



September 2018

# NEWS



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## AFRITAC West 2

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below):



## HIGHLIGHTS

### Center Director Opens Ghana Garden and Flower Show (GGFS) 2018

As part of outreach efforts, the AFRITAC West 2 (AFW2) Center Director opened the annual *Ghana Garden and Flower Show* and lauded the efforts of the GGFS in using community initiatives to protect the environment and champion sustainable development.

### Centre Director Pays Visit to Cabo Verde



Oral H. Williams meeting with Olavo Correia (Min. of Finance/Vice Prime Minister) and Gilberto Barros Sec. of State for Public Finance

### AFRITAC West 2 Technical Assistance (TA) Missions



Participants in the Project Prioritization training mission held August 27 to September 5, 2018 in Ghana.



## Centre Director Opens Ghana Garden and Flower Show 2018



L to R: King Tackie Teiko Tsuru II (Ga Mantse), Esther A.N. Cobbah (CEO of Stratcomm Africa), Oral H. Williams (AFW2 Centre Director) and Dutch Ambassador to Ghana, Ron Strikker cut the ribbon to open the fair. (Source: Graphic Online)

Mr. Oral H. Williams, Centre Director of AFRITAC West 2, delivered the keynote address to open the annual *Ghana Garden and Flower Show* (GGFS) held at the Efua Sutherland Children's Park in Accra on September 20, 2018. He highlighted the importance of such initiatives to promote inclusive growth, via the preservation of our ecosystems, to create jobs, reduce poverty, and end hunger. In his address, he spoke about the International Monetary Fund's commitment to the 2015 Paris Agreement and the extent to which technical assistance can help member countries mitigate the effects of climate change through building fiscal buffers and strengthening policy frameworks. He emphasized that Ghana's steps towards achieving its sustainable development goals could be strengthened through partnership among the public and private sectors and development partners. He also called on the Ghanaian government, citizens, and all stakeholders to preserve the country's natural resources, and to generate business opportunities through recycling of waste. Read more on the media coverage of the Director's address:

<https://www.graphic.com.gh/news/general-news/let-aburi-gardens-take-its-pride-of-place-imf-director.html>

## Summary of Work Plan Execution and Key Achievements

### TAX

Technical Assistance (TA) for Revenue Administration focused on the development of organizational structures to strengthen core functions of member countries' tax administrations, especially in risk management. Missions delivered resulted in the development and implementation of strategic plans in risk assessment, debt management and compliance (Cabo Verde, Nigeria, and Sierra Leone), audit structures (Ghana) and overall tax reform (Nigeria).

### CUSTOMS

TA delivered in Customs was characterized by hands-on training, to build capacity in Customs Divisions to follow best practices and to improve compliance at the borders. These included real-time practice in intelligence and border management (The Gambia and Liberia) and the development of better strategies (Nigeria and Sierra Leone). Missions in The Gambia successfully equipped the Gambia Revenue Authority staff to further deliver training solutions.

### PUBLIC FINANCIAL MANAGEMENT

PFM missions continued to support the improvement and development of budget planning and execution structures. These took the form of missions and trainings to improve macro-fiscal frameworks and other tools for forecasting (The Gambia and Sierra Leone), to build capacity in appraisal and selection of public investment projects (Ghana) and to implement the Treasury Single Account (TSA) and cash management (Liberia and The Gambia). A joint headquarters-AW2 mission conducted a diagnostic Public Investment Management Assessment (PIMA) assessment in Nigeria to highlight the strengths and weaknesses in the public investment management institutions, which will assist the targeting of future reform efforts to improve the efficiency of public investment. Another joint AW2/HQ mission to Liberia was on expenditure controls issues and advancing TSA and cash management implementation.

### MONOPS

The missions focused on improving monetary policy analysis through enhanced data management and near-term forecasting (The Gambia), the work-out of medium-term development plans that would inform economic outlook and forecasting (Nigeria) and encouraging peer learning in MPC processes through professional attachments and regional workshops.

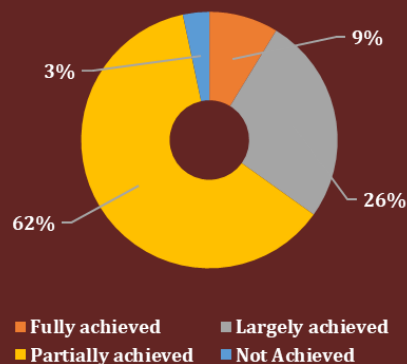
### REAL SECTOR STATISTICS

Statistics experts continued to support member countries to compile and disseminate quality macroeconomic data. Interventions included rebasing of consumer price indices (Cabo Verde) and rebasing GDP (The Gambia and Ghana) with The Gambia releasing their rebased GDP by production in July. Two regional workshops were undertaken: on prices statistics and the other on Supply and Use Tables.

