

# ANNEXES

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## **ANNEX I. AGENDA FOR 7<sup>TH</sup> STEERING COMMITTEE MEETING**

### **AFRITAC West 2 (AFW2) 7<sup>th</sup> STEERING COMMITTEE MEETING Tuesday, March 19, 2019, Monrovia, Liberia**

<b>Time</b>	<b>Topic</b>
8:30–9:00	Registration of Participants
9:00–9:15	Opening Remarks by Chairman and Adoption of the Minutes of the 6 <sup>th</sup> Steering Committee Meeting in March 2018
9:15–9:30	Brief remarks by IMF’s African Department and AFW2 Development Partners
<b>9:35–9:45</b>	<b>Official Group Photograph</b>
9:45–10:00	<i>Coffee and Tea Break</i>
10:00–11:15	Key Achievements during Phase I (2014–19)—Country Perspectives Presentations by AFW2 member countries Feedback from Steering Committee Members
11:15–12:30	Overview Phase II (2019–2024) priorities, FY 2019 work plan, and Results-Based Management (RBM) Presentation by Center Director Presentation by AFW2 Resident Advisors Presentation by RBM Project Officer Feedback from Steering Committee Members
12:30–1:40	<b>LUNCH</b>
1:40–2:00	Icebreaker
2:00–2:30	Update on Phase I budget execution and funding status for Phase II Presentation by ICD

2:00–4:00	Break out groups sessions on the following topic: (i) Improving monitoring and evaluation of capacity development (CD)
4:00–4:15	<i>Coffee and Tea Break</i>
4:15–4:45	Plenary, Venue for next Steering Committee Meeting & Conclusion
7:00–9:00	<b>Dinner: Mamba Point Hotel</b>

## **ANNEX II. MINUTES OF THE 6<sup>TH</sup> STEERING COMMITTEE MEETING**

### **MINUTES OF THE SIXTH AFRITAC WEST 2 STEERING COMMITTEE MEETING**

**MARCH 13, 2018**

**TRANSCORP HILTON HOTEL, ABUJA, NIGERIA**

The sixth Steering Committee (SC) meeting of AFRITAC West 2 (AFW2) of the International Monetary Fund (IMF) was held on Tuesday, March 13<sup>th</sup>, 2018 at the Transcorp Hilton Hotel, Abuja, Nigeria. The meeting was chaired by The Honorable Mrs. Kemi Adeosun <sup>1</sup>, Minister of Finance for Nigeria.

*AFW2's Steering Committee (SC) members acknowledged the Center's contribution to capacity development in the region and welcomed progress made so far in the context on the results-based management framework. The SC endorsed the work program for FY 2019 and accepted the report of the mid-term evaluation. The meeting discussed in detail and gave recommendations on the following emerging issues: (i) overcoming capacity development challenges in the region; (ii) priorities for the next cycle of AFW2; and (iii) strengthening accountability for capacity development results. Member countries were urged to pay their outstanding contributions to the center to safeguard the sustainability of its operations.*

#### **1. Chairman's Opening Remarks and Adoption of the Minutes of the 4<sup>th</sup> Steering Committee Meeting held in April 2016**

The meeting commenced at 9:15 am.

**The Honorable Mrs. Kemi Adeosun, the Chair and Minister of Finance of Nigeria,** welcomed the Steering Committee (SC) to the meeting. In her opening remarks<sup>2</sup>, the Minister noted that Nigeria was working to significantly increase its technical and institutional capacity in the areas of the Center's operation, hence the decision to host the meeting in Nigeria was symbolic and timely. She acknowledged the remarkable assistance provided by the Center to member countries in its four-year existence, emphasizing that the transfer of technical capabilities and the emergence of stronger institutions would increase the economic resilience of member countries. She urged

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<sup>1</sup> The Minister was excused after the first part of the meeting to attend to other urgent matters and was replaced as Chair by Mr. Mahmoud Isa-Dutse, Permanent Secretary at the Federal Ministry of Finance (FMF), Nigeria, and later by Mr. Aliyu Ahmed, Director, International Relations, FMF, Nigeria.

<sup>2</sup> The full text of the Minister's opening remarks will be included in the published FY 2018 annual report.

member countries to work with the Center to reinforce country ownership of the various capacity development interventions and to achieve the desired results.

The Minutes of the 5<sup>th</sup> SC meeting, held on April 28, 2017 in Praia, Cabo Verde, were approved.

## **2. Brief Development Partners Remarks**

Remarks were given by the representatives of Center's development partners (DPs)<sup>3</sup> present at the meeting; i.e. the European Union (EU), Switzerland (SECO), Canada and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

**Mr. Miguel Oliveira Rosa (EU)** urged to Center to do more to support regional integration and encouraged countries to show stronger ownership in the Center. He announced the EU's commitment to support the next phase of the Center's program.

**Mr. Daniel Lauchener (SECO)**, expressed Switzerland's satisfaction with AFW2's progress as well as the good rating of the mid-term evaluation. He welcomed the implementation of the Results-Based Management and urged member countries to pay contributions as this shows commitment to the Center.

**Ms. Josephine Obinyan, Canada**, said Canada was pleased to support the work of Center and noted that the IMF remained a valued partner for Canada.

**Mr. Maurice Ochieng of GIZ** indicated that Germany signed an agreement with the Fund in November 2017 to provide support for the next phase of AFW2, commencing in 2019. He noted that Germany commended the Center's high rate of performance and supported the key recommendations of the mid-term evaluation; in particular the formalization of the Center's collaborations with regional institutions and suggested the African Tax Administration Forum (ATAF) and the West African Tax Administration Forum (WATAF) as important players in the region that the Center could also work with. He added that Germany's priorities were mainly in the areas of tax administration and policy (including fiscal harmonization in ECOWAS), Public Financial Management (PFM) and external control.

## **3. Video Message by Ms. Carla Grasso, Deputy Managing Director, IMF**

A 2-minute video was screened featuring the Deputy Managing Director of the IMF, Ms. Carla Grasso who had a message for the SC. Ms. Grasso expressed gratitude to

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<sup>3</sup> EIB sent apologies.

the Nigerian authorities for hosting the meeting and also thanked the SC for providing strategic guidance to the Center during its formative years.

#### **4. Implementation of the Fiscal Year (FY) 2018 Work Plan, Proposed FY 2019 Work Plan and Results-Based Management.**

**Mr. Oral Williams, Center Coordinator -CC/AFW2**, gave a presentation<sup>4</sup> on the macroeconomic context of AFW2 countries, the Center's capacity development (CD) work Fiscal Year (FY) 2018 as well as the strategic priorities for FY 2019. This was followed by a presentation by the AFW2 Regional Advisors on the key achievements by the Center in the delivery of the FY 2018 work program, the proposed work program for FY 2019 as well as some of the CD challenges for all the sectors covered by AFW2. The presentations were made by **Mr. Philip Wood** (Revenue Administration -Customs<sup>5</sup>), **Mr. John Grinyer and Mr. Naresh Jha** (Public Financial Management - PFM), **Ms. Valeria Mensah** (Center Economist) on behalf of the Monetary Policy Operations and Payment Systems -MONOPs Advisor, **Mr. Zsolt Ersek, Ms. Cheryl Bruce** (Financial Sector Supervision) and **Ms. Donna Grcman** (Real Sector Statistics).

#### **Feedback and Discussions**

The discussions centered on the following themes:

##### ***Work of AFW2***

**Mr. Tor Tsavasar, Office of the Accountant General of the Federation (OAGF), Nigeria**, observed the absence of tax policy in the areas covered by the Center. He argued that tax policy is a driver of tax administration and as such, it would be beneficial for member countries to receive CD in this area. In response, **Mr. Philip Wood** noted this was an area that could be explored. He added that revenue administrations are typically encouraged to get involved in tax policy work, most of the administrations in the AFW2 region do not.

**Mr. Moses Tule, Central Bank of Nigeria (CBN)**, encouraged the Center to leverage Nigeria's human resources in the delivery of its program given that Nigeria was quite advanced in some of areas covered by the Center. He argued that the Center could

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<sup>4</sup> All participants received copies of all the SC presentations on a flash drive.

