

I. COUNTRY REFORM PROGRESS

This capacity development (CD) project supported with Global Public Finance Partnership (GPFP) resources focuses on helping the Central African Economic and Monetary Community (CEMAC) Commission and member states strengthen revenue administration and public financial management (PFM) policies and processes.

The CEMAC Commission has continued to coordinate implementation of the regional PFM directives through the regional action plan. IMF CD resources have focused on practical guides that translate the directives into operational reference materials for member states. During FY26, drafting progressed on the regional practical guides on fiscal risks management, annual financial statements and year-end processes, medium-term fiscal frameworks, and value added tax (VAT) refunds. Building on sustained engagement by headquarters in collaboration with the IMF's Regional Technical Assistance Center for Central Africa (AFC), this support is helping to operationalize the regional directives and promote more harmonized PFM practices across CEMAC member states.

Noteworthy to highlight as a concrete result of this project was the January 2026 joint regional seminar on revenue administration and PFM, financed under GPFP and AFC, which brought together revenue administration and treasury officials from CEMAC member states. At that seminar, participants discussed the main tax and accounting issues and agreed on the roadmap for the updated regional practical guide on the tax and financial processing of VAT refunds. This joint work has helped align revenue administration and PFM perspectives on VAT refund processing and reflects the coordinated approach between the two GPFP workstreams under the CEMAC project. The broader design of the project also provides for continued coordination between IMF headquarters, AFC, and the CEMAC Commission in developing, reviewing, and validating the practical guides.

II. PROJECT DELIVERY HIGHLIGHTS

RM II: Revenue Module II – Revenue Administration

Key Progress in FY26: The regional domestic revenue mobilization (DRM) strategy, developed with support from the IMF's Fiscal Affairs Department (FAD), has been adopted, and a steering committee has been established under CEMAC leadership. Implementation is progressing unevenly, with customs-related activities postponed at the Commission's request due to resource constraints and other actions delayed pending the appointment of the customs union director and staff.

Previous Progress: The regional DRM strategy's vision, strategic objectives and regional performance indicators were developed, and the steering committee of this regional strategy was set up under the leadership of the CEMAC Commission. The draft of the teaching guide of the Directive of the Community Tax Procedures Code is ready to be used for its dissemination.

Next Steps: GPFP support continues on key harmonization topics: GPFP support continues to focus on key harmonization priorities: (i) adopting the regional tax identification number designed in January 2026; (ii) disseminating the Directive establishing the Regional Tax Procedures Code, together with its teaching guide; and (3) finalizing the joint revenue administration/PFM VAT refund guide developed.

SM II: Spending Module II – Managing Public Finance

Key Progress in FY26: Drafting of regional practical guides has progressed during FY26 and constitutes the main activity under the project for the benefit of CEMAC Member States to improve their PFM processes in line with the regional PFM Directives and three-year rolling PFM action plan. The guide on fiscal risks management has been finalized and is ready for approval while the guide on financial statements and end of year processes is undergoing review by the Commission and member states. Drafting of the guide on VAT refunds is underway, jointly with the revenue administration, following a joint revenue administration and PFM workshop in January 2026 that validated the principles and the main tax and accounting issues to be addressed in the updated practical guide for tax and financial processing of VAT refunds.

Next Steps: Reflecting the coordinated approach between the revenue and spending components of the GPFP project for CEMAC, an updated draft regional practical guide on administration and accounting of VAT refunds will be finalized to reflect content validated by member states during the January 2026 joint revenue administration and PFM workshop. The regional practical guides on annual financial statements and end-of-year processes will incorporate member states' comments and will be finalized for validation. The draft regional practical guide on medium-term fiscal frameworks will also be finalized. It is expected that during the next meeting of CEMAC PFM experts, in addition to validating the practical guide on fiscal risks management, these experts will update the triennial action plan for the implementation of PFM reforms that will prioritize additional practical guides for development. Drafting the practical guide on budget orientation debate had been prioritized and will commence before the action plan update.

