Commitment	Description	Project Outcomes
<p>Africa - multiple countries (4329)</p> <p>\$294,400</p>	<p>A Regional Statistical Advisor in national accounts statistics (RSA), based in Botswana, provided TA to improve NA statistics in three countries: Botswana, Mauritius, and Namibia. The RSA helped these countries to align their statistics with international standards, and facilitated subscription to the Special Data Dissemination Standard (SDDS).</p>	<p>Some progress was made, but further work remained; which is now being followed up by an advisor based in AFRITAC South.</p> <p>In Botswana, there were problems with staff retention; the annual economic census results had not been processed for some years; no independent annual accounts had been produced since 2001 (which meant that quarterly estimates had not been benchmarked since then); and there were substantial data gaps in the quarterly estimates. A work plan was created to rebase the accounts to 2006 and to ensure that annual estimates would be produced regularly, and new data sources and estimation techniques were put in place.</p> <p>For Mauritius, work first focused on improving quarterly national accounts estimates, and then moved to the compilation of annual sectoral financial accounts. At the end of the project, though the work had not been completed, the remaining steps were identified and a plan of work was agreed with the authorities.</p> <p>For Namibia, TA was focused on finalizing the backcast series for annual estimates of GDP, and advancing the development of quarterly indicators for the construction and tertiary sectors of the economy. Progress in Namibia was also limited by staff retention problems.</p>

Beneficiary/ Commitment	Description	Project Outcomes
Liberia (1739, 1754) \$357,255	<p>The project assisted the Central Bank of Liberia (CBL) to (1) conduct independent and sound monetary policy; (2) carry out efficient central banking operations; (3) regulate and supervise banks appropriately; (4) communicate regularly and smoothly with the Government of Liberia; and (5) enhance the operational independence of the CBL.</p>	<ul style="list-style-type: none"> • As a result of the TA: • The CBL has built up its foreign exchange reserves. • The exchange rate of the Liberian dollar has been satisfactorily stabilized; and the foreign exchange auction became operational. • The quality of bank regulation and supervision has improved. Banks have been regularly inspected, both off-site and on-site, and have been directed to rectify irregularities or deficiencies. • The program to recapitalize banks was successfully implemented. • The long-outstanding matter of winding up the affairs of failed banks has been resolved. • The ability of banks to expand their lending operations has increased considerably, as evidenced by the growth in both credit and liquidity, although banks have yet to become more transparent about their lending operations. • A directive was issued that banks can place their liquid funds with first-class banks only, and not with affiliates, most of which are in neighboring countries where banking regulation and supervision is reputedly not robust. • The CBL began to produce financial statements based on the IFRS, and CBL accounts are now audited regularly by an independent external auditor. A special audit, conducted as the IMF safeguards assessment team recommended, has confirmed that policies and procedures are being adhered to. • The CBL has met its PRGF obligations, including balancing the operational cash budget. • The purchase of goods and services has been rendered more transparent and efficient because a purchasing policy and guidelines have been implemented. Leakage of financial resources has been minimized, and the operational independence of the CBL has been somewhat enhanced. • The capacity of staff to carry out the CBL's mandate has been enhanced through training.