<sup>5</sup> Mr. Wood also presented on Tax in the absence of a substantive Advisor. The new tax advisor, Mr. Henry Gaperi who attended the meeting will assume duties at the Center in April.

leverage such resources in the sub-region to limit costs in for instance, the choice of destination for professional attachment programs. **Mr. Oral Williams (CC/AFW2)** supported the recommendation to use Nigeria as resource where relevant and indicated that the Center used a staff from the CBN as a facilitator in a regional workshop on Macroprudential Supervision.

**Mr. M. K. Osman, OAGF**, emphasized the importance of data harmonization. To address the challenges with data sources for statistics, he suggested that agencies that generated statistics within a country meet regularly to agree on required standards. On financial reporting, he mentioned that Nigeria had adopted cash accounting and would require some capacity development from the Center in this regard. Such support would also help in the comparability of reports among various countries in the region. He further noted the importance of strengthening cash management to help improve budget management.

Speaking to the some of the challenges that impact the Center's CD work, **Mr. Terzungwe Atser, Federal Inland Revenue Service (FIRS)** noted that with the pressure to raise revenues, it will be necessary for the Center to increase outreach to the senior managements of revenue administrations on the implementation of reforms. Further, to sustain the momentum on reform implementation, he suggested that supervisors should consider including targets related to revenue compliance rather than targets strictly related to revenue. He also urged the Center to take into consideration, progress with the implementation of Technical Assistance (TA) recommendations and tie it to the planning of future missions.

**Mr. Mahmoud Isa-Dutse, Federal Ministry of Finance (FMF), Nigeria and Chair**, said the government of Nigeria acknowledged the country's low tax-to-GDP ratio and was deploying various efforts to expand the tax base.

**Ms. Omolara O. Duke, CBN**, recommended that the Center considers e-learning training opportunities that would be made available to new staff as foundational training to promote continuity in cases of high staff turnover. She also noted that the presence of a large informal sector in member countries presented peculiar challenges to macroeconomic management and urged the Center to factor this in its CD intervention and advice.

**Ms. Juldeh Ceesay, Ministry of Finance and Economic Affairs (MOFEA), The Gambia**, acknowledged the support provided by the Center to The Gambia, highlighting in particular, the work done in the areas of monetary operations, banking



supervision, risk management in revenue administration and statistics. In PFM, she indicated that the government was institutionalizing the cash management function and strengthening the relationship between the Ministry of Finance and Accountant General's Office. She emphasized the need for more support as the government works to build a 'new Gambia'.

**Mr. Idris Nyam (Kaduna)**, appreciated the support from the Center in the areas of cash management and the establishment of the treasury single account. He indicated that the Kaduna State Government was transitioning to e-governance with the treasury module already active. In this regard, he called for more support for the Kaduna Geographic Information Service (KADGIS) and the Kaduna State Internal Revenue Service (KADIRS) as well as the areas of payment systems, cash and liquidity management and quality assurance for the budgeting system.

**Mr. Daniel Lauchenauer (SECO)**, noted that SECO endorsed the proposed work program for the next fiscal year. He reiterated that SECO had lobbied for the Tax Administration Diagnostic Assessment Tool (TADAT) in AFW2 member countries as well as results-based management at the Center and thus welcomed the progress made in these areas. SECO was also pleased with the Center's work in Ghana on the Tax Revenue Integrated Processing System (TRIPS). In the area of financial supervision, he encouraged the Center to continue to coordinate with the long-term expert at Bank of Ghana.

### ***Donor coordination***

**Mr. Ochieng (GIZ)** expressed concern about duplication of Technical Assistance (TA), particularly in the area of customs, causing fatigue to beneficiary governments. To address this, he proposed that various development partners working in that space share their work plans to get the synergies.

**Mr. Miguel Oliveira Rosa (EU)** noted that as the Center was aiming to move from diagnostics to implementation in its CD support, it would be useful for the Center's reports to specifically highlight areas where other development partners (DP) could support. He further suggested that AFW2 be invited to the steering committee meeting of other DP projects as observers to encourage information sharing.

**Mr. Philip Wood Customs, Advisor/AFW2** acknowledged the multiplicity of DPs in the area of customs and the challenges of coordination. He noted that most of the existing coordination is based on personal relationships and advocated for institutionalizing the structures of coordination. For instance; the introduction of DP

working groups like those established in Ghana to coordinate DP support to the Ghana Revenue Authority.

### ***Regional institutions & Regional integration***

**Mr. Moses, Tule, CBN** recommended that the Center explores the subject of data harmonization in AFW2 member countries to support the objective of the Economic Community of West African States (ECOWAS) towards attaining fiscal harmonization. He added that training could be tailored to meet the specific shortcomings of the various countries in relation to the agenda.

**Dr. Eunice Ngozi Egbuna, West Africa Monetary Institute (WAMI)** explained that WAMI was set up in 2001 as the institute for the West Africa Monetary Zone (WAMZ) to pursue monetary integration and monetary union. On data harmonization, she noted that there is currently no functional database on the ground, thereby impeding harmonization. She also urged the Center to consider working on the interlinkages in payment systems in member countries. In particular, it would be important to bring the legislature and the judiciary to understand these interlinkages and suggested a workshop on this topic. She also welcomed the Center's planned workshop on stress testing, as WAMI's financial stability reports have highlighted the need for this work and expressed WAMI's interest in participating in the workshop. Dr. Egbuna further urged the Center to include WAMI in its training programs to build the capacity of its staff as the institution also provided guidance to member countries.

**Mr. Gideon Gbappy, ECOWAS**, noted the consistency between the Center's CD work with the regional program pursued by ECOWAS in the member countries, including the harmonization of PFM frameworks, where ECOWAS has been pushing for the adoption of the International Public-Sector Accounting Standards (IPSAS) by the member countries. He further mentioned that ECOWAS has 2 databases; both of which faced challenges and urged the strengthening of collaboration between the ECOWAS Commission and the Center. He announced that following recent discussions with Center, there would be a meeting between the key players of ECOWAS and of the Center on strengthening collaboration between the two institutions.

## 5. FY 2018 Financial Report, FY 2019 Budget Presentation and Preparation of AFW2 Phase II

**Ms. Reem Sweiss, ICD/HQ<sup>6</sup>**, presented on the status of fundraising for AFW2, the execution of the FY 2018 budget, the proposed budget for FY 2019 and the preparation of the second phase of the AFW2. Her presentation showed that PFM, Tax and Customs comprised the highest expenditure areas for the Center. For the FY 2019, an indicative budget of about US 10.5 million was proposed. She stressed the importance of member country contributions, noting that the contributions of Cabo Verde, Liberia, Nigeria and Sierra Leone were pending. She added that some development partners in other RTACs decreased funding due to the lack of member country contributions which is a signal of ownership and commitment. Ms. Sweiss also informed the SC about the process and timelines for transition of AFW2 to Phase II. Following this SC meeting, a strategy note, which would encompass CD priorities, will be finalized in March 2018. By August 2018 a draft program document will be shared with the SC and prospective contributions will be identified. Activities for Phase II will be finalized by April 2019 and the Phase will come on stream from May 2019

A video on the IMF's new Partners Connect was screened. Partners Connect is a platform that allows development partners and member countries to access information regarding their accounts of IMF projects they support.

### Feedback and Discussions

**Ms. Grace Akrofi, Bank of Ghana** emphasized the importance of country contributions and urged member countries to pay their contributions as this demonstrated commitment to the Center.

**Mr. Daniel Lauchenaue (SECO)**, thanked Ghana and The Gambia for paying their contribution and said the member country contributions would most likely be raised by SECO HQ during fundraising discussions for the next phase of AFW2.

**Mr. Oral Williams, CC/AFW2** noted that there had been forbearance with some countries in the region given the economic challenges, however, now would be a good time to pursue the matter.

**Mr. Mahmoud Isa-Dutse, FMF & Chair**, welcomed the suggestion and indicated that Nigeria will meet its obligation.

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<sup>6</sup> Institute of Capacity Development (ICD), IMF Headquarters.