## RBM at AFRITAC West 2 and Milestone Achievement

Since early-2017, AFRITAC West 2 has been implementing the new Fund-wide Results-Based Management (RBM) framework which is a systematic approach for the planning, design, management and monitoring of all its Capacity Development (CD) efforts. As the name implies, RBM emphasizes the focus on results (outcomes) rather than just the delivery of high-quality CD and is guided by a catalog of Fund-wide CD product lines structured within logical frameworks (logframes) which include objectives, outcomes (results), verifiable indicators for outcomes, and milestones with target dates. AFW2 technical Advisors are using milestone ratings—which are done in consultation with their counterparts in member country institutions—to determine if projects are on track and if the planned outcomes will be attained within the agreed timeline. The chart illustrates the progress on achieving the multi-year milestones set for AFW2 countries to date.

**Status of AFRITAC West 2  
RBM Milestones**



Source: International Monetary Fund, AFRITAC West 2, Results Based Framework Data

1/ as at September 12, 2018

## Centre Director's Visit to Cabo Verde



Oral H. Williams delivers opening address at tax workshop held in Cabo Verde.

The Center Director visited Cabo Verde during September 10–12 to give the opening address at a revenue administration workshop and discuss AFW2's current work program and priorities and plans for Phase 2. Discussions were also held with the Minister of Finance/Vice Prime Minister (Olavo Correia) and the Secretary of State for Public Finance (Gilberto Barros) on the effectiveness of technical assistance and training provided to Cabo Verde in addressing capacity development needs. Mr. Williams also met with Denis Cardoso (Commissioner Tax), Vittorino Correia (Commissioner Customs) and Jeremias Fernandes (Director Audit) of the Tax Department, and Hernani Trigueiros, the Treasury Director to discuss future TA in line with the departments' updated needs and priorities.



## AFW2 TA Missions

### REVENUE ADMINISTRATION (TAX)

#### Cabo Verde

*August 13–24*

This mission provided TA on the development and implementation of internal governance frameworks. Additionally, it supported the implementation of a Strategic Plan within the Customs Division to meet the requirements of developing and putting in place an appropriate internal governance framework, that includes risk assessments, management assurance programs, and Business Continuity Plans.

#### Ghana

*August 13–24*

AFRITAC West 2 provided technical assistance to the Ghana Revenue Authority (GRA) to review progress on implementation of the organization structure of excise tax operation and defective use of the excise manual and train GRA excise staff. This mission included training on excise audits with the aim of strengthening audit capacity in Large Taxpayer and Medium Taxpayer Offices.

#### Nigeria

*July 18–21*

This tax mission assisted the Federal Inland Revenue Service (FIRS) to review gaps diagnosed by the recent Tax Administration Diagnostic Assessment Tool (TADAT) assessment and identify priority areas for focus and lay a foundation for a plan of action to reform the tax administration. The mission involved drafting a reform plan, with action plans to address the weaknesses identified in the assessment, to submit to management for approval. Additionally, discussions were held to determine TA needs in line with the reform plan.

*September 17–28*

AFW2 provided TA to improve VAT Compliance, finalize the development of the FIRS reform plan and follow-up to consolidate performance of the Data Matching project team.

The mission also included training on the Data Matching Toolkit to build capacity in FIRS staff, and a review of the progress made in using data for compliance management, using the skills imparted.

#### Sierra Leone

*July 30–August 10*

TA was provided to assist the Sierra Leone Revenue Authority in improving its debt management capacity, to reduce the ratio of tax arrears to tax collected and prepare for data migration to a new integrated tax administration system (ITAS). In doing this the progress will be made in developing and implementing a debt management manual, to ensure tax-payer compliance.

