



## AFRITAC WEST 2 NEWS



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### HIGHLIGHTS

#### 6<sup>th</sup> AFRITAC West 2 Steering Committee Meeting



Hon. Kemi Adeosun (Minister of Finance, Nigeria) giving opening remarks

AFRITAC West 2 (AFW2) held its 6<sup>th</sup> Steering Committee meeting in Abuja, Nigeria on March 13, 2018. The meeting was chaired and opened by the Honorable Minister of Finance of Nigeria, Mrs. Kemi Adeosun.

#### IMF Deputy Managing Director visits AFRITAC West 2

Ms. Carla Grasso, IMF Deputy Managing Director (DMD) visited the Center in Accra, Ghana, in February to meet with Center staff and officials of the Government of Ghana.



Ms. Grasso with the Governor, Bank of Ghana (L), and Center Coordinator, AFW2 (R)

## 6<sup>th</sup> AFW2 Steering Committee (SC) Meeting, Abuja, Nigeria

AFW2's sixth SC meeting was held in Abuja, Nigeria, chaired by Honorable Minister of Finance for Nigeria, Mrs. Kemi Adeosun. Representatives of AFW2 member countries, Development Partners, Economic Community of West African States (ECOWAS) Commission, West African Monetary Institute (WAMI) and IMF staff from the Center and Headquarters attended the meeting. Government officials from various institutions of the host country, Nigeria also participated.



In her opening remarks, Hon. Adeosun 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.



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.



The SC endorsed the Center's work program for the Fiscal Year (FY) 2019 and accepted the report of the independent mid-term evaluation of Center.





## IMF DMD Visits AFRITAC West 2

The Deputy Managing Director of the IMF, Ms. Carla Grasso visited AFW2 from February 27–28. She met with Center staff to interact on the opportunities and challenges with the Center's capacity development work in the region.



Ms. Grasso some staff of the Center

Ms. Grasso also met with officials of the Government of Ghana who provided feedback on the Fund's capacity development work with the various institutions. She discussed with the authorities, ways in which the Fund's capacity development work could be tailored to suit the needs of member countries.



Ms. Grasso with the Deputy Minister of Finance, Ghana, Hon. Charles Adu-Boahen

## AFW2 TA Missions

### REVENUE ADMINISTRATION

#### **Cabo Verde:** *January 22 – February 2*

An AFW2 mission conducted a review of the taxpayer service environment and assisted the Direção Nacional de Receitas do Estado (DNRE) in developing a Taxpayer Service Strategy in line with the overall compliance management program and Strategic Plan currently under development.

#### *February 2–22*

A customs mission worked with the customs division of the DNRE put in place an appropriate internal governance framework. Follow-up missions to continue this work have been planned.

#### *February 26–March 9*



Another customs mission provided TA on the effective utilization of the Automated System for Customs Data (ASYCUDA), the implementation of the Post Clearance Audit (PCA) Procedures Manual and the implementation of Standard Operating Procedures (SOPs) for the control of exemptions from customs duties and taxes.

#### **Ghana:** *January 15–26*

An AFW2 mission worked with the Ghana Revenue

Authority (GRA) on the organization of Excise tax operations and the review of the excise manual. This was the second of two missions on the topic, with the first mission having taken place in November 2017.

#### *January 15–26*

Another mission reviewed the functionality of GRA's Tax Revenue Integrated Processing System (TRIPS), to provide recommendations for improvements.

#### *March 26–29*

AFW2 delivered a training workshop on the completion of an Integrity Self-Assessment for the Customs Division of the GRA. The workshop was conducted in accordance with the requirements of the World Customs Organization (WCO)'s Integrity Development Guide and is expected to inform the development of an Integrity Strategy for the GRA.

#### **Liberia:** *February 19 -March 2*

An AFW2 mission assisted the Liberian Revenue Authority (LRA) in developing a framework for the design, review, update and documentation of processes and procedures in the organization.

#### *March 12 -23*

AFW2 provided capacity building to the Customs Division of the LRA on adopting and implementing best practice PCA procedures to ensure the effective enforcement of custom laws.

#### **Nigeria:** *February 19 -March 2*

An AFW2 mission worked with the National Customs Service (NCS) on the development and implementation of a Risk Management Strategy and to support the establishment of a Risk Management Unit. This was the first in a series to support the NCS to implement a RM Strategy as part of a risk-based approach to compliance management.