## 6. Presentations on the AFW2 Mid-Term Evaluation Report and IMF response

**Mr. Ferry Philipsen, Team leader of the AFW2 mid-term evaluation (ECORYS)** gave a presentation on the mid-term evaluation of the Center.<sup>7</sup> He explained that the main objectives of the evaluation were to assess the relevance, effectiveness, efficiency and sustainability of AFW2 activities and to inform future activities. The overall assessment for the Center was scored “Good”. On relevance, the scored the Center “Good to Excellent considering Center’s objectives and implementation strategy to national reform agenda and emerging needs, as well as complementarity and coordination with other initiatives. In terms of efficiency, the Center was scored “Good” on the basis of its processes and implementation, use of resources, monitoring and reporting and functionality. Regarding effectiveness, the evaluation assessed the Center’s achievements against plans as well as the likelihood of achieving expected results and scored the Center “modest to good”. On sustainability, the Center was scored “Modest to Good” on the basis of country ownership, use of regional expertise and the mitigation of factors affecting sustainability.

The evaluation indicated more opportunities for improvement on AFW2’s effectiveness and sustainability. The key recommendations from the evaluation are the following:

- Formalization of arrangements between the IMF and the regional organizations
- Institution of outreach activities systematically in missions
- Reinforcing the TA approach for engagement with fragile countries
- Strengthening the steering committee
- Reinforcing the function of the Center Coordinator

The final evaluation report is expected to be submitted in April 2018.

**Mr. Oral Williams, CC/AFW2** presented IMF’s response<sup>8</sup> to the five main recommendations of the Mid-Term Evaluation of the Center. On the arrangements with regional organizations, Mr. Williams indicated that the formalization of agreements with ECOWAS required the approval of the IMF executive board, but this had to be premised on high-level commitment on the part of ECOWAS. The two institutions would also need to work out the modalities of engagement and identify targeted interventions. On outreach, Mr. Williams indicated the Center would use an

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<sup>7</sup> The Evaluation report was shared with the Steering Committee ahead of the meeting.

<sup>8</sup> The IMF response to the evaluation was shared with the Steering Committee ahead of the meeting.

integrated approach involving IMF Resident Representatives in the various countries, the Resident Advisors and the Center Coordinator to strengthen its outreach. He explained that Center will leverage the flexibility in the approach for fragile states for other member countries and will also make use of more innovative modes of deliveries. Regarding the steering committee, he emphasized the importance of having a sustainable financing model, with member countries making financial contributions to support the Center, as well as having a strong voice in the Center's governance through the SC. He further highlighted initiatives that would help reinforce the function of the Center Coordinator including greater country involvement in the determinization of the scope, timing and content of the CD missions.

## **7. Break out groups session on emerging issues**

There were three break-out groups which discussed the following topics: (i) overcoming CD challenges in the region; (ii) priorities for the next cycle of AFW2; and (iii) strengthening accountability for CD results. Each group had a fair representation of member countries, development partners, IMF staff and regional institutions.

### **Group 1: Overcoming CD challenges in the region (Chaired by Mr. Kwame Gyesaw, Ministry of Finance, Ghana)**

The group answered two questions on the topic and made the following recommendations:

#### **1) What can be done by all parties (IMF/AFRITAC West 2, member countries and other development partners) to overcome these challenges<sup>9</sup>?**

- Ensuring that the right persons/beneficiaries are identified for CD interventions
- Improving engagement with decision makers i.e. high -level.
- Making use of other DPs and their existing contacts.
- Mapping donor programs; including sharing of plans and proposals, defining and documenting roles and responsibilities to improve donor coordination.
- Establishing a coordination point or the appointment of CD liaisons within government institutions.
- Making TA recommendations concise and focused.

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<sup>9</sup> Challenges as identified in the Center's FY 2018 annual report, and as highlighted in the Advisors presentations.

- Conducting exit workshop/meeting at the end of CD missions to build consensus on recommendations.
- Appointment of officials as champions to take recommendations forward (with IMF training support if needed).

**2) What can the Center do better in the face of the CD challenges?**

- Supporting investments in infrastructure and equipment
- Planning with other DPs within an integrated framework of TA support.
- Careful selection of experts for CD assignments.

**Group 2: Priorities for the next AFW2 cycle  
(Chaired by Ms. Reem Sweiss, IMF/ICD)**

**1) Should the Center continue to pursue its existing priorities areas in Phase II?**

The group was in support of the Center pursuing its existing priorities; i.e. Revenue Administration, PFM, Financial Sector Supervision and Regulation, MONOPs and Real Sector Statistics, in the next Phase.

**2) Are there other recommendations, in terms of priorities and modalities that should be considered for the next phase?**

The group proposed the following additional priorities:

- Tax Policy to complement Revenue Administration efforts.
- Public Private Partnerships and Public Investment Management.
- Balance of Payment Statistics & External Sector Statistics.
- Regional integration including trade facilitation and fiscal transition in ECOWAS.

In terms of modalities and other measures, the group proposed the following:

- Peer learning.
- Hands-on support by AFW2 Advisors for the implementation of action plans and attainment of milestones.
- Building in a reporting back mechanism from member countries on implementation progress to strengthen ownership.
- Expanding TA/training to sub-national governments.

- Ensuring flexibility in the number of participants by country for regional workshops (to account for country size).
- Increasing the contribution of member countries to finance center.

**Group 3: strengthening accountability for CD results (Chaired by Mr. Daniel Lauchenauer, SECO)**

The group answered two questions on the topic and made the following recommendations:

**1) How can we ensure that the AFRITAC West 2 CD interventions are always aligned with the Government institutions priorities?**

- The Center should be aware of existing strategic or reform plans in any given institution. Where there is none, and there is a need, the Center could help institutions develop a realistic plan as baseline for CD support.
- Diagnostic and scoping missions should consider IMF programs and existing TA reports.
- Improving engagement with decision makers i.e. high -level.

**2) How can we work together to ensure that the expected results from CD interventions are attained?**

- Aiming to make CD more demand driven.
- Identifying focal persons for CD program implementation and make arrangements for periodic reporting on progress; i.e. keep track of milestones.
- The Center should be more proactive in tracking the status of milestones and getting feedback on progress.
- Further TA could be tied to the progress made.
- Aiming to get a mutual agreement on TA recommendations before they are "cast in stone". Once agreed, a path to implement the recommendations should be properly charted.
- Acknowledging that countries are not bound to accept all TA recommendation and some recommendation shave political implications.

## Feedback and Discussions

The Plenary welcomed the feedback from the groups and commended the important interconnectedness various recommendations from the three groups. The Center Coordinator indicated that the Center will look further into the proposals.

**Mr. Mauricio Villafuerte, AFR/HQ**<sup>10</sup> sought the views of the SC regarding the external publication of IMF TA reports. He mentioned that the issue was being considered at IMF HQ to promote information sharing given that only about 3 percent of IMF reports are published externally currently. One approach being considered is to publish reports on a non-objection basis. In response, **Mr. Aliyu Ahmed, FMF & Chair**, indicated that the non-objection approach could be problematic, as there could be sections of TA reports with sensitive information. Instead, the Fund could consider publishing specific portions of reports in agreement with government. Mr. Villafuerte clarified however that on the advice of the Legal Department of Fund, the idea would be to publish all or nothing, and that country authorities should simply explicitly object to publication in the presence of sensitive material.

## 8. Conclusions on key issues for discussion

### Proposed Work Program for FY 2019

The work program for FY 2017 was endorsed by the Steering Committee.

### Acceptance of the Mid Term evaluation report

The mid-term evaluation report was accepted by the Steering Committee.

### Recommendations from the break out session

The Center will look further into the proposals to see which ones could be operationalized by the Center.

### Member country contributions

It was agreed that the Center should follow-up with member countries on their obligations with all the relevant details to facilitate payment of outstanding contributions.

### Chair and location of the next meeting

**Mr. Aliyu Ahmed, FMF & Chair**, mentioned that so far Ghana, The Gambia and Cabo Verde and Nigeria had hosted the Center's SC meeting. He asked that the Center

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<sup>10</sup> IMF Africa Department, HQ



follows up with Liberia and Sierra Leone who were not represented at the meeting, on the possibility of hosting and chairing the meeting. **Mr. Oral Williams, CC/IMF** welcomed the chair's proposal and indicated that the Center will follow up with the countries and will report to the SC in due course.