Beneficiary/ Commitment	Description	Project Outcomes
Mauritania (2791) \$179,400	<p>Three visits by a short-term expert helped design the elements required for modern cash flow planning and for banking arrangements centered on a treasury single account (TSA). The first visit reviewed data for cash flow plans and Treasury Department staffing. It proposed a liquidity committee to coordinate cash management and recommended measures to facilitate a move to a TSA. The second visit focused on developing an action plan to implement the TSA. The third visit reviewed reforms and worked with authorities to produce their first set of cash flow plans and revised the action plan for the TSA.</p>	<p>Frequent changes of ministers and senior staff have made Mauritania a challenging environment in which to work. Nevertheless, the project achieved tangible results, including the design of a cash flow planning system, a roadmap to implement the TSA, and the establishment of a cash flow management unit and draft terms of reference for an oversight liquidity committee. The institutional changes will help sustain the reforms over time. Routine preparation of in-year cash flow plans started in July 2011.</p>
Zambia (2789) \$120,000	<p>Four short-term expert visits provided follow-up TA in accounting/reporting and the associated Integrated Financial Management Information System (IFMIS). The experts helped Zambian officials to construct a framework for preparing consolidated financial statements by drafting documentation for cash-based budgetary and financial accounting, and identifying gaps in commitment planning and control, cash management, budget execution, financial reporting, and year-end consolidation of financial statements.</p>	<p>With FAD expert assistance, the authorities developed a template and task list for preparing financial statements that comply with cash-based International Public Sector Accounting Standards (IPSAS). An accounting manual is being drafted. Although authorities have made some progress on IFMIS, the vendor has yet to deliver all contractually specified functionalities. A FAD-assisted technical review has identified options for addressing gaps in budget planning and execution, accounting, and in-year budget reporting. The FAD expert also recommended scaling down the scope of the current IFMIS project to focus available resources on core PFM requirements.</p>

ASIA PACIFIC REGION

Beneficiary/ Commitment	Description	Project Outcomes
<p>Asia and the Pacific – multiple countries</p> <p>\$321,500</p>	<p>This project financed a four-day seminar (January 31–February 3, 2012) for 21 Asian countries, held in Tokyo. It aimed to build the capacity of senior tax policy makers and tax administrators through lectures and panel discussions on tax issues emerging in the region. Among topics discussed were revenue mobilization, natural disasters and taxation, tax and inequality, tax gap analysis, climate financing, and reducing tax fraud. A press conference attracted considerable media attention.</p>	<p>The conference was well received. Since the agenda was based on feedback from participants at a previous seminar, as well as the latest tax issues, participants showed great interest in each topic, especially international taxation problems and ways to combat tax fraud. Participants from 16 countries made presentations on progress in mobilizing revenue, which elicited intense discussion. The conference succeeded not only in transferring knowledge of the latest tax issues, tax policy options, and best practices for combating non-compliance, but also in expanding and deepening personal relationships among peer senior officials in the region.</p>
<p>Asia and the Pacific - multiple countries (3084)</p> <p>\$59,800</p>	<p>A LEG expert made two visits to Mongolia to identify problems, ambiguities, and gaps in the corporate income tax law and develop solutions that will make the law more transparent and easy to apply for both taxpayers and staff of the Mongolian Tax Administration. The visits were also used to draft a new section of the law for taxation of the mining industry.</p> <p>A LEG expert made one visit to the Philippines to liaise with a tax policy mission focusing on taxation of the mineral resource sector. The expert provided legal analysis and drafting advice.</p>	<p>The visits resulted in draft amendments to the corporate income tax law, including a new section on mining taxation, which were provided to the Ministry of Finance and are currently awaiting approval before being tabled in Parliament.</p> <p>The mission prepared an aide memoire analyzing the current mining tax system in the Philippines, finding that the system was fragmented, with taxation high for some arrangements and low for others. The aide memoire suggested administrative and legislative changes to amend the system.</p>