#### *March 3 -14*

The Center participated in a Tax Administration Diagnostic Assessment Tool (TADAT) mission for the Federal Inland Revenue Service (FIRS). The assessment will enable the GRA to identify its relative strength and weaknesses against international best practices, and develop reform strategies accordingly.

#### *March 12 -23*

AFW2 conducted of a series of TA missions to support

the NCS to develop the capacity to conduct PCA as part of a risk-based approach to compliance management. This mission focused on the finalization of a PCA Procedures Manual and the development of Standard Operating Procedures (SOPs).

#### *April 9 -17*

AFW2 is delivering training on Project Management assist the NCS to develop the skills necessary to successfully implement their Reform Strategy.

#### **Sierra Leone:** *February 8 -21*

A customs mission worked with National Revenue Authority (NRA) on the implementation of the stakeholder engagement strategy and provided training on cargo inspection procedures.

#### *February 12 -23*

AFW2 provided TA to the NRA to improve debt management in the administration.

#### *February 26 -March 9*

A remote mission worked with the NRA to finalize the strategic plan for 2018-2022.

#### **The Gambia:** *January 8 – 9*

An AFW2 mission provided TA to the Customs

Division (CD) of The Gambia Revenue Authority (GRA) on cargo inspection procedures and on Post Clearance Audit (PCA). This mission built the capacity of the GRA to adopt and implement best practice PCA and cargo inspection procedures to ensure the effective enforcement of custom laws.

*January 22 – February 2*

An AFW2 mission undertook a review of the Value Added Tax (VAT) administration system in the Gambian Revenue Authority (GRA) and recommended improvements in VAT compliance management.

*March 4 -16*

AFW2 conducted the fourth in a series of missions to develop a training module and to establish a group of trained trainers in the customs division of the GRA.

## **PUBLIC FINANCIAL MANAGEMENT (PFM)**

**The Gambia:** *January 2–12*

There was an AFW2 mission to help strengthen macro-fiscal forecasting capabilities and draw up an outline for an Medium-Term Expenditure and Fiscal Framework (MTEFF).

*February 5–16*

An HQ-led mission worked with the authorities on the implementation of a Treasury Single Account (TSA).

**Sierra Leone:** *January 29–February 9*

AFW2 participated in an HQ-led mission on assessing the fiscal risks associated with state-owned enterprises (SOEs) and establishing the institutions for their monitoring and oversight. The mission also provided hands-on training on the excel-based model for macroeconomic risk analysis.

## **MONETARY POLICY OPERATIONS AND PAYMENT SYSTEMS (MONOPS)**

**Liberia:** *April 5–18*

An AFW2 mission is working with the Central Bank of Liberia (CBL) on improving monetary policy analysis. The main goals are (i) to further develop recently introduced new economic indicators and make sure they form an integral part of monetary analysis; (ii) to improve the structure of internal and external reporting; and (iii) capacity building in near-term forecasting methods.

**The Gambia:** *February 15–28*

An AFW2 mission worked with the Central Bank of the Gambia (CBG) on the development of monetary policy analysis. The mission reviewed and made recommendations for the organization of Monetary Policy Committee Meetings (MPC) and related processes.

## **FINANCIAL SECTOR SUPERVISION**

**Ghana:** *February 5–16*

An AFW2 mission provided capacity building to the Bank of Ghana (BoG) on market and liquidity risk.

**Liberia:** *March 3–16*

An AFW2 mission provided TA to the Central Bank of Liberia (CBL) on the development of Cyber Risk guidelines.

**Nigeria:** *January 23–February 3*

Following an off-site review of Nigeria's current Risk Based Supervision (RBS) framework, AFW2 conducted a follow up mission to engage with the onsite and the offsite examiners of the Central Bank of Nigeria (CBN) based in Lagos and Abuja respectively, to provide guidance on enhancing identified gaps and weaknesses.

*February 12–23*

Another mission worked with the authorities on the

implementation of the Pillar II framework. This was the second of three missions on providing guidance on reviewing banks Internal Capital Adequacy Assessment and Planning (ICAAP) and the Supervisory Review Process (SRP).

#### *April 9–20*

Another mission is working with the CBN on the International Financial Reporting Standards (IFRS) 9 implementation. This is the second of two missions aimed at helping the CBN to build the technical capacity in the supervisory review of banks' impairment/Expected Credit Losses (ECL) models.

#### **Sierra Leone:** *April 9–20*

AFW2 is providing TA to the BSL on credit risk analysis. The mission is aimed at enhancing learning and understanding on the main drivers of credit risk and the control measures which mitigate against such risks.