**The meeting ended at 5:00 pm**

**Summary of main recommendations from the 6<sup>th</sup> AFW2 Steering Committee Meeting: March 13, 2018.**

1. The Center to implement of the recommendations of the mid-term evaluation.
2. The Center to consider the recommendations of the break out groups on (i) overcoming CD challenges in the region; (ii) Priorities for the next cycle of AFW2; and (iii) strengthening accountability for CD results.
3. The Center to follow up with member countries on the payment of contributions.
4. The Center to follow up with Liberia and Sierra Leone on the chair and location for the next SC meeting in 2019.

**AFW2 6th Steering Committee Meeting, March 13, 2018, Abuja Nigeria:  
Participants List**

<b>Name</b>	<b>Organization/Agency</b>
Hon. Kemi Adeosun	Federal Ministry of Finance, Nigeria
Benjamin Ifeanyi Akabueze	Ministry of Budget & National Planning, Nigeria
Tunde Fowler	Federal Inland Revenue Service (FIRS), Nigeria
Mahmoud Isa-Dutse	FMF, Nigeria
Aliyu Ahmed	FMF, Nigeria
Daniel Lauchenauer	Switzerland/ SECO

Maurice Otieno Ochieng	GIZ/ South Africa
Miguel Jose Duarte Oliveira Rosa	European Union
Kwame Asumang-Sakyi Gyesaw	Ministry of Finance, Ghana
Juldeh Ceesay	Ministry of Finance and Economic Affairs, The Gambia
Grace Akrofi	Bank of Ghana
Pierre Jeanne	ECOWAS Commission
Ferdinand Leonardus Philipsen	Ecorys Nederland BV
Gideon Smart Gbappy	ECOWAS Commission
Eunice Ngozi Egbuna	West Africa Monetary Institute (WAMI)
Abdoulaye Barry	WAMI
Moses Tule	Central Bank of Nigeria
Omolara O Duke	Central Bank of Nigeria
B.O. Opadgi	Central Bank of Nigeria
Sulaiman Nasidi Tahir	Ministry of Budget & National Planning, Nigeria
Oladele Bernard Akinrolabu	FMF, Nigeria
Reuben O. Fagbade	FMF, Nigeria
Nanrup Ibrahim	FMF, Nigeria
Terzungwe Aster	FIRS, Nigeria
Bakari Wadinga	FMF/ Office of Accountant General (OAG), Nigeria
Tor Tsavsar	FMF/ OAG
Adejo Osayi	FMF/ OAG, Nigeria
Ogbushi Emeka	FMF/ OAG, Nigeria
M.K. Usman	FMF/ OAG, Nigeria
Jamil Dankano	FMF/ OAG, Nigeria
James Abalaka	FMF/ OAG, Nigeria

Olusequn Toyin	FMF/ OAG, Nigeria
Billy Seigha Kongha	Ministry of Finance Incorporated, OAG, Nigeria
Umar I.	Nigeria Customs Service, Nigeria
Florence Sunday Inuk	Nigeria Customs Service, Nigeria
Anyakorah Augustine Chuks	National Bureau of Statistics, Nigeria
Idris Nyam	Ministry of Finance, Kaduna State
Abdu Halim Ladan	Ministry of Finance, Kaduna State
Mercy Toro	Ministry of Finance, Kaduna State
Mauricio J. Villafuerte	IMF, African Department
Levani Gogoberishvili	IMF, Statistics Department
Diane M. Mendoza	IMF, Monetary and Capital Markets (MCM) Department
Reem Sweiss	IMF, Institute of Capacity Development (ICD)
Amine Mati	IMF Senior Resident Representative, Nigeria
Oral Williams	AFRITAC West 2 / IMF, Ghana
Philip Wood	AFRITAC West 2 / IMF, Ghana
John Grinyer	AFRITAC West 2 / IMF, Ghana
Naresh Jha	AFRITAC West 2 / IMF, Ghana
Zsolt Ersek	AFRITAC West 2 / IMF, Ghana
Henry Gaperi	AFRITAC West 2 / IMF, Ghana
Cheryl Bruce	AFRITAC West 2 / IMF, Ghana
Donna Grcman	AFRITAC West 2 / IMF, Ghana
Tsegereda Mulatu	AFRITAC West 2 / IMF, Ghana
Valeria B. Mensah	AFRITAC West 2 / IMF, Ghana

### ANNEX III. FY2019 TECHNICAL ASSISTANCE ACTIVITIES<sup>1</sup>

AFRITAC West 2 Training					
Country	Description	Experts	Start	End	Type
AFRITAC West 2	Economic Issues in Regional Integration	Funke Norbert Nkhata Gillian Ivanyina Maksym	1/28/2019	2/1/2019	TRAINING
Tax Administration					
AFRITAC West 2	STAKEHOLDER MEETING WITH FIRS	Gaperi Kanyesiime Henry	12/10/2018	12/12/2018	Regional Workshop
AFRITAC West 2	Implementing Successful Risk Management Programs	Gaperi Kanyesiime Henry Dawe Brian Howard	9/10/2018	9/14/2018	Regional Workshop
Cabo Verde	Audit training (Sao Vicente e Santo Atao)	Pires Jose	2/4/2019	2/15/2019	TA Mission
Cabo Verde	Audit training Follow Up	Pires Jose	4/15/2019	4/26/2019	TA Mission
Gambia	Post-TADAT	Gaperi Kanyesiime Henry	9/12/2018	9/25/2018	TA Mission
Gambia	Audit training	Lugemwa Charles Ssekwe	10/22/2018	11/2/2018	TA Mission
Gambia	Audit Training Follow up	Gaperi Kanyesiime Henry	11/28/2018	12/4/2018	TA Mission
Gambia	Audit Training Follow up & Data Matching	Lugemwa Charles Ssekwe Chege Andrew G	1/7/2019	1/18/2019	TA Mission
Gambia	Improving the integrity of taxpayer ledger	Hewetson Michael	3/4/2019	3/15/2019	TA Mission
Ghana	Train staff on Excise audits	Griffiths Philip	8/13/2018	8/24/2018	TA Mission
Ghana	VAT Compliance and Data matching	Dawe Brian Howard	10/10/2018	10/23/2018	TA Mission
Ghana	VAT Compliance and Data Matching Follow-up	Gaperi Kanyesiime Henry Dawe Brian Howard	1/7/2019	1/18/2019	TA Mission
Ghana	Follow-up to finalize Compliance Improvement Plan and guide	Dawe Brian Howard	3/28/2019	4/17/2019	TA Mission
Ghana	Data Matching Team				
Liberia	Scoping Mission	Gaperi Kanyesiime Henry	11/14/2018	11/15/2018	TA Mission
Liberia	Audit Training for MTO	Gaperi Kanyesiime Henry Fitzgerald Mirjana Marianne	12/3/2018	12/14/2018	TA Mission
Liberia	Arrears management Capacity	Da Silva Shirley	2/25/2019	3/8/2019	TA Mission

