



April 2020

# NEWS

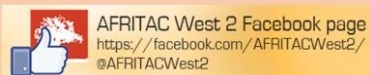


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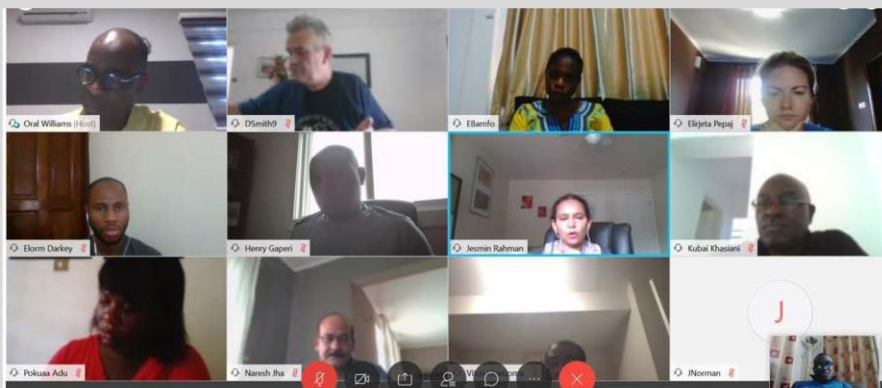


## Highlights

The onset of the COVID – 19 pandemic resulted in a key changes to AFRITAC West II operations, including the implementation of CD work programs.

The 8<sup>th</sup> Steering Committee meeting planned for March 19, 2020 was canceled in response to health concerns and travel restrictions.

With limited travel, the center innovated modes of delivery for CD missions, primarily remote mission via online meeting platforms. Out of 18 missions conducted in the period February – April 2020, 16 were remotely delivered in revenue administration, public finance management, banking supervision and real sector statistics.



AFRITAC West II Team in a remote meeting with Ms. Jesmin Rahman, IMF Senior Resident Representative and Mission Chief to Nigeria

AFW2 staff have worked from home since March 2020 and delivered CD remotely to ensure service continuity to member countries.

## **AFRITAC West II - COVID-19 Pandemic Response**

One key attribute of the Regional Technical Assistance Center model is the flexibility to respond to factors affecting CD delivery. The onset of the COVID-19 pandemic created the opportunity to innovate new ways to continue to respond to countries' CD needs, support them in the midst of the crisis, and safeguard business continuity.

### **Steering Committee Meeting and Outreach**

The Steering Committee Meeting planned for March 19, 2020 in Freetown Sierra Leone was canceled in response to health concerns and travel restrictions. Steering Committee members were provided with the draft annual report which captured highlights from CD delivery in FY 2020 and the work program for FY 2021. Their approval of the FY 2021 work program was requested on a 'lapse of time' basis. Additionally, committee members were invited to schedule bilateral meetings remotely with the AFW2 team to discuss the report, proposed workplan, and other issues.

### **CD Delivery**

Regional advisors made efforts to review the remaining missions scheduled for the last quarter of FY 2020 and identified missions that could be delivered remotely. As of April 2020, 16 missions were delivered remotely across five of the six workstreams. Advisors in Tax, Customs and Banking Supervision conducted surveys with their various institutions to gather information that would ensure that country CD needs are met. This assessment was critical as countries responded to the crisis, and revisions to the work program were made reflecting changing priorities.

### **Work Continuity and Team Building**

The AFW2 team worked remotely during the final quarter of FY 2020. Online meeting platforms were used to conduct bi-weekly check-ins and weekly peer-to-peer learning workshops. These platforms permitted the sharing of knowledge, lessons learned in CD delivery during the pandemic, addressing changes in CD priorities, and innovating ways to ensure business continuity. The inaugural peer-learning session drew on advisors' experiences working in the region during the Ebola crisis and applicable strategies for the current pandemic.

Five peer-to-peer learning sessions have been conducted to cover (i) Remote CD Delivery (ii) Impact of COVID-19 shock and workstream interlinkages (iii) Options for remote missions (iv) Ensuring quality of GDP during COVID-19 (v) Changes to RBM governance in the COVID-19 context; and (vi) General security, cyber security and IT issues.