### REVENUE ADMINISTRATION (CUSTOMS)

#### The Gambia

*July 9–27*

AFW2 delivered training to 20 customs officers of the Gambian Revenue Authority (GRA), to design and deliver training solutions. The goal of this mission was tied to a milestone within the Results-Based Management (RBM) logframes developed for the Gambia by AFW2, that focused on the preparation of training modules and a group of trainers for the GRA. This phase built on prior missions to finalize and pilot the Customs Induction Training module, train the customs officers, as well as review progress with the development of the GRA training strategy, policy and training plan. Additionally, field activities included practical sessions at Port Banjul where live examinations of consignments resulted in officers successfully detecting and penalizing small value undeclarations.



Trainers from the GRA instruct the group at the induction training.

*September 17–28*

A customs mission provided support to the Intelligence, Investigation and Risk Management Unit of the Gambian Revenue Authority (GRA) with the implementation of a National Intelligence (NI) and Risk Management (RM) strategies. The activities included field exercises at borders to improve intelligence. Implementation of the completed strategies are scheduled for subsequent missions, in order to make customs control more efficient and strengthen the enforcement of audit and anti-smuggling laws.



A Gambia Revenue Authority (GRA) Officer searching a vehicle at Farafenni, a Gambian border with Senegal as part of a Risk Management exercise.

**Liberia***July 2–6*

A customs TA mission focused on the development and implementation of standard operating procedures for control of exemptions from customs duties and taxes. The activities conducted during this mission included reviewing existing procedures and estimating total revenue forgone due to Exemptions and Waivers. As a result, progress was made towards strengthening the control of tax regimes and exemptions.

*July 30–Aug 10*

AFW2 organized a valuation and classification training workshop to review the operation of the Central Assessment Section within the Customs Divisions of the Liberia Revenue Authority (LRA). The capacity built at this workshop was in line with planned outcomes for better aligning valuation and classification systems and procedures with World Trade Organization (WTO) rules.

*September 12–25*

This mission focused on building the capacity of the LRA to work more effectively with other government agencies. AFW2 assisted the LRA to develop a National Integrated Border Management (NIBM) Strategy, in line with the milestone targets within the RBM framework, to be achieved at implementation. The strategy is one of the intended initiatives to support voluntary compliance at borders.

**Nigeria***July 9–20*

Efforts to support the reform of the Nigeria Customs Service (NCS) in line with best practice management procedures are ongoing. As part of the series of TA provided, a mission was carried out to develop and implement the NCS Strategic Plan, with accompanying monitoring and evaluation frameworks and Key Performance Indicators (KPI). A draft strategic plan has been completed with plans to finalize and publish in subsequent months.

**Sierra Leone***15–28 August*

AFW2 provided TA to build the capacity of the Customs Division of the National Revenue Authority (NRA) to develop and implement operational unit plans and support KPIs. The mission resulted in the development of the strategic plan for the period 2018–2022.

## PUBLIC FINANCIAL MANAGEMENT (PFM)

### The Gambia

*July 2–13*

Training was provided to 11 officials from the Ministry of Finance and Economic Affairs (MoFEA), the Gambia Revenue Authority and Central Bank of the Gambia on refining forecasting methods and constructing policy scenarios. This mission built on previous training on the medium-term macro-fiscal framework and investigated how to integrate the tool into the regular workflow of the Ministry and determine the TA support needed from AFW2. The mission resulted in participants assuming ownership of the updating process and the construction of baseline forecasts towards the goal of an updated macro-fiscal model.

### Ghana

*August 27–September 5*



**“Estimating your personal discount rate.” Staff of the PID engage in a simulation exercise conducted during the training.**

Training was provided to staff of Public Investment Division (PID) in the Ministry of Finance and Economic Planning (MoFEP) on the standard criteria and methods for the appraisal, selection, and prioritization of publicly-funded projects. Trainees were introduced to the cost benefit analysis and multi-criteria analysis as tools for a more structured approach to pre-screening projects. The training was enforced with practical sessions using Excel templates, which was well received by the trainees. This mission laid the groundwork to further progress in improving project selection processes.

*September 11–24 (HQ Mission)*

An IMF Headquarters-led mission part-financed by AFW2 provided support on fiscal risk management and reporting and to fully operationalize the newly established Fiscal Risk Unit in the Ministry of Finance. The officials were supported to assess sources of fiscal risks and recommendations were made on how to report and mitigate those risks. A detailed Fiscal Risk Statement template was developed in preparation for the anticipated 2019 Fiscal Strategy Document. Progress was made in achieving the goal of making disclosure and management of contingent liabilities and other specific risks are more comprehensive.

