

**REGIONAL TECHNICAL
ASSISTANCE CENTER
FOR WEST AFRICA 2**



AFRITAC
West 2

**MID-YEAR
REPORT
2021**



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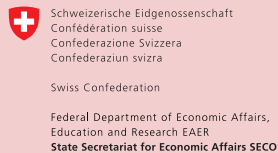
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MID-YEAR REPORT 2021

INTERNATIONAL MONETARY FUND
WEST AFRICA 2 REGIONAL
TECHNICAL ASSISTANCE CENTER
(IMF AFRITAC WEST 2)

ACRONYMS AND ABBREVIATIONS

AFE	AFRITAC East	H2	Second half of the Fiscal Year
AFRITAC	African Technical Assistance Center	HQ	International Monetary Fund Headquarters
AFS	AFRITAC South	IFRS	International Finance Reporting Standards
AFW2	AFRITAC West 2	LRA	Liberian Revenue Authority
ANA	Annual National Accounts	LTX	Long Term Experts
CBN	Central Bank of Nigeria	MONOPS	Monetary Operations and Payment System
CD	Capacity Development	NRA	The National Revenue Authority of Sierra Leone
CPI	Consumer Price Index	PCA	Post Clearance Audit
DFID	Department for International Development (UK)	PFM	Public Financial Management
DNRE	National Directorate of State Revenue of Cabo Verde	PPI	Producer Price Index
ECOWAS	Economic Community of West African States	PPP	Public Private Partnerships
FAD	Fiscal Affairs Department of IMF	QNA	Quarterly National Accounts
FIRS	Federal Inland Revenue Service of Nigeria	RBM	Results Based Management
FPDS	Field Person Days	RTAC	Regional Technical Assistance Center
FY	Fiscal Year	SNA	System of National Accounts
GBoS	Gambian Bureau of Statistics	SOEs	State-Owned Enterprises
GDDS	General Data Dissemination System	STX	Short-Term Expert
GDP	Gross Domestic Product	TA	Technical Assistance
GSS	Ghana Statistical Service	TSA	Treasury Single Account
H1	First half of the Fiscal Year		

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SECTION I

EXECUTIVE SUMMARY



This report captures key achievements realized by AFRITAC West II (AFW2) at the halfway point (H1) of fiscal year (FY) 2021, as a result of ongoing remote CD delivery. The onset of COVID-19 created a need for flexibility in the delivery of capacity development (CD) in FY 2021 and the Center responded to changing needs with the work program implementation discussed in subsequent sections of this report, for the period May to October 2020. Efforts have been made to ensure that activities have remained on course, despite challenges to CD delivery, following the update of the steering committee (SC) approved workplan at the start of the year with significant progress made in the delivery of CD. In all the six (6) work areas to AFW2 member countries, work continued, leveraging online meeting platforms to sustain member country engagement and support government institutions to respond to the crisis. AFW2 delivered TA missions, regional workshops, attachments, outreach meetings and HQ-led missions, representing 18 percent of budget execution by October 31, 2020 (Annex I). Resources implemented, in terms of field person-days (FPDS), totalled 564 in H1 (Figure 1).

Key achievements realized in the member countries include:

- Building capacity in compliance management and audit of specialized sectors to protect revenue considering the pandemic and country efforts to respond to it.
- Supporting customs risk management (CRM), border & inland controls (BIC) and post clearance audit (PCA) has enabled countries to adapt logical frameworks which will form the basis for reform of customs administration.
- Developing manuals and frameworks to guide budgeting processes and ensure efficient public investment. Transparency was a major area of focus, especially as fragile states received training in fiscal reporting, according to international standards. COVID-specific interventions in Sierra Leone supported the development of transparent and efficient framework and legal basis for establishing a COVID-19 Fund.

- Strengthening the capacity for forecasting and monetary analysis in the Gambia. The establishment of Modeling and Forecasting Team built capacity in coding using quantitative modeling software to support policy and decision-making.
- Building central bank supervisory functions, centered on a risk-based approach. Work progressed towards strengthening RBS processes, improving supervisory efforts in the area of liquidity monitoring for the banking sector and development of key framework to adequately capture risk-based supervision processes in line with regional and industry best practices.
- Improving the compilation of national accounts and price indicators. Progress was made on key surveys in Nigeria and Sierra Leone necessary to develop updated GDP figures.

With authorities, management and staff working from home in H1 to ensure the safety of personnel and prevent the spread of the virus, implementing CD virtually presented a set of challenges, including mission scheduling and delivery across different time zones; internet connectivity and disruptions; and restricted availability of key persons targeted by CD interventions. Restricted travel also delayed the recruitment process for a new regional advisor for Monetary Operations and Payment Systems, affecting engagement in this work area. AFW2 continues to leverage flexibility and technology in response to country needs and to adapt new methods of providing support.

The Center is increasingly adopting the virtual TA delivery mode as the new normal. While the use of Webinars has challenges, member countries are finding them convenient as they can simultaneously devote equal time to routine activities during the mission. During the next six months, CD support will continue to be extended remotely pending normalization of travel.

The following sections expand on the issues summarized above with an overview of CD delivery in Section II, highlights and country achievements at H1 in Section III, priorities going into the second half of FY 2021 (H2) in Section IV and informational annexes.

SECTION II

HIGHLIGHTS OF
FISCAL YEAR 2021 AT
MID-YEAR

OVERVIEW

At the mid-year of fiscal year FY 2021, AFW2 continues to employ limited CD engagement and stakeholder outreach via online meeting platforms with country authorities and the international donor community. The team continues to prioritize member country CD, especially in light of the pandemic, and maintains flexibility in mode of delivery to accommodate restricted working conditions in government institutions. AFW2 experts continue to deliver their workplans with flexibility as member countries short-term priorities evolve in the COVID context. One key tool employed is collaborative missions delivered virtually with IMF CD departments in HQ, international organization such as DFID and sister RTACs. The Center recently recruited a new regional advisor to ensure continued CD delivery in Monetary Policy & FX Operations and Payment Systems (MONOPS).

Implementation of the work program is on track despite delivery challenges linked to the COVID-19 outbreak.

The execution rate of the workplan in H1, in terms of the budget execution, stood at US\$ 1.5 million at October 31, 2020 (18 percent compared to 28 percent for the corresponding period in FY 2020). The Center remotely delivered 40 missions, 3 regional workshops and 2 IMF HQ-led missions in H1 to member countries. The steering committee approved work program underwent review, in response to changing priorities following the onset of the pandemic and resultant restrictions on travel and in-person meetings. Figures 1-3 show the breakdown of activities, executed resources in field person days (FPDS) by sector, beneficiary countries, modalities of delivery and type. Regional long-term experts (LTX) continue to be the most commonly used mode of CD Delivery at the Center, in combination with short-term experts (STX).