## Summary of Work Plan Execution and Key Achievements

### **Tax Administration**

In tax administration, a mission delivered in **Liberia** improved the business intelligence and analytics capabilities of the LRA, through a joint hands-on programming. Staff of the Sierra Leone National Revenue Authority were trained in techniques relevant to auditing the telecom sector, with five participants building capacity as trainers. Two remote missions supported the Nigerian Federal Inland Revenue Service (FIRS) to strengthen audit capacity in the context of compliance management.

### **Customs**

During the period, nine missions were delivered in customs administration, of which eight were delivered remotely. The content of the eight remote missions was substantially revised in order to maximize the potential usefulness of the work undertaken and to account for the problems of engagement and communication during the period of lockdown. The core elements of the missions were addressed and progressed, as far as possible.

As a result, all countries (Cabo Verde, The Gambia, Ghana, Liberia, Nigeria & Sierra Leone) were consulted on the current status of implementation on customs integrity, stakeholder engagement and risk management, using the previously designed logical framework documents. In addition, the mission experts worked collaboratively to develop further logical frameworks to support long-term reform in the areas of customs border and inland controls and post-clearance audit.

All five logical frameworks are now being finalized for distribution to member countries. In the areas of risk management, border and inland controls and post-clearance audit, CD will provide a framework for the delivery and the monitoring of missions during the new financial year.

### **Public Financial Management (PFM)**

Two missions undertaken in PFM were delivered remotely. A scheduled onsite mission to Nigeria was finalized remotely. The mission reviewed nine draft documents on legal and administrative processes for public private partnerships.

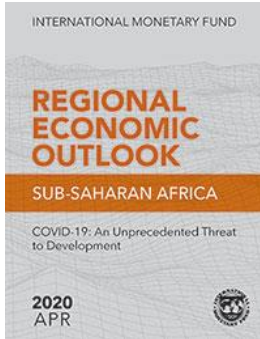
In **Cabo Verde**, a remote mission assisted the authorities in the review and finalization of budget classification and the preparation of a User's Manual on Budget Classification for use in the upcoming budget.

### **Statistics**

CD work in statistics continued to support member countries in developing national accounts (rebasement of GDP) in **Liberia, Nigeria and Sierra Leone** and linking the new and former consumer price index (CPI) in **Ghana**. All four missions were conducted remotely. Prior agreements with countries on the exchange of data sources, the channels of communications and the use of excel spreadsheets helped to successfully deliver capacities to statistical institutions in member countries.

## Development Partner Outreach

AFW2 Center Director, Mr. Oral Williams met remotely with the DFID Regional Tax Advisor for West Africa to discuss strategies, lessons and opportunities for COVID-19 response within member countries. The discussion focused on remote CD delivery, changing country priorities, AFW2 capacity to respond to these changes, the revision of the FY 2021 workplan and opportunities for coordination with development partners, beneficiary institutions, and the fund.



**Read up-to-date economic growth projections for the Sub-Saharan Africa Region (SSA), in light of the COVID-19 pandemic, in the fund's April 2020 Regional Economic Outlook for SSA.**

*<Click image*

## Upcoming Activities

As a result of COVID-19 outbreak, CD delivery will be guided by flexibility given remaining uncertainties. For some missions, remote delivery has not been a viable option and, had to be postponed to the new fiscal year. The FY 2021 work program is being revised to accommodate postponed missions from FY 2020, and to respond to changes in CD priorities as countries respond to the crisis. AFW2 will continue to execute remote missions where applicable.

<b>Tax</b>	
Strengthen GRA capacity to manage compliance in the hospitality sector Gambia ( <i>Remote</i> ) June 1 – 17	
<b>Public Finance Management</b>	
Providing advice on the Management of Covid-19 Fund Sierra Leone (FAD/AFW2- <i>Remote</i> ) May 11 – 22 (with flexibility in dates)	Addressing Issues in Fiscal and Financial Reporting The Gambia ( <i>Remote</i> ) (Tentatively in June 2020)
<b>Monetary Operations and Payment Systems</b>	
Improving Monetary Policy Gambia ( <i>Remote</i> ) May 8 – 24	
<b>Banking Supervision and Regulation</b>	
Corporate Governance and Assessment Guide Nigeria ( <i>Remote</i> ) May 11 – 20	

## AFRITAC WEST 2 STAFF

<b>Center Director</b>	Oral H. Williams
<b>Resident Advisors</b>	
Revenue Administration	
Tax	Henry Gaperi
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Administrative Assistant	Maria Adam
Staff Assistant	Eugenia K. Bamfo
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### AFW2 Member Countries