### Liberia

*July 25–August 6*

Activities in this PFM mission focused on assessing progress in implementing TSA and cash management structures, as a follow-up to earlier missions on TSA. AFW2 continues to support the development of the cash-flow database to allow for budget execution planning through improved cash forecasting. The Government of Liberia, as a result, has made progress in identifying and consolidation of bank accounts according to inactive criteria, to allow easier cash-flow monitoring. In TSA implementation, the broad framework along with outline of the concept note was provided to advance TSA implementation through working group set up to oversee the implementation.

*September 3–17 (HQ mission)*

This mission, a collaboration between AFW2 and IMF headquarters, provided further support to the Ministry of Finance of Development Planning in budget execution processes, cash management, the treasury single account (TSA) and the integrated financial management information system. (IFMIS) With the installation of a new government, an opportunity was created to strengthen PFM reforms and the mission prepared a draft aide-memoire outlining the main findings and recommendations discussed towards developing cash plans, TSA implementation and strengthening budget execution and controls.



September 17–28



Staff of the State-Owned Enterprises Reporting and Coordination Unit of the Ministry of Finance and Development Planning

A PFM mission provided support to the State-Owned Enterprises (SOE) Reporting and Coordination Unit of the Ministry of Finance and Development Planning to improve financial reporting and assist in the process of adopting international accounting principles and standards as required under regulations to the 2009 Public Financial Management Act (PFMA). The mission engaged in the review of progress made against recommendations made in previous missions and an IFRS gap analysis. Training was also provided to build capacity in SOE financial reporting templates and IFRS concepts, with hands-on practice with the aim of strengthening central fiscal oversight and analysis of sub-national government risks.

## Nigeria

September 20–October 3 (HQ Mission)

AFW2, together with the IMF's Fiscal Affairs Department and the World Bank, provided TA to the Nigerian Federal Ministry of Budget and National Planning to conduct a Public Investment Management Assessment (PIMA). The mission discussed the findings and recommendations with the Minister of Budget and Planning and the Director General Budget, in order to inform a detailed action plan that would lead to enhanced capacity of the Ministry of Finance to plan, implement, and sustain PFM reforms.

## Sierra Leone

July 12–20

The mission trained 24 officials from the Ministry of Finance and Economic Development (MoFED), the National Revenue Authorities, the Bank of Sierra Leone, Statistics Sierra Leone, and the National Minerals Agency to build Excel-based modelling and forecasting skills and took stock of existing processes of the Economic Policy and Research Unit (EPRU) of the MoFED. Tailored training allowed participants to create Excel-based tools to analyze forecasting errors, illustrate uncertainty, and debt dynamics. The training was provided in time for the 2019 budget preparation.

## MONETARY POLICY OPERATIONS AND PAYMENT SYSTEMS (MONOPS)

### The Gambia

August 7–17



STX Martin Fukač instructs the group on data management.

AFW2 delivered TA support on improving monetary policy analysis. The training focused on enhancing macroeconomic data management to increase data availability and quality and developing sectoral composite indices. Staff of the Monetary Policy Committee (MPC) were also supported to develop templates for near-term forecasting using Excel during a two-day hands-on training, in preparation for the release of the following MPC briefing in August. The mission team observed progress in regular data updates and publishing, and the development of the web-based data warehouse.

**Nigeria***Aug 20–31*

STX Mark Fukač addresses staff of the Central Bank of Nigeria

A diagnostic mission on macroeconomic policy analysis was conducted at the Central Bank of Nigeria to assess the TA needs of the central bank to work out a medium-term development plan. Efforts resulted in initial recommendations for the plan, including strengthening the diagnostic and presentation skills of the Monetary Policy Committee (MPC) staff, to archive intended outcomes for Nigeria. While the mission team observed well-developed MPC processes, it was clear that TA would need to focus on strengthening medium-term economic outlook and forecasting models.

**REAL SECTOR STATISTICS****Cabo Verde***July 9–3*

A mission was conducted to support the National Statistical Office of Cabo Verde (INECV) to continue the process of revising the base year from 2007 to 2018 for the Consumer Price Index (CPI). The mission identified the existence of potential risks and included a brief training session using an actual case of a monthly production cycle (workflow) of the CPI. The mission resulted in the compilation of monthly price data for May and June, making progress toward the intended outcome of collecting and disseminating appropriate price data using the concepts and definitions of the latest manual/guide.