FIGURE 1. AFRITAC WEST 2 CD DELIVERY AND MISSION COUNT FOR FY2021 H1

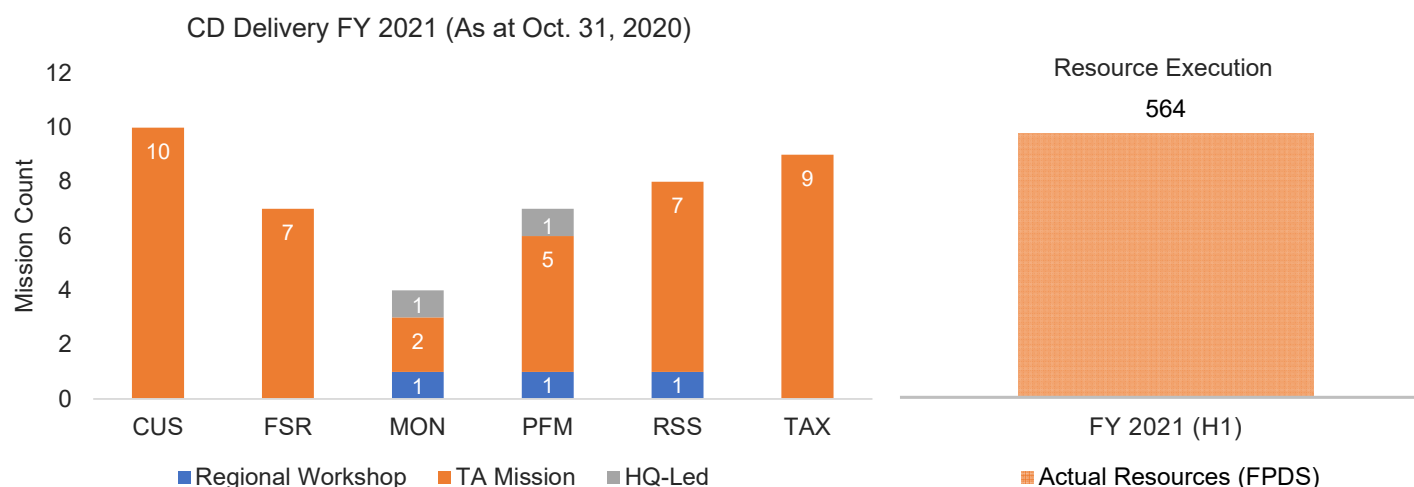
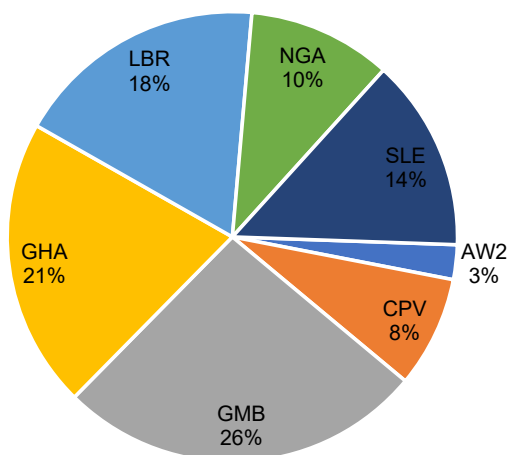
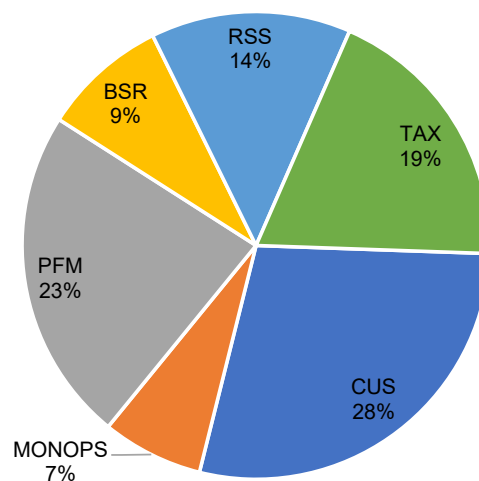


FIGURE 2. DISTRIBUTION OF RESOURCES BY COUNTRY AND SECTOR

Resource Distribution by Country



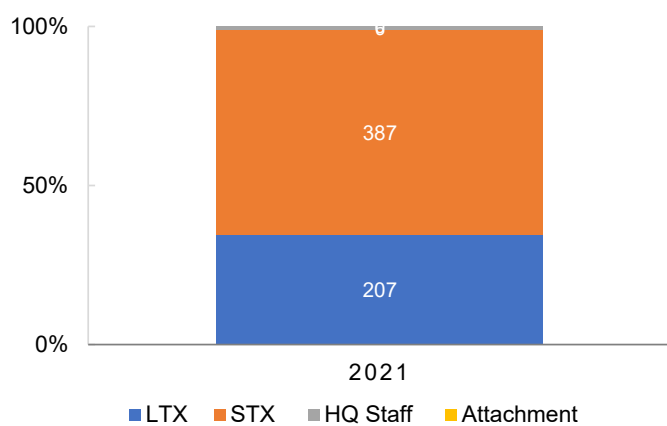
Resource Distribution by Sector



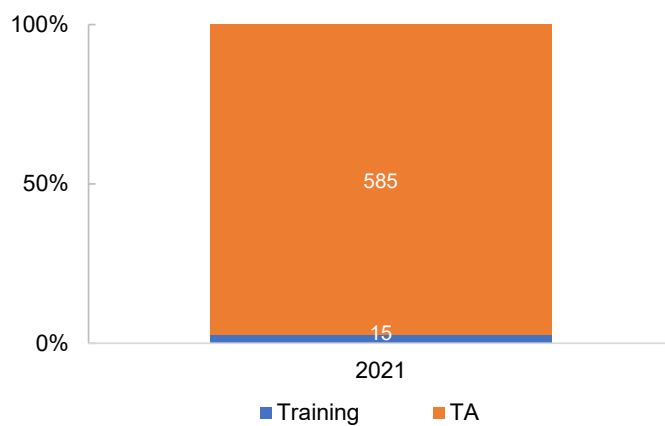
Source: AFRITAC West II CD data, October 31, 2020

FIGURE 3. RESOURCES BY ACTIVITY TYPE, TA VERSUS TRAINING, TYPE OF STAFF

Modalities of Delivery
(Share of FPDS)



Share of Training
(Share of FPDS)



Source: AFRITAC West II CD data, October 31, 2020

SECTION III

**IMPLEMENTATION
OF SECTORAL WORK
PROGRAM – FY 2020
MID-YEAR**

A

TAX REVENUE
ADMINISTRATION**Overall progress in the implementation of the FY 2021 Work program**

The importance of domestic revenue mobilization has been further elevated by the COVID-19 pandemic experienced in AFW2 member countries.