Liberia	Implementation of the reform	Gapari Kanyesiime Henry	3/4/2019	3/15/2019	TA Mission
Liberia	Excise Duties Management Capacity	Griffiths Philip	4/1/2019	4/12/2019	TA Mission
Nigeria	HQ Led TADAT	Gapari Kanyesiime Henry	7/16/2018	7/31/2018	TA Mission
Nigeria	Develop a compliance management program	Hewetson Michael	7/18/2018	7/31/2018	TA Mission
Nigeria	VAT Compliance and Data Matching	Dawe Brian Howard	9/17/2018	9/28/2018	TA Mission
Sierra Leone	Effective Management of Taxpayer register	Gapari Kanyesiime Henry	6/18/2018	6/22/2018	TA Mission
Sierra Leone	Debt Management	Da Silva Shirley	7/30/2018	8/10/2018	TA Mission
Sierra Leone	HQ LED MISSION: Review progress and refocus the TA	Gapari Kanyesiime Henry	10/18/2018	10/31/2018	TA Mission
Sierra Leone	Building Excise Duties Compliance Management Capacity	Griffiths Philip	1/7/2019	1/18/2019	TA Mission
Sierra Leone	VAT Compliance and Data Matching Follow up	Dawe Brian Howard	2/4/2019	2/15/2019	TA Mission
<b>Customs Administration</b>					
AFRITAC West 2	Regional Workshop on Risk Management	Wood Philip R. Collins Brian	6/3/2018	6/8/2018	Regional Workshop
AFRITAC West 2	Regional Workshop on ECOWAS Integrity Framework (Phase 1)	Smith David Martin	3/25/2019	3/28/2019	TA Mission
Cabo Verde	Development and Implementation of DNRE Integrity Strategy	Wood Philip R.	6/11/2018	6/15/2018	TA Mission
Cabo Verde	Mentoring Support on Risk Management Intelligence and Investigation	Penfold Jacqueline Ann	11/14/2018	11/27/2018	TA Mission
Cabo Verde	Completion of Business Process Mapping and Development of Customs SOPs	Nolan Lea Bruce	3/25/2019	4/5/2019	TA Mission
Gambia	Review of Transit Procedures and Training in Cargo Inspection Procedures	Brimble Brian Bines Gordon Henri	5/9/2018	5/22/2018	TA Mission
Gambia	Delivery of Customs Induction Training Module (Phase 3)	Argyle Andrew Thomas Bines Gordon Henri Wood Philip R.	7/9/2018	7/27/2018	TA Mission
Gambia	Provision of Mentoring Support to Intelligence Investigation and RM Units	Collins Brian	9/17/2018	9/28/2018	TA Mission
Gambia	Review of Exemptions Procedures	Brimble Brian Smith David Martin	1/21/2019	1/25/2019	TA Mission
Gambia	Delivery of Customs Induction Training Module (Phase 4)	Argyle Andrew Thomas	4/1/2019	4/19/2019	TA Mission

Ghana	Provision of Mentoring Support to Intelligence and Investigation Units (Phase 1)	Bines Gordon Henri Nolan Lea Bruce	10/8/2018	10/19/2018	TA Mission
Ghana	Provision of Mentoring Support to Intelligence and Investigation Units (Phase 2)	Bines Gordon Henri Nolan Lea Bruce	2/11/2019	2/22/2019	TA Mission
Ghana	PCA Training and Mentoring Support	Wellens Jeremy Roland	4/1/2019	4/12/2019	TA Mission
Ghana	Integrity Strategy and Implementation of Action Plan	Smith David Martin	4/15/2019	4/18/2019	TA Mission
Liberia	Risk Management and Implementation of RM Strategy	Hughman Thomas Shipston	5/14/2018	5/25/2018	TA Mission
Liberia	PCA Training and Mentoring Support (Phase 2)	Wellens Jeremy Roland	6/25/2018	7/6/2018	TA Mission
Liberia	Development and Implementation of SOPs for Control of Exemptions from Customs Duties and Taxes	Wood Philip R.	7/2/2018	7/6/2018	TA Mission
Liberia	Valuation and Classification Training and Mentoring Support (Phase 1)	Hughman Thomas Shipston	7/30/2018	8/10/2018	TA Mission
Liberia	Coordinated Border Management Program (Phase 1)	Wood Philip R.	9/12/2018	9/25/2018	TA Mission
Liberia	Coordinated Border Management Program (Phase 2)	Argyle Andrew Thomas Nolan Lea Bruce	10/22/2018	11/2/2018	TA Mission
Liberia	Valuation and Classification Training and Mentoring Support (Phase 2)	Hughman Thomas Shipston Smith David Martin	2/11/2019	2/22/2019	TA Mission
Nigeria	Implementation of NCS Strategic Plan and KPIs	Wood Philip R.	7/9/2018	7/20/2018	TA Mission
Nigeria	PCA Mentoring Support (Phase 2)	Hughman Thomas Shipston	10/29/2018	11/9/2018	TA Mission
Nigeria	Implementation of NCS Strategic Plan and Development of Key Performance Indicators	Penfold Jacqueline Ann	10/29/2018	11/9/2018	TA Mission
Nigeria	Development of RM Strategy RM Committee & Support with the Establishment of an RM Unit (Ph. 2)	Hughman Thomas Shipston	12/3/2018	12/14/2018	TA Mission
Nigeria	Professional Attachment on Development of Integrity Strategy Action Plan and M&E Framework	Smith David Martin	3/4/2019	3/8/2019	TA Mission
Nigeria	PCA Mentoring Support (Phase 3)	Hughman Thomas Shipston	4/29/2019	5/10/2019	TA Mission
Sierra Leone	PCA Follow-up and Delivery of Cargo and Inspection Skills Training	Wellens Jeremy Roland Bines Gordon Henri	6/4/2018	6/15/2018	TA Mission
Sierra Leone	Development & Implementation of Operational Unit Plans & Supporting KPIs	Wood Philip R.	8/20/2018	8/31/2018	TA Mission
Sierra Leone	Implementation of Risk Management Strategy (profiling etc.)	Collins Brian	11/5/2018	11/16/2018	TA Mission

Sierra Leone	Completion of TNA for Valuation & Classification Training & Preparation of Training Module	Barnett Janice Elizabeth Smith David Martin	4/1/2019	4/12/2019	TA Mission
<b>Public Financial Management</b>					
Gambia	Strengthening The Framework and Implementation of the TSA Action Plan	Jha Naresh, Prakash Tej	6/25/2018	7/6/2018	TA Mission
Gambia	Finalising Medium Term Macro-Fiscal Framework and Linking to the Budget	Lennblad Anna	7/2/2018	7/13/2018	TA Mission
Gambia	Installation mission: EU PFM and Revenue Administration project	Grinyer John	10/31/2018	11/13/2018	TA Mission
Gambia	HQ Led Mission to The Gambia	Grinyer John	11/12/2018	11/27/2018	TA Mission
Gambia	Improved Expenditure Control	Jha Naresh	11/12/2018	11/27/2018	TA Mission
Gambia	Revision of the Government of The Gambia CoA in compliance with GFS 2014 and COFOG	Bartlett Wayne Brian	1/9/2019	1/22/2019	TA Mission
Gambia	Supporting the SOE Oversight Database	Grinyer John	1/10/2019	1/18/2019	TA Mission
Gambia	Risk-based Internal Audit Functions are Established in Central Govt Agencies	Jha Naresh Morrison Susan	4/30/2019	5/13/2019	TA Mission
Ghana	Continue momentum on restructuring of MoF (Economic Research and Forecasting Division Budget	Jha Naresh	5/14/2018	5/18/2018	TA Mission
Ghana	Continue momentum on restructuring of MoF (Economic Research and Forecasting Division Budget	Grinyer John	5/28/2018	6/1/2018	TA Mission
Ghana	AFW2: Developing Standard Criteria for Pre-Screening Publicly Funded Projects	Grinyer John	8/27/2018	9/5/2018	TA Mission
Ghana	Developing Standard Criteria for Pre-screening Publicly Funded Projects	Navarro Lopez Arturo Pablo	8/27/2018	8/31/2018	TA Mission
Ghana	Developing Standard Criteria for Pre-screening Publicly Funded Projects	Navarro Lopez Arturo Pablo	8/27/2018	8/31/2018	HQ Mission
Ghana	Fiscal Risk Management Including Oversight of SOEs	Grinyer John	9/11/2018	9/18/2018	TA Mission
Ghana	Managing and Reporting Fiscal Risks	Hansen Torben Steen Aziz Imran Atif Ralyea John Wallace	9/11/2018	9/24/2018	HQ Mission