**Liberia***July 4–19*

During a national accounts mission to the The Gambia Bureau of Statistics, the rebased GDP by production (GDP(P)) estimate were released. The AFW2 expert supported the national accounts team to continue with backcasting the GDP(P) series as far back as 1995. Rebasing of GDP by expenditure (GDP(E)) also commenced.

**FINANCIAL SECTOR SUPERVISION****Ghana***September 20–26*

A mission on mergers and acquisitions (M&A) was conducted at the Bank of Ghana (BoG) to build the capacity of the Banking Supervision Division (BSD). It involved meeting with senior management of the BSD, such as the Deputy Governor responsible for supervision, and the Head, Deputy Head and Managers of Banking Supervision, and a three-day workshop with 30 examiners within the department. The discussions and workshop focused on supervision of the M&A process, the valuation of merging entities, and regulation regarding financing of acquisitions. This mission's activities helped the BoG make progress toward strengthening the BSD's bank risk assessment frameworks and implementing risk-based supervisory processes.



## Regional Workshops

### Regional Workshop on Implementing Successful Risk Management, *September 10–14, Cabo Verde*



Essa Jallow (Assistant Commissioner General of Gambian Revenue Authority) addresses the group.

A workshop was conducted to build the capacity of senior tax administration officials from all AFW2 member countries to implement risk-based compliance programs within their respective tax administrations. Specifically, the workshop focused on training officers to implement best practice standards using resources within reach of their institution with a structured approach to identifying, assessing, prioritizing, and mitigating risks. It included interactive discussions covering international best practices, regional initiatives, and country experiences.

### Regional Workshop on Monetary Policy Communication, *September 10–14, Nigeria*



Participants listen attentively to the instructor's presentation.

This workshop exposed senior central bank staff and top management from The Gambia, Ghana, Liberia, Nigeria and Sierra Leone on the concepts of monetary policy communication. The AFW2 aims at reinforcing the importance of communication to the central bank for the education of stakeholders on objectives and operational targets. It was designed to equip participants with tools and techniques to improve their communication skills.

### Regional Workshop on Price Statistics and Indexes, *September 17–21, Ghana*



Participants at the Price Statistics and Indexes workshop in Ghana.

AFW2 conducted a one-week workshop to build capacity of statisticians from the national statistics bureau to improve the compilation of price statistics with an emphasis on updating consumer and producer price indexes. It involved interactive discussions of country experiences and challenges with price statistics compilation to encourage peer learning. There were also lectures and practical exercises to apply concepts and methods.

Staff from statistical bureaus in The Gambia, Ghana, Liberia, Nigeria and Sierra Leone participated in the training, which focused on introducing methodologies to improve consistency in the compilation of price statistics within the region.

### Regional Workshop on "Supply and Use Tables (SUT)", *September 17–28, The Gambia*

A workshop was held to train twenty-four national accounts and statistics officials from all AFW2 member countries on the concepts of Supply and Use Tables (SUT) and how to balance them through a series of lectures; country presentations; shared experiences and practical exercises. The workshop focused on the framework of the SUT, as well as their population and the balancing process, while highlighting some key issues. The workshop also included instruction on rebasing GDP.

## Professional Attachments

### Professional Attachment Program to the Central Bank of Nigeria on the Functions of the Monetary Policy Committee, July 16–24, Nigeria

The Central Bank of Nigeria hosted two financial market officials from the Central Bank of Liberia for two-weeks, so that they could observe the functions of CBNs Monetary Policy Committee (MPC). The activities of the attachment included studying the organizational and governance, the reporting processes and the communication strategy and tools of the MPC.

## Planned TA Missions (Oct–Dec)

### REVENUE ADMINISTRATION (CUSTOMS)

#### Cabo Verde

*November 12–23*

AFW2 will offer mentoring support on risk management, intelligence and investigation to assist the Direcção Nacional de Receitas do Estado (DNRE)

#### Ghana

*October 8–19*

TA mission to provide mentoring support to the intelligence and investigation units (phase 1) of the GRA.

#### Liberia

*October 22–November 2*

TA mission to provide support to the Liberian Revenue Authority on the implementation of the National Integrated Border Management Strategy.

#### Nigeria

*October 22–November 2*

AFW2 will help develop capacity to carry out post clearance audits as part of a risk-based approach to compliance management as a follow up to previous missions.

*October 22–November 2*

TA mission to assist the Nigeria Customs Service (NCS) to implement its strategic plan and develop key performance indicators (KPIs).