The two objectives of supporting member countries to (i) strengthen revenue administration management and governance arrangements, and (ii) improve core tax administration functions have not changed. However, AFW2 CD delivery was adapted to assist the authorities to begin to address immediate challenges imposed by COVID-19 crisis, while being cautious of not losing focus in the short and medium-term. Following a survey of revenue authorities by AFW2 in May 2020, four areas of critical importance were identified, namely: (i) protecting domestic revenue, (ii) ensuring health and safety of staff, taxpayers, and other stakeholders, (iii) business continuity planning, and (iv) immediate measures that could be taken to support taxpayers. Consequently, AFW2's work plan was fine-tuned to support members accordingly. In addition, the CD modalities shifted to remote delivery.

Work focused on providing specialized support to assist revenue administrations to respond to pandemic-related revenue concerns.

Advisory support to senior management was tailored to build institutional resilience and protect revenue during the COVID-19 pandemic. AFW2 shared a series of COVID-related notes with member-country revenue authorities that provided guidance on how revenue agencies could protect staff and taxpayers while maintaining the operation of the revenue system in the different phases of the COVID-19 crisis. Possible measures for revenue administrations to respond to COVID-19 health crisis (both developed by the Fiscal Affairs Department (FAD)) were identified. AFW2 sustained regular engagement with the senior management of each member country to encourage and assist them to implement their preferred measures and adjust to new modalities of working remotely. In the case of Nigeria, the FIRS continued to implement recommendations made by AFW2 and FAD (HQ) from previous engagements.

Revenue administrations in all member countries received capacity development to improve compliance risk management as well as effectively exploit third-party data.

Compliance risk management, data matching and efficient use of third-party data inevitably become the crown jewel in revenue mobilization in lieu of suspended audit visits to taxpayers premises. This approach has also helped revenue administrations to identify economic sectors that are more resilient during the pandemic (such as the telecommunication sector and on-line commerce) as sources with significant domestic revenues. AFW2 supported the Direção Nacional das Receitas do Estado (DNRE) in Cabo Verde to implement its IT-based tax and Performance Management Systems.

Further support was provided to strengthen audit capacity, with a focus on specialized sectors. The Liberia Revenue Authority (LRA) and Sierra Leone National Revenue Authority (NRA) strengthened capacity to audit the telecom sector in their respective countries. The LRA also received CD in taking inventory

and improving management of tax exemptions. The Gambia Revenue Authority (GRA) was also supported to strengthen its capacity to manage compliance in the hospitality sector.

Implementation challenges experienced in the first half of FY 2021

Remote delivery has a number of challenges. Some areas of CD are relatively easier to adapt to remote delivery relative to others. In addition, specific country conditions directly impacted CD uptake in each country.

The major challenge has been to engage with member countries, given existing capacity constraints that were compounded by the pandemic, including internet connectivity. This challenge has been partly overcome by extending mission duration and flexibility to accommodate country circumstances. We have also maintained a core group of short-term experts, all of whom are known and trusted by the countries and who understand the working environment.

Measures to address identified challenges in the next six months

We will continue remote CD delivery for the rest of the year, unless the COVID-19 situation improves and a ban on in-country missions is lifted. Other measures will include continuing to engage countries to address their remote communication limitations, be flexible on duration and times of delivery, use more tested or adaptable experts. Finally, AFW2 will remain flexible and agile in responding to each member country's requests to alleviate challenges and unlock the potential to boost revenues.

CUSTOMS REVENUE ADMINISTRATION

Overall progress in the implementation of the FY 2021 work program

All missions have focused on the enhancement of core customs procedures with support provided in the areas of CRM, BIC and PCA. A total of 5 remote missions have been delivered to date, with a further 5 missions ongoing. In the first two months of the year, the LTX, together with STX inputs, developed three separate logical framework documents (logframes), one for each of the key work areas—CRM, BIC and PCA. Then, over the period July–August, these logframes were introduced to the individual countries. Although no formal workshops were delivered, the remote delivery missions all included sessions with the countries to help them understand the logframes and how they could potentially be used.

From October a second phase of remote missions has been underway

to assist the countries to adapt the logframes to reflect the specific situation in their country and ensure that all local issues and considerations are included. This phase is now near completion. For all countries except Cabo Verde, the respective revenue administrations have been familiarized with the logframe tools

and AFW2 experts have worked with them to adapt them to their specific requirements. Work has also begun on the preparation of action plans, based upon the logframes. Work in this area is anticipated to begin in Cabo Verde in H2, and our experts have worked with them to adapt them to their specific requirements.

Implementation challenges experienced in the first half of FY 2021

Despite its benefits, remote delivery faces several challenges.

We have undertaken a full review and reappraisal of our work and the most effective methodologies which could be used to deliver remote support in the most effective way. A key result of this is the development of our logframe tools, which are relatively easy to share and work jointly with the countries in their development. The logframes also allow for close monitoring of progress, down to a significant level of detail.

The other challenge has been to work within member country's capacity limitations and availability, including remote communication limitations. This challenge has been resolved by extending mission duration and flexibility so that we can work at times, and at a pace, which suits the

countries. We have also maintained a consistent group of short term experts, all of whom are known and trusted by the countries and who understand the working environment.

Measures to address identified challenges in the next 6 months

We plan to maintain the same approach for the second half of the year, in terms of delivery of missions, until or unless in-country missions can recommence. Our aims are to develop action plans based on the completed logframes and to integrate action plans with existing plans and strategies. Once these tasks are completed, we plan to work with the countries to identify what further specific missions can be planned and delivered in support of our key work areas.



PUBLIC FINANCIAL MANAGEMENT (PFM)

Overall progress in the implementation of the FY 2021 Work program

CD delivery focused on strengthening fiscal reporting, management of fiscal risks, PFM laws and regulations, and budget execution.

Missions were mainly delivered remotely owing to travel restrictions occasioned by the COVID-19 pandemic. Delivery picked in the second quarter, with six missions and one regional workshop undertaken by mid-year, which generally kept in pace with the revised FY 2021 work plan.

Key Achievements by strategic objectives in the first half of FY 2021

Improved coverage and quality of fiscal reporting: CD interventions were provided on strengthening fiscal reporting in two fragile member countries. In The Gambia, AFW2 addressed issues on the timeliness and fiscal data integrity in in-year reporting and supported fiscal reporting reform process through specific and practical steps. In Liberia, building up on the recent reforms on fiscal reporting, officials were trained and assisted to

chart a road map for transitioning to the cash based international public sector accounting standards (IPSAS).

Strengthened identification, monitoring and management of fiscal risks: To strengthen the management of fiscal risks arising from state-owned enterprises (SOEs) Liberian officials were supported in identifying the gaps in SOE consolidated and individual reports and given recommendations to develop a road map to implement the International Financial Reporting Standards (IFRS) across all SOEs and to prepare a consolidated report which is fully based on the IFRS framework in terms of both format and content.