#### **The Gambia:** *April 8–12*

An AFW2 TA mission is working with the Central Bank of Gambia (CBG) on Enhancing Risk-Based Onsite Supervision. This is the last of three peripatetic missions aimed at guiding the CBG on the practical implementation of onsite supervision within an RBS framework.

### **REAL SECTOR STATISTICS**

#### **Cabo Verde:** *April 9–18*

A national accounts mission is working with the Instituto Nacional de Estatística (INE) in the rebase of national accounts ensuring international best practices are applied.

#### **Ghana:** *January 22–26*

AFW2 worked with the Ghana Statistical Service (GSS) in the rebasing of national accounts ensuring international best practices are applied.

#### **Liberia:** *January 15–19*

AFW2 provided TA to the Liberia Institute of Statistics and Geo-Information Services (LISGIS) on the rebasing of the annual national accounts ensuring international best practices are applied.

#### **Nigeria:** *March 3–16*

An AFW2 mission visited the National Bureau of Statistics (NBS) to review the compliance of quarterly GDP by production and expenditure with international best practice. The mission also worked with the NBS to update the work plan for rebasing the annual national accounts.

#### **The Gambia:** *February 12–23*

A mission visited The Gambian Bureau of Statistics (GBoS) on rebasing the annual national accounts ensuring international best practices are applied.

## **Regional Workshops**

### **Regional Workshop on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI), Banjul, The Gambia**

*January 22–25 (MONOPS)*



AFW2 has been organizing workshops on the PFMI for the central banks in the region on an annual basis since 2016. The success of previous workshops and ongoing



developments in the payment systems landscape informed this follow up workshop which took place in Banjul. Participants were senior central bank officials from Ghana, Liberia, Sierra Leone, The Gambia and Nigeria involved in the operation and oversight of national payment and settlement systems.

The objectives of the workshop were to; i) create the required level of proficiency on the PFMI and support efforts towards compliance; ii) provide participants with a forum to discuss the compliance challenges; iii) discuss methods of assessing financial market infrastructures against the PFMI; and iv) bring central banks up-to-date with challenges presented by recent developments such as Fintech and cybersecurity.

### **High level Seminar on Governance and Leadership, Accra, Ghana**

***March 19–22 (Financial Sector Supervision)***



This seminar was aimed at enhancing leadership and strategic planning; deepen governance, and provide for peer to peer learning on managing supervisory departments of central banks. Identifying, controlling and minimizing risks requires a wide range of skills, which go beyond technical knowledge and experiences and it is important to equip supervisors with information on how they can better manage supervisory processes. The seminar provided insight

into newer research and thinking on the development and enhancement of such skills. Senior managers from the central banks of Ghana, Nigeria, Liberia, Sierra Leone and The Gambia participated in the workshop.

### **Regional Workshop on Cash Management, Accra, Ghana**

***April 9–13 (PFM)***



Cash Management has been a regular feature of IMF TA missions among AFW2 member countries. This workshop was designed to meet member countries demand for further technical support and capacity, building on cash management TA provided, and to facilitate the sharing of experiences among countries in the sub region.

The main objective of the workshop was to reinforce the key fundamentals for effective cash management. This was achieved through a mix of facilitation methods, including expert presentations on international best practices, sharing country experiences and group discussions. Officials from Ghana, Liberia, Sierra Leone and The Gambia participated in the program.

## Professional Attachments

### Professional Attachment to the Bank of Ireland, Bank of Ghana and the Central Bank of Nigeria

March 7–14



IMF/AFW2 facilitated the professional attachment of four staff from the Central Banks of Nigeria and Ghana to the Bank of Ireland. The attachment provided hands-on experience and learning on the implementation of the Basel II Capital Adequacy Framework. The framework provides guidance on how banks must set aside capital based on the risks present in their business operations. The participants will utilize the knowledge and skills acquired in the program to help improve banking supervision in their countries.

### Professional Attachment to the Bank of Tanzania, Bank of Ghana, February 12–16

AFW2 in February facilitated the professional attachment of staff of the Bank of Ghana (BoG) to the Bank of Tanzania on financial market infrastructure and payment systems. This was aimed at supporting BOG's efforts towards compliance with the international standards, the CPSS-IOSCO Principles for financial market infrastructures (PFMI) and to provide an opportunity to see first-hand, some of the daily tasks undertaken in executing the oversight function.