### AFW2 Development Partners





## Completed Technical Assistance Reports<sup>1</sup> in FY 2020

Title of Report	Country	Date Sent to Authorities
<b>REVENUE ADMINISTRATION (TAX)</b>		
Follow-up to Finalize Compliance Improvement Plan	Ghana	5/15/2019
VAT Compliance and Data Matching Follow up	Ghana	5/15/2019
Audit Capacity Building Follow-Up	Cabo Verde	5/30/2019
Goods and Services Tax (GST) Compliance and Data Matching Follow-up	Sierra Leone	6/26/2019
Follow-up to Strengthen Tax Audit Capacity of the Telecommunication Sector	Gambia, The	7/5/2019
Excise Control and Structure Review	Liberia	7/5/2019
AW2:Review and Assist to Complete Preparing the LRA Audit Manual	Liberia	8/7/2019
Build and maintain integrity of taxpayer ledger	Gambia	8/22/2019
Strengthen Intelligence and Criminal Investigation Capacity	Cabo Verde	9/17/2019
Strengthen VAT Compliance and data matching capacity	Nigeria	10/2/2019
Strengthen capacity to audit telecom sector	Gambia	10/10/2019
Strengthen excise duties management capacity	Liberia	10/28/2019
Strengthening Capacity to Audit the Telecommunication Sector in the National Revenue Authority (NRA)	Sierra Leone	3/23/2020
Strengthen Excise Duties Management Capacity	Sierra Leone	3/31/2020
Strengthening LRA Compliance Management and Data Matching Capacity	Liberia	4/20/2020
<b>REVENUE ADMINISTRATION (CUSTOMS)</b>		
Post Clearance Audit Training and Mentoring Support	Ghana	6/3/2019
Provision of Mentoring Support to Intelligence and Investigation Units (Phase 2)	Ghana	6/3/2019
Valuation and Classification Training and Mentoring Support (Phase 2)	Liberia	6/12/2019
Review of Customs Exemptions Procedures	Gambia, The	6/26/2019

**<sup>1</sup> Includes Technical Memos/Reports and Aide Memoires sent to country authorities during FY 2020. Contains some reports for missions conducted in FY 2019.**

Implementation of Risk Management Strategy	Liberia	6/28/2019
Completion of Business Process Mapping and Development of Customs Standard Operating Procedures (SOPs)	Cabo Verde	7/4/2019
Integrity Strategy and Implementation of Action Plan	Ghana	7/16/2019
Development and Implementation of Direcção Nacional de Receitas do Estado Integrity Strategy	Cabo Verde	7/18/2019
Development of Post Clearance Audit SOPs and Guidelines	Liberia	9/10/2019
Development of Stakeholder Engagement Strategy	Gambia	9/11/2019
AW2: Development of Controls for ECOWAS Customs Integrity Framework (Phase 1)	Gambia	9/11/2019
Completion of Training Needs Analysis (TNA) for Valuation and Classification Training and Preparation of Training Module	Sierra Leone	9/11/2019
Development of Post Clearance Audit SOPs and Guidelines	Ghana	9/12/2019
Delivery of Customs Induction Training Module (Phase 4)	Gambia, The	9/13/2019
Strengthen intelligence and criminal investigation capacity	Cabo Verde	9/17/2019
Professional Attachment on Development of Integrity Strategy Action Plan and Monitoring and Evaluation Framework	Nigeria	9/25/2019
AW2: Development and Implementation of Controls for ECOWAS Customs Integrity Framework (Phase 1)	Nigeria	10/3/2019
Implementation of Post Clearance Audit Procedures (Phase 3)	Nigeria	10/3/2019
AW2: Development of Controls for ECOWAS Customs Integrity Framework (Phase 1)	Sierra Leone	10/3/2019
Development of Controls for ECOWAS Customs Integrity Framework	Cabo Verde	10/24/2019
Strengthening Capacity for Telecommunication Sector Audits in the Federal Inland Revenue Service (FIRS)	Nigeria	3/11/2020
<b>PUBLIC FINANCIAL MANAGEMENT</b>		
Multi-Criteria Analysis (MCA) Excel-Based Tool Training to the Public Investment and Assets Division	Ghana	5/16/2019
Developing a Methodology for Analyzing SOE Fiscal Risks	Liberia	5/27/2019
Fiscal Data Integrity and Fiscal Reporting		6/28/2019
Development and Implementation of Direcção Nacional de Receitas do Estado Integrity Strategy	Cabo Verde	7/18/2019