Stronger PFM laws and institutions: Sierra Leone benefited from FAD and AFW2 support in establishing a transparent and efficient framework and legal basis for establishing the COVID-19 Fund. This includes institutionalizing organizational structure and fiduciary processes for emergency procurements and the required fiscal reporting and auditing arrangements; and managing COVID related

resources and spending, through a dedicated chart of accounts designed for the purpose.

Improved asset and liability management: In Sierra Leone, AFW2 supported the Ministry of Finance in the consolidation of bank accounts and enhancing cash management, considering the impact of COVID-19 pandemic on the cash flows. AFW2 also supported the Accountant General's Department (AGD) in The Gambia, in preparing the scope for a treasury single account (TSA) through the signing of a MoU with the Central Bank of Gambia and the prospective private agency charged with implementing e-Collections.

Improved budget execution and control: Cabo Verde was assisted in establishing the operational risk management matrix and the database of internal controls in treasury management. This effort included, developing the risk management strategies and policies for managing treasury operations. Risk management has emerged as a priority reform that will also support fiscal measures taken

to mitigate the impact of pandemic. AFW2 assisted the Ministry of Finance Ghana in drafting a revised Program Based Budget (PBB) manual which will guide the MDAs to improve the Program BB result chain as a basis for linking the expected policy results with the allocation of resources.

AFW2 countries officials benefited from lectures on best practice from public investment management (PIM) experts and shared knowledge/tools on implementation successes and challenges during a 5-day joint virtual peer learning interregional workshop on PIM reforms that included AFE and AFS. Through survey by organizers, participants endorsed the idea of establishing a regional network of PIM practitioners for the 3 AFRITACs.

Implementation challenges experienced in the first half of FY 2021

General challenges in the delivery of TA included: (i) travel restrictions due to the COVID-19 pandemic, which halted in-country CD missions; (ii) preoccupation by authorities with managing COVID-19 pandemic which delayed re-engagement on TA; (iii) postponement/suspension of planned activities to give way to urgent pandemic-related TA, resulting in revisions to the RBM log frame; (iv) funding and capacity limitations; (v) and bureaucratic delays.

Technical challenges included TA activities taking as long as two months to finalize owing to: (i) delays in mission approvals from authorities; (ii) constant IT connectivity challenges; (iii) delays in the sharing of critical reference documents for the mission; (vi) unavailability of counterparts who were invariably working from home; and the unsuitability of hands-on missions for virtual missions.

Country specific operational challenges included the technical staff being focused on emergency response measures being taken to safeguard lives, health and livelihoods and not available to receive TA in some cases.

Measures to address identified challenges in the next six months

In response to countries requests, AFW2 is placing emphasis on transparency and accountability measures. Emphasis has been put on fiscal transparency with CD being channeled to strengthening key PFM areas such as baseline budgeting for both revenue and expenditure; information for more realistic projections and policy decisions; efficient public investment management; use of cash forecasting tools for improved cash management and budget execution performance; and fiscal reporting and fiscal risk management. The Center is also emphasizing peer-based learning,

complimented with hands-on training to encourage knowledge-sharing, as well as buy-in for the RBM approach which offers a better chance of realizing results in PFM reform.

Other initiatives include, sharing “how to” and analytical tools, knowledge on good practice, and peer learning. Besides CD support missions, the Center in collaboration with FAD is making available dedicated virtual platforms. These comprise diagnostic tools, working papers, and guidelines to improve skills during the pandemic and for future emergencies. Some of the ongoing initiatives include access to Webinars and websites with information on COVID 19 Stress tests; SOE Health check; PPP Fiscal Risks Assessment Model (P-FRAM); PIM; and gender-responsive budgeting.

MONETARY OPERATIONS AND PAYMENT SYSTEMS (MONOPS)

Overall progress in the implementation of the FY 2021 Work program

CD implementation slowed owing to delays in recruiting a new Resident Advisor.

Despite challenges with the COVID-19 pandemic, including filling the vacancy for a Resident Advisor for MONOPS, one TA mission and a regional webinar were delivered. An ICD-led remote TA mission on developing a forecasting and policy analysis system (FPAS) at the Bank of Ghana was conducted in July, supported by STXs and a remote STX-led mission on improving monetary policy analysis and forecasting capabilities at the Central Bank of The Gambia (CBG) was conducted in May. After recruitment of Advisor, two additional remote TA missions were scheduled for November and five more TA missions already agreed with authorities to be delivered in Liberia, Nigeria, Sierra Leone during H2.

Key Achievements in the first half of FY 2021

Strengthening forecasting and monetary analysis capacity was the focus of CD support in MONOPS. In the Gambia, the mission improved the analytical and forecasting capabilities

and the quality of staff evidence-based advice on monetary policy at the CBG by building on previous interventions. This mission delivered CD, software infrastructure, and capacity building in the area such as (i) establishment of a Modeling and Forecasting Team (MFT); (ii) training in coding in MATLAB and IRIS (quantitative modeling software); (iii) coding and calibration of quarterly projection in MATLAB; (iv) preparation of forecast database; (v) assessment of initial economic conditions; and (vi) production of baseline forecast. A workshop was also organized for economists at the Ministry of Finance and Economic Affairs in which the CBG staff and the STX introduced the quarterly projection model and the CBG's plans for its further development. The CBG's Economic Research Department has reached the point when they can begin to gradually utilize an in-house medium-term forecasting.

Implementation challenges experienced in the first half of FY 2021

The recruitment of an Advisor on Monetary Policy & FX Operations and Payment Systems was longer than expected, due to the disruption of the ongoing pandemic, leading to limited CD engagement in all member

countries. Challenges related to remote TA delivery remains to be assessed more comprehensively at the end of FY 2021.

Measures to address identified challenges in the next 6 months

With the recruitment of the regional advisor for Monetary Policy & FX Operations and Payment Systems August 1, 2020, CD will prioritize topics that are more suitable for remote TA delivery and the engagement of experts that have previous experience with TA delivery in the region. Engagement in this work area is expected to pick up in H2.

FINANCIAL SECTOR SUPERVISION AND REGULATION

Overall progress in the implementation of the FY 2020 Work program

Online regional workshops have proven an effective forum for sharing industry best practices and IMF recommendations with member supervisors.

This modality provided opportunities to deliberate on challenges of regulatory and supervisory importance. The coronavirus pandemic seriously interrupted in-country CD delivery. In normal times AFW2, would support at least two FSR regional workshops, but the pandemic certainly accelerated the need for increased reliance on this channel of CD delivery, as well as other central bank-specific remote missions. There were other impactful remote missions to Liberia, Nigeria and Sierra Leone.

Key Achievements in the first half of FY 2021

AFW2 Countries continued to make progress in building central bank supervisory functions, centering a risk-based approach (RBS).

