



April 2017

AFRITAC WEST 2 NEWS



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HIGHLIGHTS



5th AFRITAC West 2 Steering Committee Meeting: AFRITAC West 2 (AFW2) held its 5th Steering Committee meeting in Praia, Cabo Verde on April 28th 2017. The meeting was chaired and opened by His Excellency Olavo Correia, the Minister of Finance of Cabo Verde.

AFRITAC West 2 Regional Workshops

AFW2 conducted regional workshops on the following topics:

- Data Matching for Tax and Customs, Freetown (January)
- Payment Systems Modernization, Lagos (February)
- Coordination between Planning and Budgeting, Praia (March)
- Price Statistics, Praia (March)
- Tax Administration Diagnostic Assessment Tool (TADAT), Accra (April)
- Post Clearance Audit for Customs, Accra (April)

AFW2 Professional Attachments

The Center facilitated professional attachment programs to promote peer-to-peer learning among central banks namely Bank of Ghana, Central Bank of The Gambia, Central Bank of Liberia and Bank of Sierra Leone.

5th AFW2 Steering Committee (SC) Meeting, Praia



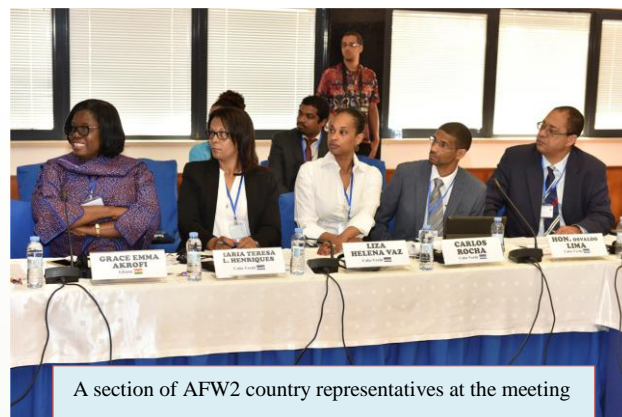
The Minister giving opening remarks for the meeting

AFW2's fifth SC meeting was held in Praia, Cabo Verde on April 28, 2017 chaired by His Excellency Olavo Correia, Minister of Finance for Cabo Verde. Representatives of AFW2 member countries, Development Partners, Economic Community of West African States (ECOWAS) Commission, West African Institute of Financial and Economic Management (WAIFEM) as well as IMF staff from the Center and Headquarters participated in the meeting.



A section of AFW2 country representatives at the meeting

In his opening remarks, the Chair of the meeting, H.E. Correia expressed appreciation to Development Partners (DPS) for their support and urged national authorities to work diligently with the Center to achieve the results expected in the various countries. The meeting discussed the



A section of AFW2 country representatives at the meeting

implementation of the Center's work program for the last fiscal year and approved the work program for Fiscal Year 2018. The inception note of the ongoing mid-term evaluation of AFW2 was presented and discussed at the meeting. The SC was also briefed on the ongoing roll-out of the Fund-wide Results-Based Management at the Center.



DPs and a member of evaluation team (L) at the meeting

A documentary video was premiered at the meeting featuring high-level public officials who gave feedback on the Center's work in the various AFW2 member countries.



Some IMF staff at the meeting

AFW2 TA Missions

Revenue Administration

Cabo Verde: *February 13-24*

AFW2 delivered TA to the Customs Division of the Direcção Nacional de Receitas do Estado (DNRE), on the development and implementation of Post Clearance Audit (PCA) guidance.

March 20-31

Another TA mission reviewed the key functional areas of the Customs Department to determine the extent to which ASYCUDA World is being used to support the existing processes and procedures. The mission also worked with the management of DNRE on the development of an Integrity Improvement Action Plan.

Ghana: *March 13-24*

AFW2 worked with the Ghana Revenue Authority (GRA) on a Data Matching project to strengthen the institution's capacity to use third party data to identify revenue leakages.

March 29-31

AFW2 trained 32 GRA senior managers on the Tax Administration Diagnostic Assessment Tool (TADAT) as part of preparations to ensure a successful TADAT assessment scheduled for May 2017.

April 19-May 5

There was a mission to finalize the preparation of the Excise Policy and Procedures Manual for the GRA which began in 2016. The mission also trained GRA staff on the manual.