## AFW2 visits ECOWAS

On March 12, AFRITAC West 2 paid a courtesy visit to the Economic Community of West Africa States (ECOWAS) Commission in Abuja Nigeria. The visit afforded the Center Coordinator the opportunity to interact with the Multilateral Surveillance Unit and other units of the Commission and to discuss ways of strengthening collaboration between the two institutions.



## AFW2 engages Civil Society

On April 3, AFW2 participated in an IMF Seminar with Civil Society Organizations from Ghana and other African countries which took place in Accra. The Center Coordinator, Mr. Oral Williams discussed the nature of Center's work with participants and emphasized the need for better monitoring and evaluation of agreed work programs to foster greater accountability. The Center's Regional Advisor for Tax, Mr. Henry Gaperi explained how the Center was helping member countries with mobilizing more revenues.





## AFW2 Financial Literacy Outreach



Do you have a financial buffer,  
And do you save at all?  
If yes, then you may try investing,  
As you've something to cushion a fall.  
And do you think of pension planning,  
Is a budget something you do?  
If no, then AFW2's financial literacy  
Is just the right program for you.

So in February 2018,  
Around forty young people came,  
To learn more about managing money,  
Dreaming of the millionaires' hall of fame.



AFW2 staff came together,  
Planning and teaching as a team,  
Backed by the Bank of Ghana,  
All presenters a hit, it would seem.

Every cedi counts,  
Budget for spending and what you receive,  
Overly high interest rates spell a warning,  
Plan for retirement or grieve.

Lessons delivered and appreciated,  
AFW2 volunteer service at your door,  
Stay tuned for further information.  
As we plan to deliver more.

## Upcoming Missions

### REVENUE ADMINISTRATION

#### **Nigeria:** April 18–May 2

AFW2 will work with the NCS to deliver leadership and management development training to a selected group of middle-managers involved in the design and implementation of the NCS Reform and Modernization program.

#### **Regional Workshop:** April 16–19

AFW2 will conduct a workshop in Freetown, Sierra Leone on strategic management for customs officials.

### PUBLIC FINANCIAL MANAGEMENT

#### **Liberia:** April 17–24

An AFW2 mission will visit Liberia to follow up on the work done on enhancing fiscal reporting.

#### **Nigeria:** April 25–May 3

There will be a scoping mission to Nigeria on the preparations for the Public Investment Management Assessment (PIMA). The mission will also cover State Owned Enterprises (SOEs) and Medium-Term Budget Framework (MTBF).

#### **The Gambia:** April 25–May 3

A TA mission to The Gambia will support the development of an SOE database and will work with authorities on IFRS.

### MONOPS

#### **Sierra Leone:** May 7–11

Officials from the Bank of Sierra Leone (BSL) will participate in a professional attachment program at the Financial Market Department of the Bank of Ghana to study liquidity management and FX operations.

## AFW2 Staff changes

*May 21-June 1*

An AFW2 mission will visit BSL on improving monetary policy analysis, monetary and foreign exchange operations.

**Nigeria:** *June 4-15*

There will be a diagnostic mission on CBN's monetary policy analysis function and a review of the central bank's monetary operations toolkit.

**Regional Workshops:** *April 23-27*

AFW2 will conduct a regional workshop in Accra, Ghana on Money Market and Forex Market Instruments.

### FINANCIAL SUPERVISION

**Ghana:** *April 16-23*

AFW2 will deliver a national training workshop on Basel II to BoG.

**Regional Workshop:** *April 23-27*

AFW2 will conduct a workshop in Abuja, Nigeria on Credit Risk.

### REAL SECTOR STATISTICS

There will be national account missions to:

**Liberia:** *April 9-13*

**The Gambia:** *April 23-May 4*

There will also be a prices mission to:

**Nigeria:** *April 16-27*



In January, the Center bid farewell to **Ms. Faith Mazani**, Regional Advisor (Tax). Ms. Faith Mazani, was the Center's first Regional Advisor for Revenue Administration (Tax) and worked with the Center from January 2014 to January 2018. She played an instrumental role in the roll out of the Center's capacity development in revenue administration to member countries and served as an Acting Center Coordinator for a period in 2014. Her major contributions include the preparation of countries for, and the conduct of the Tax Administration Diagnostic Assessment Tool (TADAT) in five of the six AFW2 member countries. She also helped to build audit and data analysis capacity in the region to improve revenue compliance.



