



July 2021

NEWS



Contents

Highlights	1
Summary of Work Plan Execution and Key Achievements	4
Regional Activities	6
International Coordination and Outreach by Work Area.....	6
AFRITAC West 2 Director Presents at IFEJ Outreach Event.....	7
Newly-Appointed AFW2 Director Visits Center Ahead of Official Start Date	7
Upcoming Activities: August - October 2021.....	8
Staff Changes.....	12
Completed Technical Assistance Reports in FY 2022	13

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Highlights

Fiscal year (FY) 2022 began in this quarter (May – July 2021) with a series of remote CD and outreach activities. Missions and regional workshops were conducted.

The 8th Steering Committee was held virtually on June 2, 2021, chaired by the Ministry of Finance in Ghana.



AFW2 hosted incoming Director, Eva Jenkner, during a visit to the center in June 2021.

An outreach event jointly hosted by AFW2 and the Res. Rep. Office provided the opportunity to engage with finance and economics journalists in Accra, Ghana.

The AFRITAC West 2 (AFW2) family grew with the arrival of Abdul Karim to the center in July 2021, as staff continue to work from home.



AFRITAC West 2 8th Steering Committee Meeting (Virtual) June 2, 2021 Accra, Ghana



AFRITAC West 2 conducted its 8th steering committee (SC) meeting on July 2nd, 2021 in Accra, Ghana. The meeting was the first virtually-hosted SC meeting, a necessity as the ongoing pandemic still poses restrictions for travel. The meeting was chaired by Mr. Michael Ayesu, Director of External Resource Mobilization, of the Ministry of Finance, on behalf of the Honorable Ken Ofori Atta, Minister of Finance, Ghana.

During the meeting, there were presentations on CD highlights and challenges in FY 2021 and the FY 2022 workplan and priorities from the Resident Advisors. Country representatives also presented on flagship AFW2 interventions at the Bank of Ghana (FPAS), in Sierra Leone (COVID Fund Management and Accountability Framework), and in the Gambia.

IMF staff also shared developments in AFW2 Budget and Financing for Phase II and

the launch of CDMAP for CD results monitoring and evaluation.

The SC members, comprising country representatives, donor partners and regional observers had the opportunity to provide feedback on the presentations and proposed workplan and budget for the FY 2022, which they approved.

Key issues discussed included:

- CD execution in the midst of COVID-19
- Support to countries to build capacity in response to the pandemic
- The introduction of the Ms. Jenkner as incoming AFW2 Director.
- The crucial role of Domestic Revenue Mobilization
- Strengthening regional and international partner coordination.

Summary of Work Plan Execution and Key Achievements

Tax Administration

Nine missions delivered to revenue administrations in AFW2 countries focused on strengthening systems for domestic revenue mobilization.

In Cabo Verde, work supported the optimization of the SAF-T System for better audit data management.

Training provided to the Gambia and Sierra Leone aimed at improving audit capacity for specialized sectors (telecom sector and Pay TV). Another mission to the Gambia Revenue Authority supported the establishment of the internal affairs unit.

Capacity development (CD) to the Ghana Revenue Authority and the Federal Internal Revenue Service of Nigeria supported the development of their respective IT and Digitalization Strategy in order to improve audit and compliance management capacity

Two missions to the Liberian Revenue Authority (LRA) strengthened capacity in the management of tax exemptions and assisted the Domestic Taxes Department to take initial steps in establishing an Exemptions Management Unit (EMU) complete with its structure, Standard Operating Procedures (SOPs), mandate and responsibilities; and identifying training needs.

In Nigeria, CD covered risk management and effective use of third-party data.

Customs Administration

CD provided in customs administration continued to build on ongoing work in establishing customs administration governance processes, based on established frameworks and workplans from the previous fiscal year.

Five missions were initiated. They focused on the development of mandates and policy documents in the areas of customs border controls, risk management and post clearance audit. In addition, work was initiated to develop customs capacity in relation to trade facilitation.