In Liberia, RBS processes were strengthened by building a liquidity template to improve supervisory efforts in the area of liquidity monitoring for the banking sector, updating the risk-based supervision framework in line with regional and industry best practices, and review of the Financial Institution's Act. The Central Bank of Nigeria developed an integrated Code of

Corporate Governance for Banks, and an accompanying Assessment Guide, in accordance with the industry best practices and the National Code of Corporate Governance issued by the Financial Reporting Council of Nigeria. The Bank of Sierra Leone, with support from AFW2 and the IMF's Money and Capital Markets (MCM) department's Financial Sector Stability Review mission, conducted a diagnostic review of the state of the country's readiness to detect and mitigate financial sector challenges in a timely manner. The team is finalizing a CD roadmap to inform future missions. Additional remote assistance was provided on emergency liquidity assistance to the Bank of Ghana.

For Cabo Verde, The Gambia and Ghana, responses to the AFW2 survey

on measures taken to mitigate the impact of the coronavirus pandemic were timely and will inform CD engagements going into H2.

Implementation challenges experienced in the first half of FY 2021

A major constraint of remote CD delivery is the lack of steady electricity and internet connectivity.

Key participants may not be able to meet the regularly scheduled training/interviews because of difficulty in access. It is usually difficult to reach the critical mass required for an effective training exercise since some

supervisors may not have access to computers at home, and when they do, the cost of access is high and borne by the staff.

Remote missions may be mostly suitable for policy work,

not hands-on training that is deemed more beneficial to the member countries. Remote training may lack synergy with the introduction of a new STX lacking familiarity with the region, while the search for seasoned STXs delays CD delivery. Given the skeletal operations at some central banks during the pandemic, other pressing work demands are competing with and delaying CD delivery. Deficit budgets stemming from the financial response to the coronavirus may hamper implementation of TA recommendations going forward.

Measures to address identified challenges in the next six months

Most of these challenges require an increased level of flexibility on the part of AFW2. Consequently, remote missions that may normally take two weeks to complete are being extended to two months to accommodate key participants. Additionally, meeting sessions are limited to two-hours to improve concentration and minimize boredom. Also, FSR is focusing on remote missions in policy areas partly because they offer concrete deliverables and measurable results.

REAL SECTOR STATISTICS

Overall progress in the implementation of the FY 2021 Work program

During the first half of FY 2021, the real sector statistics work continued to support member countries to strengthen the compilation and dissemination of the national accounts and price statistics, as well as develop new macroeconomic indicators. In this framework, limited CD engagement via online meeting platforms were provided to AFW2 member countries to discuss on and respond to their needs as well as providing assistance on the compilation of statistics during these challenging times. Overall, 7 missions, one AFW2 regional workshop and three other webinars have been remotely delivered to all AFW2 countries, in collaboration with DFID in its second EDDI program (EDDI2), other AFRITAC centers and IMF Statistics Department.

Key Achievements in the first half of FY 2021

Work in statistics highlighted progress made in the compilation of national accounts and price statistics. A remote missions assisted the National Institute of Statistics of Cabo Verde (INECV) in the compilation of the new benchmark year (2015) of its National Accounts, in line with the

System of National Accounts 2008 (2008 SNA) and using the ERETES software. The INECV has finalized the pre-reconciliation stage of the supply and use table (SUT) by the end of August 2020. Ghana Statistical Service (GSS) has been supported with the updating and expanding the producer price index (PPI). In addition, AFW2 assisted the GSS in addressing GDP continuity issues related to the COVID-19 crisis in the compilation of quarterly GDP/Q2 and progressing with the SUT.

CD interventions also assisted Liberia, Nigeria and Sierra Leone.

Remote technical assistance assisted the Liberia Institute of Statistics and Geo-Information Services (LISGIS) with the compilation of gross domestic product (GDP), in line with the 2008 SNA. In addition, extensive training was provided to the new national accounts staff. Despite the challenges related to COVID-19, the LISGIS is progressing well with the GDP rebasing and the results are expected to be released in 2021. The National Census of Commerce, Industry and Businesses (NCCIB) in Nigeria has commenced and completed in December 2020. The Sierra Leone Statistics (Stats SL) was assisted with the rebasing of the annual national accounts

ensuring international best practices are applied. Progress was made on the Annual Economic Survey of Establishments (AESE) data processing and the preparation of the results.

Policy makers require timely information on changes in economic activity. The ongoing COVID-19 pandemic has created the need for a more frequent indicator of economic growth for Gambia. The Gambia Bureau of Statistics (GBoS) was assisted in developing high frequency indicators and has started the work to develop quarterly GDP estimates. Also, training on the quarterly national accounts methodology was provided to enhance staff capacity and understanding of the Quarterly National Accounts (QNA) concepts and techniques.

CD on prices was delivered to Ghana and Nigeria. The Ghana Statistical Service (GSS) has made very good progress and the new PPI is expected to be released in the beginning of 2021. A remote mission assisted the National Bureau of Statistics (NBS) with updating the Nigerian consumer price index (CPI) weights and provided advice on areas for improvement. Preliminary weights for the updated CPI have been compiled.

Implementation challenges experienced in the first half of FY 2021

Conducting remote missions is becoming a new normality for building capacity of member countries. However, this mode of delivery has its own set of challenges that require more flexibility and extension of missions duration to meet the needs and limitations of member countries. The COVID-19 pandemic has affected the fieldwork and funding of several economic surveys, which are key data sources for rebasing the national

accounts and price indices for Nigeria and Gambia. This may require a review of current rebasing work programs for the countries.

There are also staff-related issues (changes of staff, understaffing and/or staff overload with other assignments, i.e. data collection, new staff that need to be trained), inadequate resources, and IT infrastructure required for a statistical office to function efficiently and effectively.

Measures to address identified challenges in the next six months

To address these risks, we are prioritizing and drafting the TA program based on the member countries' emerging needs. Capacity for national accounts and prices statistics will continue to be developed in the statistical offices, while increasing coordination with other development partners to create synergies and fill the gaps on TA delivery in the statistics domain.

REGIONAL INTEGRATION AND WORKSHOPS

AFRITAC West 2 /IMF/MCM Webinar on Central Bank Support to Financial Markets in the Coronavirus Pandemic (COVID-19).

The aims of the webinar were to (i) provide information on central banks' interventions globally, with focus on intervention objectives by AFR central banks—particularly interventions by AFW2 member central banks—and reinforce the IMF's recommendations when designing a market support program during COVID-19; and (ii) create a forum for AFW2 central banks to share their experience regarding central bank support to financial markets during COVID-19 pandemic. The webinar was well attended by 32 central bankers from six central banks, including two Deputy Governors (Central Bank of Nigeria, Bank of Sierra Leone) and WAMI.