Liberia: *February 28-March 3*

An AFW2 mission supported the newly-established Customs Risk Management Unit (CRMU) of the Liberian Revenue Authority to develop the necessary expertise, systems and procedures to support the implementation of the LRA Reform and Modernization Plan.

Nigeria (Kaduna State): *April 24-May 5*

The mission reviewed Kaduna State Internal Revenue Service's processes and procedures.

Federal *April 27-May 10*

An HQ-led mission visited Nigeria on tax administration. The mission overlapped and coordinated its activities with a parallel customs administration mission funded by the Government of Japan. The two AFW2 Revenue Advisors participated in the mission.



The tax administration mission with FIRS officials

Sierra Leone: *January 9-20*

An AFW2 mission on data matching assisted the NRA to identify non-compliance using customs imports and GST/VAT data for a sample of taxpayers.

January 16-February 3

Another AFW2 mission worked with the NRA on the development and implementation of the Taxpayer Service Strategy.

February 7-10

The AFW2 Customs Advisor undertook a diagnostic mission with the NRA.

March 20-31

AFW2 delivered an audit training for the NRA as part of the regional audit training program. Two previously trained trainers from Nigeria Federal Inland Revenue Service (FIRS) joined in the delivery of the training.

The Gambia: March 7-15

AFW2 customs Advisor (M) with GRA customs officials

AFW2 worked with the Customs Division of The Gambian Revenue Authority (GRA) to review the current capacity of the organization in the areas of Post Clearance Audit controls and Risk Management, to establish performance baselines and to agree on a structured TA program and the supporting work plan.

March 13-24

Another mission assisted the GRA to develop project management and change management capacity. The aim was to strengthen the implementation of the strategic plan through effective monitoring and evaluation.

April 3-14

AFW2 provided a follow-up training on computer assisted audit techniques (CAAT) for the GRA audit team as part of the Audit exchange program. The aim of the training was to strengthen the GRA Audit capacity in conducting effective audits using CAAT and software. A trainer from Sierra Leone also participated in the audit training in The Gambia.

Public Financial Management (PFM)**Cabo Verde: February 6-17**

AFW2 provided TA to assist the government with the implementation of the new Basic Law on the National Planning System (LBSNP), the operationalization of National Planning System (SNP) that was established by the LBSNP as well as to advance the implementation of Program-based budgeting (PBB).

March 13-24

An HQ-led mission assisted the authorities with improving the Medium-Term Fiscal Framework (MTFF) and budget credibility.

Ghana: April 3-13

An HQ-led mission conducted a functional review of the Ministry of Finance.

April 18-26

An AFW2 mission reviewed status of the implementation of the Treasury Single Account (TSA) and provided recommendations for supporting the TSA implementation and the cash management function.

Liberia: March 15-24

There was a TA mission to support the Government of Liberia in strengthening the commitment control system and arrears management. The mission also assisted with developing a plan for assessing the quantum of arrears across various Ministries and Agencies and strategy for managing the arrears.

Nigeria (Federal): February 1-10

A mission by the Center supported the government in cash management and cash flow forecasting. This mission also advised on improving coordination between the Cash Management Unit (CMU), the Central Bank of Nigeria and the Debt Management Office.

Hands-on training was provided to strengthen capabilities for the analysis of cash flow data and in general build capacity within the CMU.

Sierra Leone: January 17-27



The mission team with a Sierra Leonean official (R)

This HQ-led mission worked with the authorities to produce drafting suggestions for key provisions of secondary legislation, arising from the PFM Law.

Monetary Policy Operations and Payment Systems (MONOPS)

Cabo Verde: January 23-February 3

AFW2 provided TA to the Banco de Cabo Verde (BCV) to enhance its capacity for a more forward looking monetary analysis. This was the first of a series of interrelated missions to build-up a more robust monetary analysis framework. The mission also reviewed the BCV's monetary operations and made recommendations for improvement.

Ghana: January 9-20

A multi-topic TA mission visited the Bank of Ghana (BOG) and covered issues including strengthening the BOG's capacity for effective monitoring of systemic liquidity, working out a new comprehensive reserve requirement regulation and reviewing the BOG's new payment system oversight framework.