Public Financial Management

CD to Cabo Verde covered a review of the Ministry of Finance's (MoF) Public Investment Management System and follow-up support for its implementation. In another mission, the MoF was supported to enhance cash management capacity and building on existing treasury single account (TSA) reforms adopted by the ministry. This mission recommended further measures for integration of remaining accounts in TSA, establishment of a cash coordination committee to oversee cash forecasts to recommend appropriate policy options, and the employment of T-bills for more active cash management. The authorities found the cash forecasting tool to be very useful and plan to roll it out shortly.

In Ghana, AFW2 supported the development of a template for budget adjustments that will fully link all budget allocation worksheets, shared guidelines for the use of the template and made recommendations to improve the overall process for budget allocation, tradeoffs, and adjustment.

CD delivered to the Ministry of Finance in Liberia centered on establishing a TSA. The mission reviewed the progress made in the rationalization of bank accounts, and consolidation of cash balances in the central bank of Liberia (CBL).

The center trained MoF officials in Sierra Leone on the use of the SOE Health Check tool to assess project-related risks. The training enabled the Fiscal Risk Management Department to understand the appropriate use of the tool and assisted the Debt Management Division to develop a template for recording and reporting SOE debt data. Another mission provided follow-up support to review the Sierra Leone Integrated Macro Economic Model and budget capacity was improved with a mission geared towards implementing budget controls at the MoF.

The mission on strengthening budget execution systems focused on addressing underlying issues that constrain budget execution and to prevent creation of fresh arrears through regular monitoring and an enhanced legal framework.

Monetary Operations and Payment Systems

In May, AFW2 assisted the Central Bank of The Gambia (CBG) staff with the May update of the 3-year macroeconomic outlook and provided on-the-job training in preparing an effective presentation of the forecasting round for the Monetary Policy Committee (MPC) that clearly conveys the main modeling assumptions, the baseline forecast and related uncertainties. In July, the mission assisted the CBG in developing oversight and supervisory framework for financial market infrastructures (FMI), focusing mainly on reviewing draft oversight policy framework, reporting system for payment systems, including a workshop on key elements of an effective oversight framework for FMIs.

In June, the Bank of Sierra Leone received CD to further develop its monetary policy analysis and near-term forecasting capabilities. The mission was focused on forecasting of monetary, designing a template for compilation of monetary conditions index, and a dashboard for monitoring monetary sector developments.

Financial Sector Supervision

A remote mission to Liberia assisted the authorities with developing a tool for identifying, monitoring, and controlling liquidity risks for non-distressed banks. This mission followed a previous one in 2020 in which the central bank was assisted with a liquidity monitoring template for tracking distressed banks. A second remote mission to Liberia (joint with STA) focused on improving the source data for FSIs and updating reporting templates currently used by the central bank, as well as strengthening supervisory application of FSIs/other relevant ratios to enhance offsite monitoring and improve the quality of onsite inspections. The mission also reviewed progress with previous AFW2 recommendations on risk-based supervision and further provided recommendations for improvement.

The Gambia received the first of a two-tiered technical assistance activity to (1) strengthen the central bank's draft *cybersecurity regulation for financial institutions*, and (2) advance supervisory knowledge of cyber risk assessment processes. This mission was conducted jointly with MCM cybersecurity experts

Statistics

CD missions were delivered to assist statistical services in AFW2 countries to improve the compilation of key economic indicators.

In Cabo Verde, Nigeria, Sierra Leone and Liberia, CD focused on national accounts calculation and rebasing of GDP indicators.

Support to the Gambia focused on the development of quarterly GDP and the Ghana statistical service received CD to improve capacity in developing the Producer Price Index.

Regional Activities

Joint AFW2/MCM Regional Workshops on Unwinding COVID-19 Policy Interventions for Banking Systems June 29

A regional workshop was jointly hosted with the IMF HQ/MCM department to address the unwinding of policy interventions for banking systems in response to COVID-19. The workshop discussed the principles and recommendations for unwinding the Covid-19 policy interventions for banking systems based on an IMF's Special Series Note issued March 10, 2021. The event also provided an ample opportunity to hear from AFW2 member countries on their experiences dealing with trade-offs involved in their unwinding decisions. Staff of the financial sector integration division of the West African Monetary Institute (WAMI) also participated in this well-attended event.