Mr. Henry Kanyesiime Gaperi joined the center on April 1, 2017 as the **Regional Revenue Administration (Tax) Advisor**. He has also worked in the same capacity in the IMF AFRITAC East and 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. He has held several senior positions in Rwanda including: Chief Executive Officer of the Social Security Fund of Rwanda (SSFR) and Commissioner General of



Rwanda Revenue Authority (RRA); where among others, he coordinated the introduction of VAT in Rwanda. He also served as the Permanent Secretary in the Ministry of Commerce, Investment, Tourism and Cooperatives in Rwanda. He chaired the Rwanda Capital Markets Advisory Council charged with developing and regulating capital markets in Rwanda and coordinated the introduction of the capital market in Rwanda in 2008. Before joining the civil service, Henry lectured at several universities both in Canada and Rwanda. He is a fellow of the African Leadership Initiative and a member of the Aspen Global Leadership Network.



**Ms. Valeria B. Mensah**, Economist/Special Projects Officer will leave the Center at the end of April. Ms. Valeria Mensah, played a key role in the formative years of the Center, working on center-wide issues including the preparation and monitoring of the Center's annual work programs as well as on steering committee issues. She played a leading role in the compilation of Center publications notably, annual reports, mid-year reports and quarterly newsletters. She also contributed significantly to Center's outreach to member countries as well as engagements with development partners and regional institutions in West Africa on funding and collaborations.

## AFRITAC WEST 2 STAFF

**Center Coordinator** Oral H. Williams

### Resident Advisors

Revenue Administration Henry Gaperi  
Philip Wood

Public Financial Management John Grinyer  
Naresh Jha

Monetary Operations and Payment Systems Zsolt Ersek

Financial Supervision and Regulation Cheryl Bruce

Real Sector Statistics Donna Grerman

Results-Based Management Advisor Tsegereda Mulatu

**Special Projects Officer/ Local Economist** Valeria B. Mensah

**Office Manager** Janice Norman

### Administrative Support

Admin/IT Officer Selase Kofi Dusi

Administrative Assistant Maria Adam

Staff Assistant Deborah Morrison

Driver Peter Nii Laryea

## AFW2 Member Countries



Cabo Verde



Ghana



Liberia



Nigeria



Sierra Leone



The Gambia

## Donors







### Completed Technical Assistance Reports<sup>1</sup> in FY 2018

Title of Report	Country	Date Sent to Authorities
<b>REVENUE ADMINISTRATION (TAX &amp; CUSTOMS)</b>		
Design of Customs Induction Training Program (1 & 2)	The Gambia	May & September 2017
Strengthening Core Customs Functions – TA under regional project supported by the Government of Japan (HQ-led)	Nigeria	June 2017
TA memo on strengthening compliance risk and enterprise risk management	Nigeria	June 2017
Strengthening Core Customs Functions	Liberia	July 2017
Review and Development of Functional Structures and Standard Operating Procedures for Kaduna Internal Revenue Service (KADRIIS)	Nigeria	July 2017
TADAT report	Ghana	July 2017
Fortalecimento das Funções Centrais das Alfândegas na Gestão de Riscos	Cabo Verde	August 2017
Report on Data Matching Project Mission for FIRS and NCS	Nigeria	September 2017
Strengthening Post Clearance Audit	Sierra Leone	September 2017
Implementing Revised Transit Procedures	Sierra Leone	October 2017
Report on Project Management Workshop	Liberia	October 2017
Strengthening Risk Management	The Gambia	October 2017
Domestic Tax Department Large Taxpayer Compliance Risk Management Strategy	Sierra Leone	November 2017
Development of National Intelligence Strategy & Provision of Mentoring Support	The Gambia	November 2017
Implementation of LRA Risk Management Strategy	Liberia	December 2017
Compliance Improvement Program for Large Taxpayers for the Federal Inland Revenue Service (FIRS)	Nigeria	December 2017
Documentation of Customs Procedures and Publication of Materials on LRA website	Liberia	December 2017
Control of exemptions from Customs Duties and Taxes	Cabo Verde	December 2017
Customs Exemptions and Stakeholder Engagement Mission	Sierra Leone	December 2017
Post Clearance Audit Mentoring Support and Delivery of Training in Cargo Inspection Procedures	The Gambia	January 2018