The Gambia: March 27- April 7

An AFW2 mission worked with the Central Bank of

The Gambia (CBG) on improving monetary analysis and monetary operations. The mission also provided introductory training on EViews and MATLAB.

Financial Supervision

Ghana: April 24-28

This was the first of two missions to BoG aimed at deepening the understanding of the requirements of the International Financial Reporting Standards (IFRS) accounting standards. This mission was a one-week training of trainers' workshop.

Sierra Leone: March 27-April 7

This mission was the first of three peripatetic missions to assist the authorities with developing an understanding of the requirements of (IFRS). It was conducted in a training format with guided advice from an expert on improving both on and off-site monitoring of the IFRS standards; and updating relevant manuals and guidelines.

The Gambia: March 27-31

The mission, conducted in a training format sensitized authorities on the key requirements of the Basel II/III standardized approaches and motivated progress towards implementing its relevant aspects.



CBG staff with the facilitators of the Basel II/III training

March 30-April 13

There was an AFW2 mission to analyze, determine readiness and make recommendations regarding the creation of a Deposit Insurance Scheme (DIS) in The Gambia, in accordance with best international practices.

Real Sector Statistics**Cabo Verde:** *April 24-28*

An AFW2 mission visited the National Institute of Statistics of Cabo Verde to provide TA on updating Consumer Price Index (CPI) weights and the item basket.

April 24-May 5

Another mission worked with the INE to rebase the annual accounts, ensuring that international best practices are applied.

Liberia: *February 27-March 10*

An AFW2 TA mission assisted the Liberia Institute of Statistics and Geo-Information Services (LISGIS) to assist the authorities in finalizing the 2014 and 2015 estimates as well as preparing them for publication.

Nigeria: *January 30 -February 10*

AFW2 aided the National Bureau of Statistics (NBS) on the development of a Producer Price Index (PPI) and the associated metadata that align with international guidelines and best practice.

February 27-March 3

Another mission reviewed the backcast series of the annual accounts produced by the NBS and advised on the review of the Nigerian Living Standards Survey.

Sierra Leone: *March 29 -April 4*

A TA mission worked with Statistics Sierra Leone to

ensure the annual national accounts are compiled per international guidelines and best practices.

The Gambia: *March 9 -22*

There was a TA mission to The Gambia Bureau of Statistics (GBoS) on the rebasing of the annual national accounts.

Workshops/Seminars**Regional Workshop & Training on Data Matching for Tax and Customs****January 16-20, Freetown, Sierra Leone****(Revenue Administration)**

Facilitators and participants with NRA Commissioner General (M)

To assist AFW2 member countries to improve domestic resource mobilization, AFW2 has embarked on a data matching project with various member countries as part of measures to promote compliance using more effective risk-based compliance management and enforcement. As part of this effort, a one week regional training workshop on data matching and analysis tools was organized for public officials from all the six AFW2 revenue agencies. Specifically, this training helped to strengthen capacity to use third party data to identify revenue leakages.

Strengthening Coordination between Planning and Budgeting

March 6-10, Praia, Cabo Verde

(PFM)



Workshop participants and facilitators with the Minister of Finance, Cabo Verde (M)

This was an inter-RTAC collaborative workshop which brought together 36 public officials from AFW2 member countries and other Lusophone countries in Africa. The main objectives of the workshop were to provide officials with an opportunity to identify factors affecting alignment between strategic plans and annual budgets, share relevant international and regional examples of approaches to improving coordination, and identifying necessary actions to be taken in each participating country to achieve such strengthened coordination

Regional Workshop on Price Statistics

March 13-17, Praia, Cabo Verde

(Statistics)

The workshop was attended by officials from statistics offices in all six AFW2 countries. The workshop



Facilitators and participants of the workshop

discussed the implementation of key international best practices and standards (focusing on consistency in methodologies) with a view to improving consistency in the compilation of price statistics within the region.