Beneficiary/ Commitment	Description	Project Outcomes
Bangladesh (2728) \$119,600	The project aimed to strengthen macrofiscal management by linking institutional arrangements within the Ministry of Finance, and building capacity for macrofiscal policy formulation and management. An FAD advisor for macrofiscal management made two visits to Bangladesh, after which the project was absorbed into another project funded by multiple donors. Further visits by the advisor were cancelled, and follow-up TA is being provided by the regional IMF advisor based in Cambodia.	A major result of the advisor's two visits was the establishment of a macrofiscal unit within the Ministry of Finance. The FAD advisor also helped to build the unit's capacity through training in macrofiscal management.
Maldives (2790) \$60,000	The project was an extension of a previous JSA-financed project in which an FAD Treasury advisor, through several visits, advised on establishing a government integrated financial management information system (GFMIS). This time, in two short-term visits, an expert advised on rolling out the information system to central government agencies, and introducing cash management and planning. Implementation of the GFMIS depended on the support of a hard- and software vendor (SAP in Singapore) but low technical capacity in the Ministry of Finance and other government offices made operating this sophisticated system difficult. Although the pace is slow, the MoF continued to progress in the roll-out of the system and in improving cash management.	Two short-term expert visits in early 2011 achieved progress, but it was slower than initially envisaged because of the technical difficulty in configuring the SAP system and low capacity in the line ministries. However, despite the capacity constraint, progress has been good—and may never have occurred without this technical support. The TSA has been established with only some project accounts not yet incorporated. The accounts payable and materials management modules of the PAS were rolled-out. The cash forecasting model developed by the expert was implemented and enhanced.

Beneficiary/ Commitment	Description	Project Outcomes
Mongolia (2786) \$64,500	<p>To limit the revenue decline resulting from the sharp fall in the price of copper exports in 2009–10, the government sought to increase revenue collection by improving tax administration. Since Mongolia’s tax base is highly concentrated on a small number of large taxpayers, strengthening the large taxpayer office (LTO) seemed the best option. To support this effort, the original JSA project funded two short-term visits by a tax administration advisor, who helped to introduce reforms in the LTO audit program. A follow-up JSA project was arranged to bring the reforms to a state of completion by having two short-term tax administration experts focus on (1) strengthening methods for selecting large taxpayers for audit, and (2) training staff in modern methods for auditing large taxpayers.</p>	<p>The two visits by the tax administration advisor in 2010 resulted in satisfactory progress in advancing audit reforms. To select taxpayers for audit, new risk filters have been developed for value-added tax and corporate income tax. The VAT filters are based on both the European Union’s 28 filters and on locally developed indicators. The corporate income tax filters look into significant variations from industry norms in financial or tax performance, variations in the amounts or patterns of tax payments, and unexplained losses. A new toolkit provides auditors with a three-year comparative analysis of tax returns, financial statements, and financial ratios for companies they audit. The project-funded assistance supported two training courses: (1) a Risk Assessment Workshop in July 2010 and (2) Essential Audit Managers’ Training in November 2010. The project also coordinated the delivery of additional audit training by the US Treasury on industry-specific audit methods for the banking and construction sectors.</p>
PFTAC – Pacific Financial Technical Assistance Center (2782) \$335,804	<p>Most of the TA for the Pacific Financial Technical Assistance Center (PFTAC) countries focused on implementing strategic revenue reform and modernizing revenue administration to improve compliance and strengthen revenue collection. The revenue advisor worked closely with FAD to ensure that PFTAC advice conforms to IMF revenue administration policies. PFTAC provides administrative services for the Pacific Islands Tax Administrators Association, which aims to promote regional consistency and quality of revenue administration.</p>	<p>Because of limited institutional capacities, PFTAC countries required continuous TA on tax policy and administration for a long time before solid progress could emerge. Progress is now evident in the Federated States of Micronesia, Fiji, Marshall Islands, Palau, Samoa, and Tonga, while new demands for TA have emerged in Nauru, Niue, Tuvalu, and Vanuatu. In 2011, the advisor completed a baseline analysis of the status of each active PFTAC country against a conceptual model of effective tax administration. This is expected to become a useful analytic tool for targeting TA to areas of greatest need in the region.</p>