The sharing of experiences in a peer-to-peer setting proved to be effective. The presentation by the IMF's MCM on global experience regarding central bank support for financial markets and IMF's guidelines (particularly regarding which markets to support and how to design a market support program) was highly appreciated by participants. In addition, the individual central bank experiences



Dr. Carlos Furtado,
Administrator/Deputy Governor Banco de Cabo Verde

presented by Central Bank of Nigeria and Bank of Ghana provided valuable peer-to-peer learning for AFW2 central banks.

Regional Webinars on Cybersecurity Risk of Remote Work in the Pandemic, September 10

During the reporting period, AFW2 and MCM jointly sponsored two regional webinars on **Central Banks Response to the Pandemic and Cybersecurity of Remote Work.**

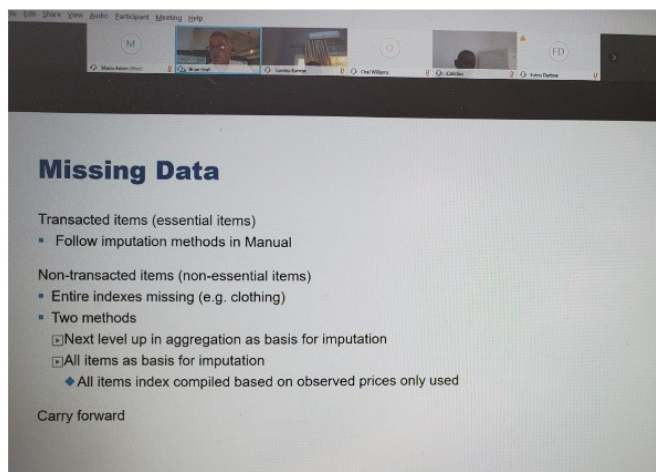
The webinar was well-attended and facilitated the sharing of IMF policy recommendations, international and regional good practices, as well as the results of a solo AFW2 survey to

understand the measures taken by member central banks in support of the financial system stability during the pandemic. The webinar was also beneficial in identifying the changing needs of central bank supervisory bodies in member countries and adjusting the FY 2021 workplan accordingly. The Administrator/Deputy Governor of Banco de Cabo Verde, The Bank of Ghana and the CBN shared its experiences and challenges.

Regional Webinars for COVID-19 CPI Business Continuity (with EDDI2), August 7

The one-day webinar strengthened participants' knowledge on CPI continuity amidst COVID-19 related challenges. Four of the six AFW2 National Statistics Offices participated in the webinar.

In addition, three other webinars for real sector statistics were remotely delivered to Portuguese-speaking countries in sub-Saharan Africa in collaboration with DFID in its second EDDI program (EDDI2), other AFRITAC centers and IMF Statistics Department.



BOX 1. COORDINATION WITH DEVELOPMENT PARTNERS AND REGIONAL INSTITUTIONS

AFW2 values coordination among member countries, development partners and regional institutions as a critical means of widening the reach of capacity development and achieving desired objectives for economic and financial stability. AFW2 leveraged opportunities in H1 to combine expertise and resources in administering CD, especially at the regional level.

TAX:

AFW2 coordinated with DFID, GIZ, European Union and the French International Cooperation agency in Ghana in developing a Development Partners CD matrix. We also coordinated with DFID and the World Bank on updates on Integrated Tax Administrations System (ITAS) and reforms implementation in Sierra Leone and Nigeria, USAID in Liberia, and Africa Tax Administrators Forum (ATAF).

CUSTOMS:

We have worked with the World Bank, World Customs Organization, USAID, DFID/FCDO, GIZ and the ECOWAS Commission to share information on our approach, including the tools we have developed, with a view to developing some national and regional standards .

PFM:

PFM team held discussions with DFID team on the RBM performance for phase 1. Other discussions were held with the World Bank team on the CD to the Gambia on SOE oversight; donor partners in Sierra Leone relating to the issues in operation of the COVID-19 Fund and with the GIZ on the CD support to Ghana. A joint FAD M1/ AFW2/Member countries Webinar was held on the fiscal measures taken by the countries in response to the pandemic. Other remote Webinars were held with the Ministry of Finance (MoF) in Ghana on the review of the Ghana PFM Reform Strategy; AFR/UN Women on Gender Equality; a presentation by Hon. Minister for Finance, Nigeria on the Mid-year Budget and numerous HQ-led sessions on topical issues in PFM.

BANKING SUPERVISION AND REGULATION:

AFW2 coordinated with the World Bank on a potential Financial System Stability work in Ghana and with the incoming World Bank country team for Liberia on financial sector challenges and TA delivery approaches to minimize duplication of effort. Additionally, the West African Monetary Institute participated in the AFW2/MCM-sponsored regional

webinars on financial sector, and its views are taken into consideration in designing our technical assistance. A proposed technical assistance cooperation with the West African Institute for Financial and Economic Management did not materialize given the coronavirus interruptions.

REAL SECTOR STATISTICS:

AFW2 in close coordination with the DFID-EDDI2 project is supporting the update of CPI weights, including the review of compilation and imputation methods of prices (Nigeria and Sierra Leone). In addition, webinars on Prices and National Accounts were jointly conducted. The center, through the regional statistics advisor, also coordinated with the World Bank support to Sierra Leone and Liberia to leverage synergies in filling gaps in economic statistics.

OUTREACH AND OTHER KEY DEVELOPMENTS



Mr. Gani K. Gerguri,
MONOPS Regional Advisor, AFW2

There were staffing changes and several outreach activities that had implications for CD delivery, raising awareness about the fund's CD mandate and strengthening coordination among donor partners and regional bodies.

The center welcomed Mr. Gani Gerguri to AFW2 in August 2020 as a Regional Advisor in Monetary Policy and Foreign Exchange Operations, and Payment Systems.

Mr. Gerguri began his central banker career in 1984 as an Analyst for monetary analysis with the National Bank of Kosovo. He later joined the Central Bank of Kosovo where he worked for over 14 years, initially as a Director of Research and Statistics, then Chief Operations Officer, Deputy Governor for Central Bank Operations and at the end as a Governor. In the last six years he served as IMF Resident Advisor on modernizing monetary and financial stability frameworks to the Central Bank of Suriname and the Bank of Sierra Leone.

The AFW2 team hosted peer learning sessions in May and June covering discussions on results based management (RBM), macrofiscal, macrofinancial spillovers and spillbacks and revenue mobilization narratives in the time of COVID-19. It served as a means to preserve team cohesion, as remote work continued, and facilitated knowledge exchange.

Maintaining communication links between capacity development departments, member-country beneficiary institutions, development partners, and key stakeholders remains a priority for AFW2. Several online meetings and webinars, using various platforms, support this effort. To support comprehensive review of the FY 2021 workplan in light of the pandemic, meetings to reconcile CD with surveillance were completed among AFW2 and The IMF's African Department's country teams.