Post Clearance Audit (PCA) Workshop

April 3-7, Accra, Ghana

(Customs -Revenue Administration)



Workshop participants and facilitators

The workshop was designed and delivered in partnership with the World Customs Organization, the South African Revenue Service and the Ghana Revenue Authority (GRA). The workshop discussed at a more technical level, the design and implementation of effective PCA systems and processes in accordance with the World customs Organization (WCO) PCA Guidelines and other best practice standards. Participants learned about best practice and shared their experiences from across the region. Working with support from an IMF Technical expert the participants worked collaboratively to develop a series of Action Plans to implement their learning. Feedback from the week was highly positive with the newly appointed Commissioner Customs of the GRA and a representative from the business community taking an active role in many of the sessions.

Regional TADAT Leadership Seminar

April 3-7, Accra, Ghana

(Revenue Administration)

AFW2 conducted a regional TADAT Leadership seminar for Commissioners and Commissioner General (CGs) of revenue authorities in AFW2 member countries.



Participants and facilitators of the Workshop with AFW2 CC (M)

The high-level seminar was conducted in collaboration with the TADAT Secretariat and included participants from the Francophone West Africa Regional Technical Assistance Center (AFRITAC West 1), Economic Community of West African States (ECOWAS) and their funding agents GIZ, the African Tax Administrators Forum (ATAF) and the West Africa Tax Administrators Forum (WATAF). The Uganda Revenue Authority (URA) was invited to share their experiences on the TADAT.

AFW2 Professional Attachments

Professional Attachment on Payment Systems

January 18 -20, Accra, Ghana

(MONOPS)

Six payments systems experts from the Central Banks of Sierra Leone, Liberia and The Gambia visited The Bank of Ghana to study all the main elements of Ghana's financial market infrastructure,

the payment systems supervision, as well as the oversight activity of the BOG. Upon returning home the participants had to share with the Center their takeaway from the program and planned changes in their daily work based on the experiences.



AFW2 MONOPS Advisor (L) with participants of the program

Professional Attachment on IFRS

March 13 -24, Accra, Ghana

(Financial Sector Supervision)

The Bank of Ghana facilitated another attachment in Financial Sector Supervision by hosting four examiners from the Central Bank of The Gambia. The BOG took them through the process for reviewing the implementation of IFRS principles with participants reviewing annual reports and taking part in relevant meetings. The visiting examiners found that the attachment strengthened their understanding of processes to be followed.



BOG and CBG participants of the program

Upcoming TA Missions

Revenue Administration

Cabo Verde: *May 29 -June 9*

A Customs mission is visiting DNRE on the development of an Integrity Strategy and as well as a Risk Management Strategy.

May 15 to June 2

Another mission will assist the DNRE to conduct a data matching exercise.

Ghana: *May 22-June 6*

There will be an HQ-led mission to conduct a TADAT assessment for GRA.

Liberia: *June 5-15*

AFW2 will provide TA to the Customs Division to develop a Pre-Shipment Inspection Exit Strategy

Sierra Leone: *May 17 to June 2*

An AFW2 mission will support the NRA in conducting compliance audits as part of the Data Matching project that commenced in January.

The Gambia: *May 15-26*

AFW2 will work with the GRA to design and develop an Induction Training Program for Customs Officers.

Public Financial Management (PFM)

The Gambia: *June 2-15*

An AFW2 mission will visit The Gambia to provide TA on State Owned Enterprises (SOEs).

Sierra Leone: *May 23-June 6*

A PFM mission will to work with the authorities on strengthening accounting and reporting.

Monetary Policy Operations and Payment Systems (MONOPS)

Sierra Leone: *May 29-June 9*

There will be a multi topic mission to BOG on improving macroeconomic and monetary analysis and the development of payment systems.

Financial Supervision

Ghana: *June 5-16*

A follow-up mission on IFRS will provide training to other examiners in the Other Financial Institutions Supervision Department (OFISD) of BOG.

Real Sector Statistics

Nigeria: *May 22-26*

A price statistics mission has been scheduled for Nigeria.

Staff Volunteer Outreach

On January 26, 2017, AFRITAC West 2 facilitated a staff volunteer seminar on “Managing Personal Finances” in Accra as a pilot outreach program for the Center. The seminar’s objective was to leverage of staff expertise to support efforts to promote financial literacy and financial inclusion in AFRITAC West 2 member countries.



The seminar in session

Thirty motivated youth attended the session which was led by Ms. Cheryl Bruce, the Center’s Advisor on Financial Sector Supervision and Regulation.