Beneficiary/ Commitment	Description	Project Outcomes
<p>PFTAC – Pacific Financial Technical Assistance Center (4328)</p> <p>\$322,500</p>	<p>A multi-sector statistics advisor, based in Fiji, provided TA in statistics to 15 PFTAC member countries in order to build their capacity to produce national accounts (NA), prices, balance of payments (BOP) and external debt statistics, monetary and finance statistics, and government finance statistics for policy-making purposes.</p>	<p>Measurable improvements have been made in the range, accuracy, and timeliness of BOP and NA statistics, and the use of source data for a number of countries. Progress on GFS has also been made in Kiribati and Vanuatu, which have robust source data and the capacity to sustain the improvements implemented by PFTAC TA. A large component of all TA missions has been training; this has resulted in significant improvements in officials' knowledge of concepts, sources, and methods, and their ability to compile robust macroeconomic statistics.</p>
<p>Timor-Leste, Democratic Republic of (4273)</p> <p>\$286,000</p>	<p>Over three years, an STA expert conducted nine missions to Timor-Leste to provide TA on balance of payments (BOP) and international investment position (IIP) statistics to support government policy planning, monitoring, and evaluation.</p>	<p>Timor-Leste has produced quarterly BOP and IIP data, but has not yet provided them to the IMF. However, the IMF has received updated/revised annual balance of payments data for 2006–2010, which were published for the first time in the November 2011 issue of International Financial Statistics (IFS). A number of new or expanded surveys have been established, and various estimation methods have been developed. Plans for further improvements were formulated by the external experts at the end of each mission. The BOP and IIP data still have gaps in both quarterly and annual data.</p>

EUROPEAN REGION

Beneficiary/ Commitment	Description	Project Outcomes
<p>Europe – multiple countries (4326)</p> <p>\$310,400</p>	<p>A regional advisor in real sector statistics, based in Montenegro, provided TA to Montenegro and Kosovo. The project aimed to assist the authorities with creating a system to compile national accounts and foreign trade statistics (FTS).</p>	<p>The Statistical Office of Montenegro (MONSTAT) has, to a great extent, built capacity to compile annual gross domestic product (GDP) estimates. Estimates of GDP by production and expenditure components at current and at constant prices were compiled. The FTS are now more accurate. Imports and exports price indices were developed. TA also helped the authorities to compile source data for national accounts and improve basic economic statistics.</p> <p>The Statistical Office of Kosovo (SOK) still does not have the capacity to compile GDP estimates, due mostly to lack of survey data. TA in GDP compilation is thus still needed, and the advisor discussed, with the authorities, steps to be taken to identify data sources for national accounts.</p>

MIDDLE EAST AND CENTRAL ASIA REGION

Beneficiary/ Commitment	Description	Project Outcomes
Armenia (2771) \$331,804	<p>The project was launched in response to a request from the Prime Minister for assistance in modernizing tax administration, and was implemented through four short-term expert assignments. The experts aimed to provide advice on revenue strategy, tax administration organization, and tax administration core and support functions. Although the State Revenue Committee (SRC) was initially slow to commit to the program, viewed as being externally imposed by government, the two senior IMF experts secured SRC support for a work plan on (1) strategic planning; (2) business process re-engineering; (3) large taxpayer administration; (4) administration of state enterprises; (5) VAT administration; (6) building analytic capacity; and (7) sharing international best practices.</p>	<p>The SRC is making good progress in modernizing taxpayer services and integrating tax administration computer systems. The share of total tax revenue under the control of the Large Taxpayer Inspectorate has increased from 41 percent to 63 percent. Despite the progress however, the SRC still lacks organizational depth and needs to (1) acquire the analytical skills to identify threats to taxpayer compliance; (2) be more flexible in reallocating resources to counter threats; (3) better monitor operational performance; and (4) improve staff skills, professionalism, and integrity. The organization's dominant focus is still on achieving assigned revenue collection targets; more attention is needed for a modernization agenda that will more sustainably mobilize revenue in the medium term.</p>
Kyrgyz Republic (1748) \$93,171	<p>The project was originally approved to support the central bank's efforts to strengthen its bank resolution framework and stress testing techniques.</p>	<p>The project helped the authorities to lay out options for resolving AUB and to develop plans for the other banks under temporary administration. Ultimately, the authorities decided to split AUB into a good and a bad bank, and created a new bank with the good assets. That bank is being sold in line with a commitment the authorities made under the Extended Credit Facility with the IMF. The other banks are in litigation and await plans.</p> <p>The project also helped the authorities strengthen their stress-testing techniques.</p>