#### Sierra Leone

*November 5–16*

AFW2 will assist to develop and implement a Risk Management Strategy and supporting standard operating procedures (SOPs).

## REVENUE ADMINISTRATION (TAX)

#### The Gambia

*October 22–November 2*

A TA mission will deliver audit training to the Gambia Revenue Authority.

#### Ghana

*October 10–23*

To improve VAT Compliance and follow-up to consolidate performance of the Data Matching project team

## PUBLIC FINANCIAL MANAGEMENT (PFM)

#### The Gambia

*November 12–27*

A joint AW2-HQ mission will provide support on the effective utilization of the recently developed Medium-Term Expenditure and Fiscal Framework tool for budget preparation, as well as the enhancement of cash management arrangements and the installation of a new PFM long-term expert.

#### Ghana

*October 29–November 2*

A PFM mission will provide training to improve current practices for budgeting accounting and reporting PPP transactions and fiscal risks.

## MONETARY POLICY OPERATIONS AND PAYMENT SYSTEMS (MONOPS)

### Liberia

*October 1–12*

The mission will support the implementation of oversight based on the CPMI-IOSCO Principle for Financial Markets and assess the progress and follow-up on the previous mission's recommendations and continue work on developing monetary operations further.

### Sierra Leone

*November 12–22*

The mission will continue the work started by in 2015 to support the Bank of Sierra Leone (BSL)'s efforts to conduct a more forward-looking monetary policy, with a focus on data management and publication; a near-term forecasting system and organization of pre-monetary Policy committee (MPC) preparations.

### Nigeria

*December 3–14*

AFW2 will start implementing the program worked out in August this year on improving monetary policy analysis function of the Central Bank of Nigeria.

### Regional Workshops

Regional Workshop on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures with AFRITAC East & AFW2, October 29–November 2, Ghana

Regional Workshop on Model-Based Policy Analysis and Forecasting with AFC, AFE, AFS, & AFW2, November 5–16, Mauritius

## FINANCIAL SECTOR SUPERVISION

### Sierra Leone

*October 8–12*

AFW2 will provide TA on information technology (IT) supervision for banks to the Bank of Sierra Leone, to enhance on-site examination.

### Gambia

*November 5–November 9*

AFW2 will provide support to the Central Bank of The Gambia to implement relevant Basel II/III processes, following the implementation of Basel I.

### Ghana

*November 19–23*

A financial sector supervision mission will offer TA to the Bank of Ghana, to build the technical capacity on the supervisory review of banks' impairment/Expected Credit Losses (ECL) models according to IFRS 9 specifications.

### Regional Workshops

Regional Workshop on Stress Testing, Dec 3–14, Cabo Verde

## REAL SECTOR STATISTICS

### Liberia

*October 22–November 2*

This mission will review progress made on the National Accounts Annual Survey to support the rebasing of the national accounts estimates. IT will include training on national accounts concepts.

### Nigeria

*November 19–30*

TA will be provided to review the compliance of quarterly GDP by production and expenditure with international best practices and update the work plan to rebase the accounts.



## Regional Integration and Institutional Cooperation

AFW2 continued to collaborate with various developmental partners and international institutions to improve the coverage of TA delivery, especially in the area of revenue administration and customs. These included:

### Cabo Verde

Liaising with the World Customs Organization (WCO) on the development of TA options.

### The Gambia

Delivering a presentation to the PFM Coordinating Committee and representatives from across the various ministries, facilitated by the IMF Resident Representative, which included general discussions with the World Bank on coordinating our regional TA programs.

### Ghana

Collaborating with development partners' (DPs) Working Group to complete an assessment of collective TA plans and to identify possible gaps and areas of supplication in Customs.

Working with the Danish International Development Agency (DANIDA) on the delivery of TA inputs on matters relating to Investigation & Intelligence. In customs?

Supporting a USAID-funded input which focused on the development of a Revenue Strategy for the GRA.

### Liberia

Work with the just-closed EU-funded Customs Reform & Modernization project to support the "sustainability" aspects of their work.

Assisting USAID with the design of a suitable TA project for the Customs Division of the LRA.

### Sierra Leone

Working with DFID on the design of a planned TA program for the SL National Revenue Authority.

Working closely with the US Treasury in support of their project to introduce appropriate financial controls.

Collaborating with the World Customs Organization on the delivery of TA in Customs Administration.