III. LOGICAL FRAMEWORK

Country – CEMAC		
RM I: Objective – Strengthened revenue administration management and governance arrangements (SDG 17.1) - RAM		Rating - 4
Outcome	Rating	Narrative
Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	4 Fully Achieved	The regional tax administration reform strategic plan has been adopted by CEMAC member countries under the leadership of the CEMAC Commission. The structures for developing and disseminating this regional DRM strategy are in place.
Transparency and accountability are more effectively supported by independent external oversight and internal controls	1 Not Achieved	Activity postponed upon CEMAC Commission and member countries' request.
Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	4 Fully Achieved	The Directive of the Community Tax Procedures Code (CTPC) was adopted in October 11, 2024. The teaching guide is currently being revised by the CEMAC Commission. Next steps agreed with the CEMAC Commission and country members would be its

		dissemination during FY27. In addition, a joint PFM/RA regional seminar held in January 2026, launched the preparation of the VAT refund guide.
RM I: Objective – Strengthened core tax administration functions (SDG 17.1) - TAD		Rating - 2
Outcome	Rating	Narrative
The integrity of the taxpayer base and ledger is strengthened	2 Partially Achieved	The objectives and outlines of the regional tax identification number (RTIN) project were defined during a regional seminar held in January 2026. Member countries agreed to finalize the text establishing the RTIN before the end of 2027.
RM I: Objective – Improved customs administration functions (SDG 17.1) - CAD		Rating - 1
Outcome	Rating	Narrative
Foreign trade operators better comply with their reporting and payment obligations	1 Not Achieved	Activity postponed pending the appointment of the CEMAC customs union director and its staff.
Trade facilitation and service initiatives better support voluntary compliance	1 Not Achieved	Activity postponed pending the appointment of the CEMAC customs union director and its staff.
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	1 Not Achieved	Activity postponed pending the appointment of the CEMAC customs union director and its staff.
SM II: Objective – Improve Fiscal Transparency and Reporting - FTR		Rating - 3
Outcome	Rating	Narrative
Comprehensive, timely, and high quality fiscal reports	3 Largely Achieved	Drafting of the regional practical guide on VAT refunds will continue with a broader scope, including both the revenue administration and public financial management aspects. Expected comments from the CEMAC Commission and CEMAC member States on the first draft of the practical guide on financial statements will contribute to its finalization and approval.
SM II: Objective – Strengthen Budget Management - SBM		Rating - 2
Outcome	Rating	Narrative
Strengthened annual budget process for more efficient and effective use of resources	2 Partially Achieved	Drafting of the regional practical guide on fiscal risks management has been completed and the guide awaits validation by the meeting of CEMAC PFM experts and the guide on medium term fiscal frameworks is also being finalized.

IV. RISK ASSESSMENT

Description	Rating	Mitigation Measures
External Climate/Conditions		
RM II: CEMAC country member commitment to reform tax and customs administration.	Low	Develop and adopt a regional revenue mobilization reforms roadmap.
SM II: Delays and challenges with implementation of reforms at country level.	High	Provide targeted CD to CEMAC Member States in line with regional PFM reform priorities as part of individual CEMAC Member States country projects supported by the GPFP and other funding vehicles (e.g., AFC).
Political Support		
RM II: The CEMAC authorities' commitment to reform is strong. This level of commitment should last and, importantly, it should be associated with full commitment of the heads of the national tax and customs departments.	Low	Engage regularly with the Commissaire in charge of the Common Market to ensure ownership of reforms and commitment.
SM II: Lack of political support for PFM reforms within the Commission and within Member States.	Medium	Provide targeted CD aligned with regional priorities and engage at various fora with senior officials on regional reform priorities to seek buy-in and support.
Management and Technical Staff Support and Commitment		
RM II: Management commitment is strong. However, there is a critical need to enhance reform management capacity.	Medium	Provide ongoing training to build the skills of CEMAC Commission's staff and define the profiles of new technical officers to be recruited.
SM II: Staffing and capacity constraints within the public finance directorate at the CEMAC Commission.	Medium	Consistently invite CEMAC Commission staff to all regional and inter-regional training events.
Resource Adequacy		
RM II: Insufficient technical capacity and human resources necessary to help implement and monitor reforms in the member country are limited. Limited resources and working conditions not adapted.	High	Ensure CD plans include sufficient training and prioritize CD to risks areas where resources are limited.
SM II: Financial resource constraints not allowing the CEMAC Commission to ensure follow-up with Member States.	High	Prioritize activities within resource envelope and advocate for increased resources.

V. PROJECT MANAGERS: CONTACT INFORMATION

Project Manager	Module Project Manager	E-mail
Anthony Ramarozatovo	Anthony Ramarozatovo (Revenue Administration)	ARamarozatovo@imf.org
	Clement Ncuti (Managing Public Finances)	CNcuti2@imf.org