Ghana	Fiscal Commitment and Contingent Liabilities of PPP Projects assessed & budgeted for in FY2019	Pautz Malcolm Grant	10/29/2018	11/2/2018	TA Mission
Ghana	Supporting the MoFEA in Preparing Appraising and Prioritizing Capital Projects	Grinyer John Arregoces Castillo Alejandro	2/18/2019	2/27/2019	TA Mission
Ghana	Supporting the Mof in Applying a Prioritizing Framework to Existing Capital Projects	Arregoces Castillo Alejandro	4/1/2019	4/12/2019	TA Mission
Liberia	Review the CMU Structures and Responsibilities and Support Development of Cash-flow Database	Jha Naresh Platais Janis	7/25/2018	8/6/2018	TA Mission
Liberia	HQ Budget Execution Follow-up Mission	Jha Naresh	9/3/2018	9/17/2018	TA Mission
Liberia	Strengthening Capacity in the Financial Reporting of State-Owned Enterprises	Krivenkov Vladimir Bartlett Wayne Brian	9/17/2018	9/28/2018	TA Mission
Liberia	Developing a Methodology for Analyzing SOE Fiscal Risks	Krivenkov Vladimir Drum Wilfrid Bernard	2/18/2019	3/1/2019	TA Mission
Liberia	Review/Revise the National Chart of Accounts in Compliance with GFS 2014	Jha Naresh Bartlett Wayne Brian	4/16/2019	4/29/2019	TA Mission
Nigeria	HQ Led PIMA Mission	Grinyer John Jha Naresh Seiwald Johann De Clerck Susara Aletta G. Du Preez Willie	9/20/2018	10/3/2018	TA Mission
Nigeria	PPP Fiscal Risk Assessment Model (PFRAM) Training	Pautz Malcolm Grant	4/8/2019	4/12/2019	TA Mission
Sierra Leone	Improved Forecast of Macro Economic Variables	Tim Tjeerd	7/12/2018	7/20/2018	TA Mission
Sierra Leone	Support in Preparation of Financial Statements Using the Cash Basis IPSAS and Use of GFS Report	Emasu Stephen Van Schaik Francois	12/10/2018	12/21/2018	TA Mission
Sierra Leone	Expenditure Control and Cash Management	Jha Naresh	3/21/2019	4/1/2019	TA Mission
<b>Monetary Operations and Payment Systems</b>					
AFRITAC West 2	Joint Workshop on FX Spot & Swap Market Dealing Simulation for Central Banks	Ersek Zsolt	6/25/2018	6/29/2018	TA Mission
AFRITAC West 2	Regional Workshop on Monetary Policy Communication	Ersek Zsolt Meyersson Pernilla	9/10/2018	9/14/2018	TA Mission



		Roos Isaksson Gudrun Cecilia Karvalits Ferenc				
AFRITAC West 2	Joint AW2 and AFE Regional Workshop on Compliance with CPSS-IOSCO PFMI	Ersek Zsolt Bossone Biagio	10/29/2018	11/2/2018	TA Mission	
Gambia	Improving Monetary Policy Analysis	Fukac Martin Ersek Zsolt	8/7/2018	8/17/2018	TA Mission	
Gambia	Payment System Oversight and FX Operations	Ersek Zsolt Veres Istvan				
Liberia	Payment System Oversight and Functions of Monetary Policy Professional Attachment on Functions of Monetary Policy Committee at CBN	Vermeulen Jan Joris R. Ersek Zsolt	1/14/2019	1/25/2019	TA Mission	
Liberia	Improving Monetary Operations and Payment Systems Oversight	Ersek Zsolt Della Valle Guido	7/16/2018	7/24/2018	TA Mission	
Liberia	Developing Monetary and Macroeconomic Analysis and FX Operations	Amediku Settor Kwabla Ersek Zsolt	10/1/2018	10/12/2018	TA Mission	
Liberia	Improving Monetary Policy Analysis	Ersek Zsolt Fukac Martin	3/18/2019	3/30/2019	TA Mission	
Nigeria	Diagnostic Mission on Macroeconomic and Monetary Policy Analysis and Monetary Operations	Ersek Zsolt Fukac Martin Choquette Sylvain	4/25/2019	5/3/2019	TA Mission	
Nigeria	Developing Forward Looking Monetary Policy Analysis	Ersek Zsolt Fukac Martin	8/22/2018	8/31/2018	TA Mission	
Sierra Leone	Professional Attachment on Financial Market Operations at BOG	Ersek Zsolt Fukac Martin	12/3/2018	12/14/2018	TA Mission	
Sierra Leone	Improving Monetary Policy Analysis Monetary and FX Operations	Ersek Zsolt Fukac Martin Veres Istvan	5/7/2018	5/11/2018	TA Mission	
Sierra Leone	Improving Monetary Policy Analysis	Ersek Zsolt Fukac Martin	5/21/2018	6/1/2018	TA Mission	
Sierra Leone	LTX Participation in HQ-led Mission on Debt Management and Central Bank Balance Sheet	Ersek Zsolt Fukac Martin	11/12/2018	11/16/2018	TA Mission	
Sierra Leone		Ersek Zsolt	4/29/2019	5/2/2019	TA Mission	

Banking Supervision and Regulation									
AFRITAC West 2	Regional Workshop Group on Stress testing	Bruce Cheryl Theresa Dongo Kouadio Kouman	12/3/2018	12/14/2018				Regional Workshop	
Gambia	Progressing Basel II/III _1	Bruce Cheryl Theresa Yarima Grace Mattaki	11/5/2018	11/9/2018				TA Mission	
Gambia	Reviewing Progress of RBS Implementation	Tower Ian Thomas	3/4/2019	3/8/2019				TA Mission	
Gambia	Scoping Mission	Ukwuoma Vitus Chukwuemeka	4/23/2019	4/25/2019				TA Mission	
Ghana	IFRS 9 Model Validation_1	Bruce Cheryl Theresa	8/6/2018	8/10/2018				TA Mission	
Ghana	Megers and Acquisition Processes	Bruce Cheryl Theresa Bonte Rudi	9/20/2018	9/26/2018				TA Mission	
Ghana	IFRS 9 Model Validation_1	McIntosh Damion Ricardo	11/19/2018	11/23/2018				TA Mission	
		Ukwuoma Vitus Chukwuemeka							
Ghana	Enhancing Offsite Follow up Review	Tower Ian Thomas	3/11/2019	3/15/2019				TA Mission	
Liberia	IT Fraud and supervision	Stepanyan Komitas	1/14/2019	1/18/2019				TA Mission	
Liberia	Scoping Mission	Ukwuoma Vitus Chukwuemeka	3/20/2019	3/22/2019				TA Mission	
Nigeria	RBS:Enhancing Credit Risk Analysis	Bruce Cheryl Theresa Guenther Thomas Edward	6/25/2018	6/29/2018				TA Mission	
Nigeria	Proffessional Attachment (BoL)	Bruce Cheryl Theresa	1/15/2019	1/18/2019				TA Mission	
		Ukwuoma Vitus Chukwuemeka							
Nigeria	Scoping Mission	Chukwuemeka	4/26/2019	4/29/2019				TA Mission	
Sierra Leone	IT Supervision	Awayiga Joseph Yaw	10/8/2018	10/12/2018				TA Mission	
Sierra Leone	Enhancing Credit Analysis Follow Up	Guenther Thomas Edward	1/7/2019	1/18/2019				TA Mission	
		Awayiga Joseph Yaw Ukwuoma Vitus Chukwuemeka							
Sierra Leone	Progressing IFRS and Model Validation		4/15/2019	4/19/2019				TA Mission	
Real Sector Statistics									