Dr. Maxwell Opoku-Afari

First Deputy Governor
Central Bank of Ghana

"The biggest challenge we have in containing the COVID-19 crisis is to maintain a careful balance between zero tolerance for losing life and securing the structural pillars and conditions for supporting the living."

Excerpt from presentation delivered by Dr. Maxwell Opoku-Afari, First Deputy Governor of the Central Bank of Ghana, during the IMF Partner's Session held on July 27, 2020.

Source: IMF Capacity Development
(twitter.com/imfcapdev)

WebEx meetings further supported outreach to development partners, such as the Bank of England in May. A discussion on AFW2 results and achievements was hosted in June, followed by an IMF Partner session held in July discussed strategies to help beneficiary countries move from crises to recovery, featuring accounts from country authorities. AFW2 participated actively with a contribution from Center Director, Oral H. Williams.

Finally, a virtual townhall, "Greater than the Sum of its Parts - Integrating Surveillance, Lending, and CD to Support Better Policies and Outcomes", headed by

IMF Managing Director, Kristalina Georgieva, was held in October.

The AFW2 Center Director served as a panelist. Discussions during the townhall highlighted the importance of integrating CD more closely with surveillance and lending to better leverage synergies and serve members more strategically and effectively. Key issues highlighted included the importance of country team in sustaining engagement in spite of COVID-19 restrictions, benefits of bridging the gap between CD, lending and surveillance and the need to proactively engage Development Partners to ensure efficient CD delivery.



SECTION IV

PRIORITIES FOR
FY 2021 H2

A

TAX, CUSTOMS

TAX

Revenue mobilization remains a top priority for all countries, especially as country responses to COVID-19 have implications for fiscal policy and debt sustainability within the region. Compliance management, auditing of specialized sectors and the use of third party data will feature extensively in TA to AFW2 countries.

Cabo Verde: Support DNRE to strengthen compliance risk management and effective use of third-party data.

Gambia, The: Help GRA to build capacity to audit pay TV and online entertainment and courier services; build and maintain integrity of taxpayer ledger and tax account; and improve capacity to audit the telecommunication sector.

Ghana: Assist the GRA to enhance compliance risk management and effective use of third-party data; strengthen excise duties management capacity; and improve capacity to audit specialized sector (such as financial or telecommunication sectors).

Liberia: Help LRA to strengthen excise duties management capacity.

Nigeria: Assist FIRS to improve Tax Gap analysis and forecasting capacity; enhance capacity to audit the telecommunication sector, data matching and effective use of third-party data; and support FAD (HQ) led Tax and Customs administration mission.

Sierra Leone: Support NRA to strengthen compliance risk management and effective use of third-party data; improve capacity to audit telecommunication sector; and build an efficient and effective domestic excise duties management capacity.

CUSTOMS

Work in customs administration for all AFW2 countries will focus on strengthening core customs processes and governance. Remote missions will continue the development of country specific logframes, action plans and the identification of future specific needs.

PUBLIC FINANCE MANAGEMENT

PFM CD will focus on supporting the implementation of (i) recommended reform measures and (ii) assisting countries to implement COVID-19 expenditure and recovery measures:

Cabo Verde: The planned TA support for H2 include supporting implementation of accrual IPSAS. An attachment with the accounts and treasury departments of Brazil is planned to provide opportunity for peer learning and experience sharing for achieving the transition, provided travel restrictions are eased. AFW2 support for improving asset and liability management is planned to aid in enhanced cash and debt coordination. Other support will include the operationalization of the public investment management system to boost the recovery measures and improve budget control and execution; and review of the fiscal risk reporting framework for SOEs to strengthen the management of emergent fiscal risks in light of the COVID 19 measures.

Gambia, The: To advance asset and liability management, the center will support the ongoing efforts for comprehensive implementation of a TSA. Towards achieving improved coverage and quality of fiscal reporting, CD support is planned to be provided to the Internal audit directorate, on risk based internal auditing techniques.

Ghana: The H2 work plan for Ghana include a TA mission for improved fiscal reporting through assessment

of the gaps and aiding in the ongoing transition to accrual based IPSAS. The objective of improved asset and liability management will also be advanced in FY 2021 H2 through TA support on cash and debt management coordination. Additional support will be on training Ministries, Departments and Agencies, and Metropolitan, Municipal and District Assemblies in identifying and managing fiscal risks arising from SOEs in light of the COVID 19 measures.

Liberia: The Center will provide support in improved asset and liability management. The CD will focus on comprehensive implementation of TSA, by addressing issues and challenges inhibiting anticipated pace of progress and consolidation of government accounts for better treasury management in the COVID-19 context. A mission to support the authorities develop a framework for costing the Medium-Term Expenditure Framework to improve comprehensive, credible and policy-based budget preparation; and training in public investment management that is designed to boost the recovery measures and strengthen budget control and execution are pending agreement with authorities on the mode of delivery owing to the prevailing travel restrictions.

Nigeria: The H2 work plan will include enhancing asset and liability management through the implementation of cash forecasting tool in the Federal Government of Nigeria. Also, activities

planned to be delivered during H2 will provide support related to (i) gender-responsive budgeting and targeted budgetary allocations to the vulnerable; (ii) the development of reporting templates for monitoring SOE Budget performance and the training on fiscal risks related to PPPs to strengthen the management of fiscal risks related to COVID 19 measures; and (iii) the development of a budget classification aligned with GFS 2014 to improve allocative efficiency. A TA mission for improved asset and liability management is also planned to be undertaken in the Kaduna State, providing follow up support in the comprehensive implementation of TSA and enhanced cash management.

Sierra Leone: The AFW2 assistance in H2 will be directed towards enhanced fiscal reporting, specifically the implementation of cash based IPSAS. TA is planned to support the development of the Budget Baseline and a framework for costing the budget and training on the macro-forecasting model (SLIMM) in the overall objective of comprehensive, credible and policy-based budget preparation. Further training will be provided on fiscal risks arising from SOEs and PPPs to strengthen fiscal risks management.

Regional activities will comprise workshops on cash forecasting and management and gender-responsive budgeting.



MONETARY POLICY AND FX OPERATIONS AND PAYMENT SYSTEMS

Following the recruitment of a new regional advisor for MONOPS, engagement in this area is expected to pick up in H2. CD will include

needs identified by member countries for the updated FY 2021 workplan and through ongoing engagement with country authorities. Missions will focus on continuing to build capacity in monitoring, analysis and forecasting capacity in all central banks, as well FX policy and liquidity management. A needs assessment is scheduled to assess CD priorities and develop an action plan for FY 2022.

Cabo Verde: No activities planned; however, engagement will continue to ensure that country needs are adequately addressed in H2.

Gambia, The: Remote assistance will focus on developing a medium-term forecasting and improving monetary policy analysis at the Central Bank of The Gambia, scheduled for November 2020. A follow-up remote TA mission will be delivered in February 2021.