Beneficiary/ Commitment	Description	Project Outcomes
<p>Middle East and Central Asia – multiple countries (4330)</p> <p>\$320,804</p>	<p>A regional statistics advisor (RSA) on national accounts (NA) and price statistics provided TA to Uzbekistan, Turkmenistan, and Tajikistan. The RSA was stationed at the State Committee of the Republic of Uzbekistan on Statistics, and served Tajikistan and Turkmenistan through two short-term visits each. The main objective was to improve the real sector statistics compiled by the statistical agencies in the three countries, and build statistical capacity within the framework of the General Data Dissemination System (GDDS).</p>	<p>In Uzbekistan, progress was marginal due to unresolved institutional and legal issues related to statistical production. Collection of prices for exports of goods started in 2010, and the methodology was improved for a variety of NA compilation issues.</p> <p>In Turkmenistan, a shortage of <i>staff and challenging working conditions were obvious constraints on further development of NA</i>. Wide-ranging improvements were recommended for GDP volume measures. One important enhancement of the quality of price statistics will be replacement of unit value indices (UVI) by transaction price indices; for which the outcome can be expected over the medium-term. Another improvement is inclusion of an export price component in the industrial producer price index starting from 2011. The main priority for the authorities now is to develop the Supply and Use and the Input-Output Tables, with a detailed action plan and data collection schedule.</p> <p>In Tajikistan, staff constraints and the organizational structure of the Statistical Agency were major impediments. The RSA focused on reconciling the significant discrepancy between GDP estimates by production and by expenditure; clarifying the treatment of goods for processing and processing services in relation to basic economic statistics and national accounts; and addressing issues related to price and volume measures in annual and quarterly NAs. Compilation of price indices was improved, and GDDS metadata were updated.</p>

WESTERN HEMISPHERE REGION

Beneficiary/ Commitment	Description	Project Outcomes
Peru (3082) \$229,400	LEG delivered policy and technical advice to Peru's Superintendence of Banking, Insurance, and Private Pension Fund Administrators (SBS) on adopting a risk-based approach for AML/CFT supervision of the financial sector through a specialized AML/CFT supervisory unit. Personnel of the SBS Financial Intelligence Unit (FIU) were trained and given technical advice to enhance the unit's analytical and operational capabilities.	<p>SBS integrated elements of ML/FT risks into its supervisory policies and procedures, and decided to place responsibility for AML/CFT supervision within its Risk Management Division. Staff of the AML/CFT Risk Management Unit reviewed and updated supervisory policies, procedures, and systems to incorporate the AML/CFT component.</p> <p>The FIU began to improve its capacity to conduct strategic analysis in order to generate information on criminal approaches and tendencies that could improve the quality of the intelligence product provided to the private sector, law enforcement, and prosecutors. The SBS's Economic Studies Division began to contribute to the FIU's strategic analysis work (particularly in the area of sector-based studies and informal economies). The Inter-American Development Bank is currently delivering specialized TA to the FIU on strategic analysis.</p>

Joint Japan-IMF Field Visits

Purpose

Joint Japan-IMF field visits give the Japanese authorities a firsthand view of how JSA funding is used. The visits are designed to assess: (1) how the local authorities value the work of JSA-funded experts; (2) whether the authorities are making effective use of the assistance; and (3) whether the TA is contributing to reform. Discussions also touch on topical issues related to TA policy and operations.

Format

A mission usually consists of two Japanese officials (representing the Ministry of Finance and the IMF Japanese Executive Director's Office) and an IMF staff member. The countries and projects the Japanese authorities select for review reflect different levels of economic development and structural reform and vary by region and subject area.