AW2: Review and Reorganization of the Functions of the CAG	Ghana	8/15/2019
AW2: Support the Development of GFS 2014 Based CoA and their Use in Preparing Budget	Gambia	8/19/2019
Follow up Mission Supporting the Upgrade of COA Aligned with GFSM 2014 and their Implementation	Sierra Leone	8/29/2019
Taking Stock of the Preparedness to Implement Performance Contracting	Gambia	9/24/2019
Enhancing Cash Forecasting and Planning in FGN	Nigeria	9/24/2019
Strengthening the Strategic Approach to Planning and Costing the Medium-Term Expenditure Budget	Ghana	11/7/2019
Reviewing and Refining the Structure and Efficiency of Chart of Accounts	Ghana	11/8/2019
Training of Trainers and Support to MDI facilitate the IFRS for SOEs Training Program	Gambia	2/3/2020
Enhancing Financial Reporting and Fiscal Transparency	Cabo Verde	2/20/2020
Training of Trainers and Support to MDI to facilitate IFRS training for SOEs	Gambia	2/21/2020
Strengthening of the Medium-Term Approach to Budgeting	Nigeria	2/21/2020
Follow Up Support in Implementing TSA	Gambia	3/16/2020
National Training on Identifying Managing and Mitigating PPP Related Fiscal Risks	Sierra Leone	4/2/2020
Follow up Mission for Enhanced Financial Reporting	Cabo Verde	4/3/2020
Review of the Sierra Leone Integrated Macro Economic Model and Training on Excel Based Modeling Techniques	Sierra Leone	4/3/2020
PBB-Review of the Budget Performance Monitoring Framework	Ghana	4/20/2020
National Training: Identification and Management of PPP Related Fiscal Risk	Ghana	4/20/2020
<b>MONETARY OPERATIONS AND PAYMENT SYSTEMS</b>		
Improving Monetary Policy Analysis	Liberia	7/4/2019
Developing Monetary and Macroeconomic Analysis and Liquidity Management	Liberia	7/4/2019
Improving Monetary Operations and Payment Systems Oversight	Liberia	7/18/2019
Payment Systems Oversight and Foreign Exchange Operations	Gambia, The	8/13/2019
AW2: Developing Forward Looking Monetary Analysis	Nigeria	11/1/2019
Improving Monetary Policy Analysis and Follow-up on Monetary Operations	Sierra Leone	1/30/2020
Forecasting and Policy Analysis System	Ghana	1/30/2020



Improving monetary Operations and Monetary Policy	Liberia	1/30/2020
Improving Monetary Policy Analysis and Liquidity Management	Gambia, The	3/10/2020
Developing Macroeconomic and Monetary Policy Analytical Capabilities	Nigeria	4/16/2020
Needs Assessment and Development of IFRS Training Curriculum	Gambia, The	4/20/2020
<b>Banking Supervision and Regulation</b>		
Progressing Basel II/III	Gambia, The	5/16/2019
Enhancing Risk Based Supervision	Ghana	5/31/2019
Reviewing Progress of Risk Based Supervision Implementation	Gambia, The	6/26/2019
Progress on Basel II/III Implementation	Liberia	10/15/2019
Progress on Basel II/III Implementation	Ghana	10/30/2019
RBS: Cybersecurity Workshop	Nigeria	10/30/2019
Progress on Basel II/III Implementation	Liberia	1/9/2020
Developing On-Site Inspection Manual	Sierra Leone	1/30/2020
Developing RBS Manual	Gambia, The	2/27/2020
Enhancing Risk Based Supervision	Ghana	4/15/2020
<b>Real Sector Statistics</b>		
National Accounts	Gambia, The	6/13/2019
Consumer Price Index	Cabo Verde	6/19/2019
National Accounts	Nigeria	7/2/2019
National accounts - Rebasing of GDP	Gambia	8/23/2019
National accounts - Rebasing of GDP	Liberia	10/3/2019
Price statistics- Rebasing of Consumer Price Index	Gambia	10/15/2019
National Accounts	Cabo Verde	11/27/2019
National Accounts	Nigeria	11/27/2019
National Accounts	Gambia, The	12/13/2019
National Accounts	Ghana	1/8/2020
National Accounts	Liberia	1/30/2020