International Coordination and Outreach by Work Area

FSR: AFW2 facilitated an IMF Legal Department's CD support to the West African Monetary Institute (WAMI), which provided a review of WAMI's draft Model Act for Non-Bank Financial Institutions and Non-Bank Financial Holding Companies operating in the West African Monetary Zone.

RSS: In the context of international coordination, the regional statistics advisor participated in a meeting with the project leaders of Statistics Denmark, Office for National Statistics, and the British High Commission that are supporting Ghana Statistical Service (GSS). The purpose of the meeting was to share and coordinate the CD support to GSS.

In addition, a virtual meeting was held with the WB to discuss on the plans and technical cooperation on the improvements to the CPI and National Accounts in Sierra Leone.

AFRITAC West 2 Director Presents at IFEJ Outreach Event



A joint outreach event with the IMF Resident Representative Office in Ghana on July 5th hosted The Institute of Financial and Economic Journalists (IFEJ) at Alisa Hotel. AFW2 Director, Oral H. Williams, Albert Touna Mama and Res. Rep. staff presented on IMF engagement in Ghana, including capacity development.

**Newly-Appointed
AFW2
Director
Visits Center
Ahead of
Official Start
Date**



A rare sighting! Two generations of AFW2 Directors in one place. Incoming Director, Eva Jenkner, is pictured with outgoing Director, Oral H. Williams, during a visit to AFW2 in Accra, Ghana.

Ms. Jenkner had the opportunity to meet AFW2 staff and explore Accra. The Center is looking forward to her official return to assume her role in September 2021.

Upcoming Activities: August - October 2021

Tax	
Cabo Verde	<p>Support Implementation of DNRE Performance Management System September 6 – 10</p> <p>Compliance Improvement & Effective use of third-party data October 4 - 15</p>
Gambia, The	<p>Strengthening integrity of taxpayer ledger August 2 – 13</p> <p>Building internal affairs unit September 20 – October 1</p> <p>Strengthening integrity of taxpayer ledger October 11 – 22</p> <p>Strengthening HQ function-Regional Workshop October 18 – 22</p>
Ghana	<p>Improving Tax Compliance and Effective use of third-party data August 2 – 13</p> <p>Strengthening excise duties management capacity October 25 – November 5</p>
Nigeria	<p>Audit training - telecom sector and data matching September 13 – 24</p> <p>Support FIRS to develop its IT and Digitalization Strategy October 18 - 29</p>
Sierra Leone	<p>Risk Management and effective use of third-party data August 2 - 13</p>
Customs	
Cabo Verde	<p>Customs Exemptions - STX remote October 18 – 29</p> <p>Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3</p>
Gambia, The	<p>Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3</p>

Ghana	Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3
Liberia	Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3
Nigeria	Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3 Development of excise controls September 13-December 3
Sierra Leone	Development of customs policies and operating procedures in relation to border control, risk management and post clearance audit September 13 – December 3
Public Finance Management	
Cabo Verde	Professional attachment of officials to South African Treasury October 11 - 15
Gambia	Follow up support in implementation of TSA August 17-30 Training the internal auditors on risk based internal auditing standards (RBIA) September 6-24 Implementing IPSAS Cash and preparing roadmap for migration to accrual system October 19 – November 1
Ghana	Support the development of a systematic framework for project implementation and reporting August 2 – 13 Support the development of guidelines for the economic appraisal of projects for key sectors. October 18 – November 1 Support to the Ministry of Finance to review performance indicators used in the budget August 30 – September 10
Liberia	LTX/STX Mission- Providing follow up support in implementing TSA September 8 – 21