AFRITAC West 2	Training: National Accounts	Grcman Donna Marie Youll Robin	9/16/2018	9/28/2018	Regional Workshop
AFRITAC West 2	Training: Prices and Index Numbers	Bird Derek, St. Catherine Edwin	9/17/2018	9/21/2018	Regional Workshop
Cabo Verde	Consumer Price Index	Santos Antonio Daniel	7/9/2018	7/13/2018	TA Mission
Cabo Verde	National Accounts	Ramos Roberto	11/5/2018	11/16/2018	TA Mission
Cabo Verde	Consumer Price Index	Santos Antonio Daniel	2/11/2019	2/22/2019	TA Mission
Cabo Verde	National Accounts	Schiltz Marie-Therese Madelein	3/4/2019	3/15/2019	TA Mission
Gambia	National Accounts	Grcman Donna Marie	7/4/2018	7/19/2018	TA Mission
Gambia	National Accounts	Pepaj Elirjeta	12/10/2018	12/21/2018	TA Mission
Gambia	Nationa Accounts	Pepaj Elirjeta	4/1/2019	4/12/2019	TA Mission
Ghana	National Accounts	Grcman Donna Marie	6/12/2018	6/21/2018	TA Mission
Ghana	Consumer Price Index	Politi Mauro	11/5/2018	11/13/2018	TA Mission
Ghana	National Accounts	Pepaj Elirjeta	1/28/2019	2/8/2019	TA Mission
Liberia	National Accounts	Grcman Donna Marie	6/25/2018	6/29/2018	TA Mission
Liberia	National Accounts	Lee Peter Andrew	10/22/2018	11/2/2018	TA Mission
Liberia	National Accounts	Pepaj Elirjeta	1/14/2019	1/18/2019	TA Mission
Liberia	National Accounts	Lee Peter Andrew	3/25/2019	4/5/2019	TA Mission
Nigeria	National Accounts	Drew Steve	11/19/2018	11/30/2018	TA Mission
Nigeria	National Accounts	Drew Steve	4/8/2019	4/19/2019	TA Mission
Sierra Leone	National Accounts	Drew Steve	1/14/2019	1/25/2019	TA Mission

<sup>1</sup> As of April 31, 2019

## ANNEX IV. TA REPORTS COMPLETED AND TRANSMITTED IN FY 2019<sup>2</sup>

Title of Report	Country	Date Sent to Authorities
<b>REVENUE ADMINISTRATION (TAX)</b>		
VAT Compliance and Data Matching	Nigeria	2/13/2019
Improving Debt and Tax Arrears Management Capacity	Sierra Leone	2/14/2019
Strengthen Tax Audit Capacity of the Telecommunication Sector	Gambia, The	2/14/2019
Improving Data Matching and VAT Compliance	Ghana	2/15/2019
Audit Training	Cabo Verde	2/26/2019
Improving the Capacity of Medium Tax Office Auditors	Liberia	3/7/2019
Excise Control and Structure Review	Sierra Leone	3/11/2019
Excise Duties Audit and Control Staff Training	Ghana	3/27/2019
Improving the Integrity of taxpayer ledger	Gambia, The	4/8/2019
Improving Arrears Management Capacity	Liberia	4/23/2019
<b>REVENUE ADMINISTRATION (CUSTOMS)</b>		
Development and Implementation of DNRE Integrity Strategy	Cabo Verde	7/18/2018
Implementation of Risk Management Strategy	Liberia	6/28/2018
Post Clearance Audit Training and Mentoring Support (Phase 2)	Liberia	7/26/2018
Development and Implementation of Standard Operating Procedures for Control of Exemptions and Waivers from Customs Duties and Taxes	Liberia	8/31/2018
Valuation and Classification Training and Mentoring Support (Phase 1)	Liberia	9/17/2018
Implementation of Nigeria Customs Service Strategic Plan and Key Performance Indicators	Nigeria	8/29/2018
Delivery of Project Management and Leadership, and Management Training	Nigeria	5/5/2018
Review of Post Clearance Audit and Training in Container Inspection and Cargo Examination Procedures	Sierra Leone	7/18/2018
Review of Transit Procedures and Training in Cargo Inspection Procedures	Gambia, The	6/28/2018
Delivery of Customs Induction Training Module (Phase 3)	Gambia, The	10/3/2018
Coordinated Border Management Program (Phase 1)	Liberia	10/29/2018
Development and Implementation of Operational Unit Plans and Supporting Key Performance Indicators	Sierra Leone	10/3/2018
Provision of Mentoring Support to Intelligence and Investigation Units (Phase 1),	Ghana	11/30/2018

Implementation of Nigeria Customs Service Strategic Plan and Development of Key Performance Indicators	Nigeria	1/9/2019
Implementation of Risk Management Strategy and Support to the Risk Management Unit	Sierra Leone	1/9/2019
Coordinated Border Management Program (Phase 2)	Liberia	1/16/2019
Implementation of Post Audit Clearance Procedures (Phase 2)	Nigeria	1/21/2019
Mentoring Support on Risk Management, Intelligence and Investigation	Cabo Verde	1/25/2019
Developing Macroeconomic and Monetary Policy Analytical Capabilities	Nigeria	2/28/2019
<b>PUBLIC FINANCIAL MANAGEMENT</b>		
The State-Owned Enterprise Sector in the Gambia Financial Reporting Gap Analysis and Development of the State-Owned Enterprise Reporting Database	Gambia, The	6/21/2018
Strengthening the Framework and Implementation of the TSA Action Plan	Gambia, The	10/23/2018
Continuing Treasury Single Account and Cash Management Reforms	Gambia, The	10/26/2018
Fiscal Data Integrity and Fiscal Reporting	Liberia	6/28/2018
Continuing Treasury Single Account and Cash Management Reforms	Liberia	10/26/2018
Continue Momentum on Restructuring the Ministry of Finance (Budget Division)	Ghana	11/6/2018
Operationalizing the Medium Term Macro-fiscal Framework and Linking to the Budget	Gambia	11/2/2018
Strengthening the Framework and Implementation of the TSA Action Plan	Gambia	10/23/2018
Strengthening Capacity in the Financial Reporting of State-Owned Enterprises	Liberia	11/28/2018
Improved Forecasting of Macroeconomic Variables	Sierra Leone	12/12/2018
Revision of the Government of The Gambia COA in Compliance with GFS 2014 and COFOG	Gambia, The	2/20/2019
Cash Basis IPSAS Financial Statement, Fiscal Reporting and Charts of Accounts	Sierra Leone	3/15/2019
Supporting the MoF in Preparing, Appraising and Prioritizing Capital Projects	Ghana	4/8/2019
<b>MONETARY POLICY AND PAYMENT SYSTEMS</b>		
Improving Monetary Policy Analysis	Liberia	9/20/2018
Improving Foreign Exchange Operations and Liquidity Forecasting	Ghana	6/21/2018

Improving Monetary Policy Analysis and Foreign Exchange Operations	Sierra Leone	11/1/2018
Strengthening Monetary Policy Analysis	Gambia	11/28/18
Diagnostic Mission on Monetary Policy Analysis and Monetary Operations	Nigeria	3/15/2019
Improving Monetary Policy Analysis	Sierra Leone	3/27/2019
<b>FINANCIAL SUPERVISION</b>		
Enhancing Risk-Based Supervision	Gambia	7/6/2018
IFRS 9 Implementation	Nigeria	7/30/2018
Enhancing the Implementation of Basel II	Nigeria	7/23/2018
Enhancing Credit Risk Analysis	Nigeria	10/23/2018
Credit Risk	Sierra Leone	10/12/18
Credit Risk	Sierra Leone	7/16/2018
Internal Financial Reporting Standards 9 Implementation	Ghana	2/5/2019
<b>REAL SECTOR STATISTICS</b>		
Consumer Price Index	Cabo Verde	9/7/2018
National Accounts	Gambia, The	8/13/2018
National Accounts	Ghana	7/19/2018
National Accounts	Liberia	8/2/2018
Consumer Price Index	Nigeria	7/4/2018
Consumer Price Index	Ghana	1/9/2019
National Accounts	Liberia	1/9/2019
National Accounts	Ghana	1/17/2019
National Accounts	Cabo Verde	1/29/2019
National Accounts	Nigeria	2/4/2019
National Accounts	Gambia, The	2/5/2019
National Accounts	Sierra Leone	2/14/2019
National Accounts	Liberia	2/20/2019
National Accounts	Ghana	3/4/2019
National Accounts	Cabo Verde	4/25/2019
National Accounts	Liberia	4/25/2019

<sup>2</sup>As of April 30, 2019

## ANNEX V. AFRITAC WEST 2 STAFF

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**Center  
Coordinator/Director**

**Mr. Oral H. Williams** is a national of St. Kitts and Nevis. He is a macroeconomist with 24 years' experience in the implementation of macroeconomic policies across, Sub-Saharan Africa, Latin America and the Caribbean, and the Middle East. His career experience encompasses small island states (Antigua and Barbuda, Barbados, Dominica), emerging markets (Dominican Republic, Jamaica, Uruguay), low- income/fragile states (Bolivia, Burundi, Democratic Republic of the Congo, Malawi), oil/gas producers (Bolivia, Gulf Cooperation Countries, Nigeria), monetary and near monetary unions (CFA Franc Zone, Eastern Caribbean Currency Union, East African Community). His expertise covers a broad spectrum of competences including, macroeconomic modelling, monetary policy in low-income countries, capacity development in public financial management, fiscal policy and macro-economic program design and implementation. He has conducted policy-oriented research that culminated in IMF publications and peer-reviewed journal articles.