<sup>1</sup> Includes Technical Memos/Reports and Aide Memoires



Development and Implementation of Internal Governance Frameworks	Cabo Verde	February 2018
Stakeholder Engagement Strategy Implementation and Training in Cargo Inspection Procedures	Sierra Leone	February 2018
Review of functionality of TRIPS	Ghana	February 2018
Post Clearance Audit and Cargo Inspection skills training	Gambia	February 2018
Report on Tax Payer Service Strategy Mission	Cabo Verde	February 2018
Report on Internal Governance Mission	Cabo Verde	February 2018
Cargo Inspection Skills training and Stakeholder engagement mission report	Sierra Leone	March 2018
Report on Customs Risk Management Mission	Nigeria	March 2018
Customs Induction Training Report (final)	The Gambia	March 2018
Excise Control and structure review	Ghana	March 2018
<b>PUBLIC FINANCIAL MANAGEMENT</b>		
Strengthening Commitment Controls and Arrears Management	Liberia	May 2017
Melhorar o Quadro Orcamental de Medio Prazo para Reforçar a Credibilidade do Orçamento	Cabo Verde	June 2017
Implementação de um Sistema Integrado de Planeamento e Orçamentação	Cabo Verde	June 2017
Review of the Functions of the Ministry of Finance	Ghana	June 2017
Accounting and Reporting of Grants and Donor Funds, Reporting of Debt, and Contingent Liabilities	The Gambia	June 2017
State-Owned Enterprise Budgeting and Reporting for Fiscal Oversight	The Gambia	July 2017
TSA implementation and implications for cash management	Ghana	July 2017
Consolidating Budget Execution Reforms	Liberia	July 2017
Report on Strengthening Accounting and Reporting	Sierra Leone	September 2017
Fiscal Oversight of State Owned-Enterprises	Liberia	September 2017
Advancing the Reorganization of the Ministry of Finance	Ghana	September 2017
Strengthening Accounting Data Quality and Financial Reporting	Nigeria	October 2017
Advancing Treasury Single Account and Cash Management (Kaduna)	Nigeria	October 2017
Revisitando a Consistência do Quadro Orçamental de Médio Prazo	Cabo Verde	October 2017
Reengineering Key Business Processes within the Ministry of Finance	Ghana	October 2017
Strengthening Fiscal Data Integrity and Financial Reporting	Ghana	October 2017
Developing a Consistent Macro-Fiscal Database for Projections	The Gambia	October 2017
Developing a Unified Database for Public Investment Projects	Liberia	November 2017
Fiscal Stress Test	The Gambia	November 2017
Cash Management and the Treasury Single Account	Liberia	December 2017
Drawing an outline for an MTEF & making projections in a Macro-Fiscal database	The Gambia	March 2018



MONETARY POLICY AND PAYMENT SYSTEMS		
Improving Monetary Analysis, Review of Monetary Policy Toolkit and Balance Sheet Management Issues	Cabo Verde	May 2017
Improving Payment System Oversight and Liquidity Forecasting	Ghana	July 2017
Improving Monetary Policy Analysis and Monetary Operations	Sierra Leone	August 2017
Strengthening Monetary Policy Analysis & Operations	The Gambia	September 2017
Strengthening Monetary Policy Analysis and Liquidity Management	The Gambia	October 2017
Development of Payment Systems	Sierra Leone	January 2018
Developing monetary policy analysis & liquidity management operations	Liberia	March 2018
FINANCIAL SUPERVISION		
Implementing Risk Based Supervision	The Gambia	July 2017
Enhancing Risk-Based Supervision	Ghana	August 2017
Enhancing Risk-Based Supervision	The Gambia	March 2018
REAL SECTOR STATISTICS		
Report on National Accounts Mission	Sierra Leone	May 2017
Report on National Accounts mission	Nigeria	May 2017
Report on National Accounts Mission	Gambia	June 2017
Report on CPI Mission	Nigeria	August 2017
Report on National Accounts Mission	The Gambia	August 2017
Report on National Accounts Mission	Liberia	September 2017
Report on National Accounts Mission	Cabo Verde	September 2017
Report on CPI Mission	Cabo Verde	September 2017
Report on National Accounts Mission	The Gambia	October 2017
Report on CPI Mission	Nigeria	November 2017
Report on National Accounts Mission	Nigeria	November 2017
Report on National Accounts Mission	Cabo Verde	December 2017
Report on PPI Mission	Nigeria	December 2017
Report on National Accounts Mission	Liberia	January 2018
Report on National Accounts Missions (2015-2017)	Liberia	January 2018
Report on National Accounts Mission	Liberia	March 2018
Report on National Accounts Mission	Ghana	March 2018