Once mission members are briefed, they visit countries where TA is provided, and when possible, meet separately with senior representatives of the host institution (usually the minister of finance, governor of the central bank, or chairman of the central statistical organization); the immediate counterparts to JSA-funded experts (usually department heads); and the experts themselves. In reviewing seminars or training courses, the mission meets with both participants and officials in charge of human resources development at the training institution. The team typically also meets with other donor partners to seek their views.

Findings

Since this practice was introduced in FY1996 there have been 17 missions that have covered 23 countries, 2 regional training institutes, the Pacific Financial Technical Assistance Center, the East Africa Regional Technical Assistance Center, and the Middle East Technical Assistance Center. The missions all concurred that JSA funding is well administered and effectively used. In all the visits, local authorities were aware of, fully recognized the importance of, and expressed their appreciation for Japan's financial support for IMF TA. The positive firsthand view by the Japanese authorities has encouraged Japan's continued support, through its financing of the JSA, for the IMF TA program. A list of all field visits through FY 2012 may be found below; there was no field visit in FY 2012. Reports on earlier field visits can be found in previous JSA Annual Reports.

Joint Field Visits, FY1996–FY2011¹

1. Fiji (Pacific Financial Technical Assistance Center) and Western Samoa, March 1996
2. Kazakhstan and the Kyrgyz Republic, June 1996
3. Zambia and Zimbabwe, December 1996
4. Russian Federation, July 1997
5. Bulgaria and Lithuania, June 1998
6. Indonesia, IMF-Singapore Regional Training Institute, and Thailand, June/July 1999
7. Belarus and Slovenia, June 2000
8. Azerbaijan and the Joint Vienna Institute, June 2001
9. Cambodia and the IMF-Singapore Regional Training Institute, June 2002
10. Mongolia and Timor-Leste, September 2002
11. Indonesia and Fiji, December 2003
12. Botswana and the East Africa Regional Technical Assistance Center, December 2005
13. Cambodia, the IMF-Singapore Regional Training Institute, and the Philippines, March 2007
14. Middle East Regional Technical Assistance Center, May 2008
15. Cambodia, and the IMF-Singapore Regional Training Institute, January 2009
16. Philippines and Fiji (Pacific Financial Technical Assistance Center), May 2010
17. Vietnam and Nepal, May 2011

¹Because of scheduling difficulties, joint field visits were not carried out in FY2005.

Administered Accounts—Japan Financial Statement FY2012

	Administered Account for Selected Fund Activities—Japan		Framework Administered Account for Technical Assistance Activities— Subaccount for Japan Advanced Scholarship Program		Framework Administered Account for Selected Fund Activities— Japan Subaccount for Selected Fund Activities	
	2012	2011	2012	2011	2012	2011
<i>(In thousands of U.S. dollars)</i>						
Balance Sheets as of April 30, 2012 and 2011						
Assets						
Cash and cash equivalents	2,555	8,669	—	—	41,746 ¹	30,449
Total assets	2,555	8,669	—	—	41,746	30,449
Resources						
Total resources	2,555	8,669	—	—	41,746	30,449
Income Statements and Changes in Resources for the Years Ended April 30, 2012 and 2010						
Balance, beginning of the year	8,669	13,074	—	—	30,449	17,833
Income earned on investments	1	10	—	—	6	17
Contributions received	--	--	—	—	35,311	30,068
Contributions transferred	(4,508)	--	—	—	(400)	(400)
Payments to and on behalf of beneficiaries	(1,607)	(4,415)	—	—	(23,620)	(17,069)
Net changes in resources	(6,114)	(4,405)	—	—	11,297	12,616
Balance, end of the year	2,555	8,669	—	—	41,746	30,449

¹ This amount is provided net of accruals. The financial statement of the Other Administered Accounts in the IMF annual report, which includes this Subaccount, reports year end accruals separately.

Note: The IMF arranges for an annual audit of the JSA to be undertaken by its external auditors, in connection with their annual audit of the IMF's own accounts, and for a separate certificate of completion to be provided to the Japanese authorities.

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