**Regional Advisor  
Revenue Administration  
(Customs)**

**David Smith** joined the center in October 2018. He is a very experienced, former UK Customs Officer who then worked for Crown Agents for almost twenty years in the design and delivery of customs technical assistance, reform and modernization projects and programs throughout the world. While serving with HM Customs & Excise, David was responsible for a range of operational policy areas, including enforcement of prohibitions and restrictions, inter-agency cooperation and cooperation with the business sector. He also served on a number of EU policy committees and working groups in Brussels. He has experience of working with or for all the key players and stakeholders in customs reform including the UN, the IMF, World Bank, WCO, WTO, OECD, the EU and a number of national donors including USAID, DFID, JICA, GIZ and DANIDA.



**Regional Advisor  
Revenue Administration  
(Tax)**

**Mr. Henry Kanyesiime Gaperi** joined the center in April 2017 as the Regional Revenue Administration Advisor. He has also worked in the same capacity in the IMF AFRITAC East serving seven eastern African countries. Henry has over 25 years of experience in taxation, revenue administration and institutional re-engineering. Prior to joining the center, Henry served as the first Commissioner General of Office Togolais des Recettes (OTR), where he helped the Government of Togo to create their revenue administration. In Rwanda, he spearheaded reform and modernization of the social security system as Chief Executive Officer of the Social Security Fund of Rwanda (SSFR) and system ranging from policy, administration and legal framework as the Commissioner General of Rwanda Revenue Authority (RRA). He coordinated the introduction of VAT in Rwanda.

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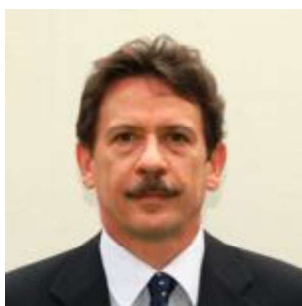
**Regional Advisor  
Public Financial  
Management**

**Mr. Naresh Mohan Jha** has been part of the Ministry of Finance in the Federal Government, working in the last ten years mostly in the capacity of Director Budget. He was responsible for the formulation and implementation of federal budget as well as in designing and implementing a range of public financial management reforms. He has over 20 years of operational and policy making experience on government accounting and financial management. In his previous assignment, he was engaged in implementing an IT based public finance management system of the country.



**Regional Advisor  
Public Financial  
Management**

**Kubai Khasiani** joined the center in May 2019 as the Public Financial Management (PFM) Advisor. Kubai retired from the National Treasury of Kenya after working for the government for over 30 years. He has worked for the IMF the last 8 years as a PFM resident advisor in Liberia and Regional PFM advisor IMF EAST AFRITAC. He specializes in PFM upstream reforms, including medium term budgeting, gender-based budgeting, public investment management, and fiscal risk management. Kubai is the founding Chair of Collaborative Africa Budget Reform Initiative(CABRI).



**Regional Advisor  
Monetary Operations and  
Payment Systems**

**Zsolt Ersek** joined the Center in September 2015 as the Regional Advisor on Monetary Operations and Payment Systems with a wide experience in delivering TA to central banks. In the last 10 years he participated in close to 20 short term missions to Macedonia, Nigeria, Tajikistan, Sierra Leone, Serbia, Honduras, Cabo Verde, Myanmar and Kazakhstan in the field of improving monetary operations, developing foreign exchange markets and the reserve management functions. Before joining AFRITAC West 2, he was a resident long-term expert in Bank of Ghana (BoG) for 2 years. With his guidance, BoG fully renewed its monetary policy toolkit, improved its financial market analyses and enhanced its banking sector liquidity management activities.



**Regional Advisor  
Banking Supervision**

**Vitus Ukwuoma** joined the AFRITAC West 2 in March 2019 as a Regional Advisor in Financial Regulation and Supervision. He began his financial supervision career as a bank examiner with the Maryland State Bank Commissioner's Office, United States. He later joined the Board of Governors of the Federal Reserve System where he worked for well over 18 years in various capacities, including the responsibility for directing the supervisory oversight of more than 800 commercial banks during the 2007 financial crisis. In the last five years he served as a Resident Advisor in Financial Regulation and Supervision to the Central Bank of Nigeria and the Bank of Sierra Leone. He holds a BS degree in Accounting and an MBA degree in Finance, and he is a Certified Public Accountant licensed in the State of Maryland.





**Regional Advisor  
Real Sector Statistics**

**Mrs. Elirjeta Pepaj** joined the West AFRITAC 2 team recently as Regional Adviser on national accounts and price statistics. Before her appointment to the center, she was working as Real Sector Statistics Director in the Albanian Institute of Statistics. Mrs. Pepaj has an experience of more than fourteen years working on production of national accounts, prices and business statistics. She has participated and led numerous inter-institutional working groups on development of macroeconomic statistics, drafting of Memoranda of Understanding, and international projects for the implementations of SNA 2008. Mrs. Pepaj holds a bachelor's degree in Economics and a Master of Science degree in European Economics Studies from the Faculty of Economics, University of Tirana, Albania.



**Office Manager**

**Janice Norman's** professional experience spans from both international and local cultures in the fields of administration, communication and marketing, human resource and eventually in finance and banking before joining the Center on January 6, 2014.



**Economist/Special Projects  
Officer**

**Pokuaa Adu** joined AFW2 on July 9 after working for the past 3.5 years with the Monitoring, Learning and Evaluation Unit of the Institute of Statistical, Social and Economic Research at the University of Ghana. Her experience spans a variety of fields and sectors, including project management, impact evaluation, survey design, data analysis and reporting, capacity building, and training in research methods and software. Her most recent work and research experience has been in Ghana, Burkina Faso, Mali and Niger.



**Project Officer (Results  
Based Management)**

**Elorm Darkey** recently joined the AFRITAC WEST 2 Team as a Results-Based Management (RBM) Project Officer. His primary role is to provide hands on support in the implementation of the Fund's RBM framework. He has collaborated with teams across boundaries in various economic projects where he provided program management, implementation, monitoring, evaluation and co-ordination. Elorm also has an extensive research background in economics- notably in fiscal policy, sustainable development and inclusive growth/wealth. He holds undergraduate and graduate research degrees in Economics, Mathematics and Political Science

**Admin. Assistant**

**Deborah Morrison** has over eight years' experience in administration, management and human resources. Prior to joining the Fund on October 14, 2016, she served as an Administrator in a real estate company. She also worked as an Administrative Assistant and later as an HR Assistant with New Crystal Health Services Limited, one of the largest private health care service providers in Ghana. Deborah holds a BBA in Human Resource Management from the Methodist University College Ghana.

**Admin. Assistant**

Before joining the AFRITAC West 2 office **Ms. Maria Adam** worked with Vodafone Ghana as a customer service representative for over a year and also with the Ghana Internal Revenue Service as their data system person.

**Admin. Assistant/IT Officer**

**Mr. Selase Kofi Dusi**, Selase has worked for several international organizations including Save the Children, USAID, Canadian and Indian High Commissions where he was Office Manager, Logistics Manager and Admin Assistant respectively. During this period, he worked within the West and Central Africa Region. Before joining AFRITAC West 2 in January 2014, he was an Administrative Assistant at the International Finance Corporation (IFC) for one year and was a key logistics person for the move into the new World Bank Group Building.

**Driver**

Prior to joining AFRITAC West 2, **Peter Laryea** worked with the Nissan Auto parts four years and TATA Africa Holdings for a year as a mechanical engineer. He also had the opportunity to work with the Movenpick Ambassador Hotel as a driver for a year.