### MCM TA: AFW2 Regional Credit Workshop

Credit is a key mainstay of banks, we all know,  
Providing loans for households and businesses to  
grow;

But lending by banks sometimes fails the test,  
While supervisors must maintain practices that are  
best.

In April, in Nigeria, the AFW2 regional team  
Came together to see what information they could  
glean,

On credit examinations, both off and on the field,  
On supervisory practices of international appeal.

For non-performing loans were causing some pain—  
Too high in numbers, affecting profits and gain;  
So AFW2 supervisors were keen on raising their  
game,  
And on working together to prevent adverse fame.

Two experienced facilitators set a good pace,  
Working to expand examiners' knowledge base,  
Guiding on restructuring, collateral, and board  
oversight—

And those political exposures that stirred such a  
fright!

Just some of topics where knowledge is clearer than  
before,

Reporting on credit risk, no longer such a chore.  
AFW2 trained examiners—better able to manage and  
control,

AFW2 trained examiners—now better equipped to  
fulfill their role!

- By Cheryl Bruce

## Staff Changes



**Pokuaa Adu** took over the Local Economist role at AFW2, starting in July 2018. She succeeded Valeria Mensah who exited the role earlier in May. Prior to her appointment, Pokuaa was engaged in economic and social research with the measurement learning and evaluation unit at the Institute of Statistical Social and Economic Research at the University of Ghana. Her experience spans survey and data collection, data analysis, especially in the sphere of impact evaluation. She has engaged in capacity building in research methods, data management and analysis.



AFW2 bids farewell to **Donna Grcman**, Regional Advisor for Real Sector Statistics, at the end of her tenure with the Center in September. She was the Center's first Regional Advisor for Real Sector Statistics and worked with the Center from 2014 to 2018. She offered valuable support to member countries in updating data for key macroeconomic indicators and building capacity within their statistical bureaus in quality data collection, compilation and dissemination. She supported the rebasing of national accounts, development of quarterly national accounts, and rebasing and development of price statistics in beneficiary countries to better reflect current conditions. AFW2 appreciates Donna's contribution to the Centre's capacity development work, as well as her efforts to support its growth and AFW2 staff and wishes her the best in all future endeavors.

## AFRITAC WEST 2 STAFF

### Center Director

Oral H. Williams

### Resident Advisors

#### Revenue Administration

Tax

Customs

Henry Gaperi

Philip Wood

#### Public Financial Management

John Grinyer  
Naresh Jha

#### Monetary Operations and Payment Systems

Zsolt Érsek

#### Financial Supervision and Regulation

Cheryl Bruce

#### Real Sector Statistics

Elirjeta Pepaj

#### Results-Based Management

Tsegereda Mulatu

### Economist

Pokuaa Adu

### Office Manager

Janice Norman

### Administrative Support

#### Admin/IT Officer

Selase Kofi Dusi

#### Administrative Assistant

Maria Adam

#### Staff Assistant

Deborah Morrison

#### Driver

Peter Nii Larvea

## AFW2 Member Countries



## AFW2 Development Partners



Global Affairs  
Canada

Affaires mondiales  
Canada





## Completed Technical Assistance Reports<sup>1</sup> in FY 2019

Title of Report	Country	Date Sent to Authorities
<b>REVENUE ADMINISTRATION (CUSTOMS)</b>		
Development and Implementation of DNRE Integrity Strategy	Cabo Verde	7/18/2018
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
Review of Post Clearance Audit and Training in Container Inspection and Cargo Examination Procedures	Sierra Leone	7/18/2018
<b>PUBLIC FINANCIAL MANAGEMENT</b>		
Support to the SOE Database and International Financial Reporting Standards	Gambia, The	7/30/2018
<b>MONETARY POLICY AND PAYMENT SYSTEMS</b>		
Strengthening Monetary Policy Analysis	Gambia, The	7/7/ 2018
Improving Monetary Policy Analysis	Liberia	9/20/18
<b>FINANCIAL SUPERVISION</b>		
Enhancing Risk-Based Supervision	Gambia	7/6/2018
IFRS 9 Implementation	Nigeria	7/30/2018
Credit Risk	Sierra Leone	7/16/2018
<b>REAL SECTOR STATISTICS</b>		
Report on the consumer price index mission	Cabo Verde	9/7/2018
AW2: National Accounts	Gambia, The	8/13/2018
AW2: National Accounts	Ghana	7/19/2018
National Accounts	Liberia	8/2/2018
CPI Mission	Nigeria	7/4/2018

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