	<p>Review of the implementation of Gender Responsive Budgeting August 10 – 30</p> <p>Support to the development of a framework for costing the Medium-term Expenditure Framework September 6 – 20</p> <p>Training of officials from SOEs on International Financial Reporting Standards September 15 - 28</p>
Nigeria	<p>Integrating embassies and overseas revenues to the Government accounting systems August 16-30</p> <p>HQ - Diagnostic Mission on Fiscal Reporting September 15 – 28</p> <p>National Training to Federal Technical Services Department (FMFBP) on identification and assessment of fiscal risks September 13 - 17</p>
Sierra Leone	<p>Attachment of 2 Officials from the FR & SOE Division to Ghana August 2 – 6</p> <p>Support to the development of the IMF Gender Budgeting framework August 23 – September 6</p> <p>Strengthening Fiscal reporting in SLE October 5 - 18</p>
Regional	<p>Regional Workshop on Performance Budgeting October 25 - 29</p>
Monetary Policy & FX Operations and Payment Systems	
Gambia	<p>Improving Liquidity Monitoring, Forecasting, and Management Framework August 23 - 31</p>
Liberia	<p>Improving Liquidity Monitoring and Forecasting Framework October 25 – November 2</p> <p>Upgrading Monetary Policy Instruments September 20- 24</p>
Regional	<p>AFW2/MCMFR Regional webinar Strengthening Cybersecurity and Resilience of Financial Market Infrastructures (FMI)</p>

	September 8 - 9
Financial Sector Supervision and Regulation	
Gambia	Improving Cybersecurity Regulation and Supervision August 30 – September 2
Ghana	Developing Supervisory Training Program August 30 -- September 14 Follow-up on Improving Basel II/III Implementation Process September 20 -- 24
Nigeria	Improving Cybersecurity Regulatory and Supervisory Practices September 13—16
Sierra Leone	Follow-up on Developing Conceptual Knowledge and Roadmap for Basel II/III Implementation October 4—8
Real Sector Statistics	
Cabo Verde	National Accounts Rebasing August 30 – September 10
Gambia	Improving the PPI September 20 - 24
Ghana	Development of QGDP by expenditures October 4 - 15
Liberia	National Accounts Rebasing October 4 – 15
Nigeria	Updating CPI September 27 – October 8 National Accounts Rebasing September 13 – 24
Sierra Leone	GDP Rebasing September 20 – October 1 Updating CPI September 13 - 24

Staff Changes



Abdul-Karim Abdulai was born in Tamale. He has 25 years of experience as a driver and worked with World Bank staff from 2016 until recently. He joined the AFW2 Center in July 2021 and is married with 3 children.

AFRITAC WEST 2 STAFF

Center Director	Oral H. Williams
Resident Advisors	
Revenue Administration	
Tax	Henry Gaperi
Customs	David Smith
Public Financial Management	Naresh Jha
	Kubai Khasiani
Monetary Operations and Payment Systems	Gani K. Gerguri
Financial Supervision and Regulation	Vitus C. Ukwuoma
Real Sector Statistics	Elirjeta Pepaj
Results-Based Management Officer	Elorm Darkey
Economist	Pokuaa Adu
Office Manager	Janice Norman
Administrative Support	
Snr. Admin Assistant	Maria Adam
Admin/IT Officer	Selase Kofi Dusi
Staff Assistant	Eugenia K. Bamfo
Driver	Abdul-Karim Abdulai

AFW2 Member Countries



AFW2 Development Partners



Completed Technical Assistance Reports¹ in FY 2022

Title of Report	Country	Sent to Authorities
PUBLIC FINANCE MANAGEMENT		
Establishing the TSA System	Liberia	6/1/2021
Implementing Cash Based IPSAS	Sierra Leone	6/21/2021
Review and Development of the Template for Budget Adjustments	Ghana	7/15/2021
Review of the Public Investment Management System	Cabo Verde	7/29/2021
MONETARY POLICY & FX OPERATIONS AND PAYMENT SYSTEMS		
Developing Forecasting and Policy Analysis System	Gambia, The	7/27/2021
FINANCIAL SECTOR SUPERVISION		
Supervisory Review and Evaluation Process and Corporate Governance Disclosure Requirements	Ghana	5/12/2021
Strengthening Risk Based Licensing Processes	Ghana	5/12/2021
REAL SECTOR STATISTICS		
National Accounts	Liberia	6/15/2021
National Accounts (Conducted Remotely)	Nigeria	6/30/2021
Price Statistics Mission (Conducted Remotely)	Nigeria	7/6/2021
National Accounts	Cabo Verde	7/21/2021

¹ Includes Technical Memos/Reports and Aide Memoires sent to country authorities during FY 2022. Contains some reports for missions conducted in FY 2021.