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Staff Assistant	Deborah Morrison
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AFW2 Member Countries



Cabo Verde



Ghana



Liberia



Nigeria



Sierra Leone



The Gambia

Donors



COMPLETED TECHNICAL ASSISTANCE REPORTS¹ IN FISCAL YEAR 2017

REVENUE ADMINISTRATION		
Title of Report	Country	Date sent to Authorities
TA Memoranda on “Developing a GRA-wide Client Service Program”	The Gambia	May 2016
TA Memoranda on “Developing the Post Control Audit Function in Customs”	The Gambia	May 2016
Implementation of data matching in LRA to improve risk management	Liberia	August 2016
TADAT Performance Report	Sierra Leone	September 2016
Achievements and challenges in securing Tax Compliance and delivering reforms	Liberia	November 2016
TA Memoranda on General Sales Tax (GST) Design and Compliance and Develop a Taxpayer Service Strategy for the National Revenue Authority (NRA)	Sierra Leone	January 2017
TA Memoranda on “Data Matching to improve compliance management and revenue performance”	Sierra Leone	January 2017
Review and Development of LRA Corporate Standard Operating Procedures	Liberia	February 2017
TA Memoranda on “Developing a Taxpayer Service Strategy”	Sierra Leone	March 2017
Embracing reform to revenue mobilization	Sierra Leone	April 2017
PUBLIC FINANCIAL MANAGEMENT		
Title of Report	Country	Date sent to Authorities
Developing the Cash Management Framework	The Gambia	July 2016
Macro-Fiscal and Cash Management under the new legal framework	Sierra Leone	June 2016
Developing the Fiscal Strategy Statement	Sierra Leone	September 2016
Fiscal Oversight of State Owned-Enterprises	The Gambia	October 2016
Advancing Treasury Single Account Implementation, Cash Forecasting and Cash Management	Nigeria	November 2016
Cash Management and TSA Implementation	Sierra Leone	December 2016
Public Investment Management Assessment	Ghana	December 2016
Improving Fiscal Reporting	Ghana	December 2016
Advancing PFM Reforms: Treasury Single Account Implementation, Cash Management, and Oversight of State-Owned Enterprises	Liberia	January 2017
Strengthening Financial Oversight of Federal Government-Owned Enterprises	Nigeria	February 2017
Public Financial Management Regulations: Drafting Suggestions and Selected Issues	Sierra Leone	March 2017
MONETARY POLICY AND PAYMENT SYSTEMS		
Title of Report	Country	Date sent to Authorities
Forward Looking Monetary Analysis and Overview of Monetary Policy Toolkit	Sierra Leone	May 2016
Improving Monetary Analysis and an Overview of Monetary Policy Toolkit	Gambia	January 2017
Payment System Oversight & Improving Macroeconomic and Monetary Analysis	Liberia	February 2017
Liquidity Management and Liquidity Forecasting	Ghana	February 2017
Payment System Oversight and Improving Macroeconomic and Monetary Analysis	Cabo Verde	April 2017

¹ Excludes technical reports and Aide Memoires

FINANCIAL SUPERVISION		
Title of Report	Country	Date sent to Authorities
Enhancing Risk Based Supervision	Nigeria	November 2016
Enhancing Off-site Supervision	Ghana	September 2016
Enhancing Risk Based Supervision	The Gambia	December 2016
REAL SECTOR STATISTICS		
Title of Report	Country	Date sent to Authorities
Report of National Accounts Mission	Sierra Leone	May 2016
Report of National Accounts Mission	The Gambia	May 2016
Report on Producer Price Index Mission	The Gambia	May 2016
Report on National Accounts Mission	Ghana	June 2016
Report on Consumer Price Index Mission	Nigeria	June 2016
Report on National Accounts Mission	Sierra Leone	August 2016
Report on National Accounts Mission	The Gambia	October 2016
Report on National Accounts Mission	Nigeria	November 2016
Report on National Accounts Mission	Cabo Verde	January 2017
Report on National Accounts Mission	Liberia	February 2017
Report on National Accounts Mission	The Gambia	February 2017
Report on the Producer Price Index Mission	Nigeria	April 2017