Ghana: The review of Ghana's real-time gross settlement system against international standards is a priority for FY 2021 H2. Additionally, a remote TA mission on upgrading liquidity monitoring and forecasting framework at the Bank of Ghana is to be delivered in the first quarter of 2021.

Liberia: AFW2 will deliver remote TA missions on upgrading the liquidity monitoring and forecasting framework and upgrading FX policy and strategy of the Central Bank of Liberia to be delivered in the first quarter of 2021.

Nigeria: Remote TA will aim to improve monetary policy analysis and forecasting capabilities at the Central Bank of Nigeria, to be delivered in the first quarter of 2021.

Sierra Leone: A remote TA mission on improving monetary policy analysis and forecasting capabilities at the Bank of Sierra Leone has been agreed and will be delivered during November-December 2020¹.

¹ Delivered at time of publishing.

BANKING SUPERVISION AND REGULATION

Efforts will be intensified to increase engagement in H2, mitigating challenges associated with remote work, and effectively providing CD support in financial sector supervision.

Cabo Verde: Increase engagement through an upcoming regional workshop on cybersecurity supervision and conduct a scoping visit to assess TA needs in supervision and regulation.

Gambia, The: Follow-up mission to reinforce progress with two AFW2 missions in 2019 and operationalize a newly developed RBS Framework for Financial Institutions.

Ghana: Follow-up missions on strengthening Risk-Based Licensing processes, the implementations of Basel II/III, and the RBS integration processes.

Liberia: Follow-up mission on operationalizing a newly developed RBS framework, and assist with developing a policy guide for the designation of domestic systemically important banks.

Nigeria: Follow-up mission on onsite implementation of cybersecurity policy for commercial banks and Basel III implementation.

Sierra Leone: Develop a conceptual framework for the implementation of Basel II/III Capital Framework.

Regional: Collaborate with Nigeria to lead a regional effort to develop a model framework for the regulation and supervision of systemically important domestic institutions. AFW2 will sponsor and oversee this project while the West African Monetary Institute, along with the other central banks, will participate as members.

REAL SECTOR STATISTICS

CD will continue to strengthen the capacity of AFW2 countries to compile quality and timely statistical data needs. Further CD will be provided on compilation of national accounts and price statistics, developing methods and identifying data and assisting with the production and dissemination of metadata.

Cabo Verde: to continue the rebasing of the annual national accounts by implementing the System of National Accounts 2008

Gambia, The: to develop the QNA

Ghana: to develop quarterly national accounts by the expenditure approach and rebase and expand the PPI.

Liberia: to continue the rebasing of the annual national accounts and the improvement of the CPI

Nigeria: to continue the development of the rebasing of the national accounts, develop the PPI and update the CPI in line with international best practices.

Sierra Leone: to provide support for the rebasing of GDP and further development of price statistics, including updating the CPI

INFORMATIONAL ANNEXES

ANNEX 1. AFW2 FY 2021 BUDGET AND FINANCIAL TABLE

TABLE 1. INTERNATIONAL MONETARY FUND, PHASE-2: FY 2020–FY 2024, MULTILATERAL-REGIONAL CENTERS: PROGRESS REPORT.

AS OF OCTOBER 31, 2020 (IN U.S. DOLLARS).

Project	Phase Summary			FY2021		
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)
Public Financial Management	12,216,771	10,951,057	1,922,886	1,761,368	311,155	18%
Customs Administration	6,658,123	6,019,211	1,271,650	912,824	201,362	22%
Tax Administration	6,578,667	5,962,388	1,165,705	1,015,062	191,407	19%
Banking Supervision and Regulation	3,956,073	3,706,481	843,911	684,771	146,690	21%
Monetary Policy Operations	3,857,500	3,496,308	558,197	556,235	42,133	8%
Real Sector Statistics	4,010,828	3,797,743	764,158	773,522	135,926	18%
Anti-Money Laundering	184,687	168,042	-	48,952	-	-
Financial and Fiscal Law	184,683	204,652	36,614	40,085	-	-
Admin Project	3,238,532	3,289,632	1,050,141	701,019	300,293	43%
Customized Training	494,586	454,127	70,562	96,057	17,666	18%
Training project	766,060	626,605	14,483	158,398	-	-
Governance and Evaluation (including RBM advisor/backstopping)	517,650	209,619	1,365	52,064	-	-
Strategic Budget Reserve	853,297	703,297	-	175,824	-	-
Sub Total	43,517,457	39,589,161	7,699,675	6,976,181	1,346,631	19%
Trust Fund Management	3,046,222	2,771,241	538,977	488,333	94,264	
Total	46,563,679	42,360,403	8,238,652	7,464,514	1,440,895	19%
IMF Expenses	2,360,000	2,360,000	548,730	472,000	9,436	2%
Total	48,923,679	44,720,403	8,787,382	7,936,514	1,450,331	18%

Source: Capacity Development Information Management System (CDIMS).

ANNEX 2. COMPLETED TECHNICAL ASSISTANCE REPORTS¹ IN FY 2021

Title of Report	Country	Date Sent to Authorities
REVENUE ADMINISTRATION (TAX)		
Follow-up Mission to Strengthen NRA Capacity to Audit the Telecom Sector	Sierra Leone	8/4/2020
Strengthen GRA Capacity to Manage Compliance in the Hospitality Sector	Gambia	9/9/2020
PUBLIC FINANCIAL MANAGEMENT		
Budget Classification for 2021 and Beyond	Cabo Verde	5/2/2020
Review of Draft Guideline Documents for Public Private Partnership (PPP)	Nigeria	6/25/2020
Support to the Ministry of Finance to Draft the Program Based Budgeting Manual	Ghana	9/25/2020
Supporting Cash Management in Covid-19 Context	Sierra Leone	9/29/2020
Review the SoE Consolidated Report Identification of Gap(s) and Recommendations for Improvements	Liberia	10/28/2020
BANKING SUPERVISION AND REGULATION		
Code of Corporate Governance and Assessment Guide for Banks	Nigeria	10/7/2020
Strengthening Banking Sector Liquidity Monitoring	Liberia	10/16/2020
REAL SECTOR STATISTICS		
National Accounts (Remote)	Liberia	5/6/2020
National Accounts (Remote)	Sierra Leone	5/12/2020
National Accounts (Remote)	Nigeria	6/3/2020
Consumer Price Index (Remote)	Ghana	6/11/2020
National Accounts (Remote)	Sierra Leone	7/10/2020
National Accounts (Remote)	Ghana	8/5/2020

Source: AFRITAC West II CD data, October 31, 2019.

1/ Includes Technical Memos/Reports and Aide Memoires uploaded to the IMF extranet site and accessible by country authorities and donor partners.

ANNEX 3. WORK PLAN EXECUTION IN H1 FY 2021 (TA MISSIONS, WORKSHOPS AND ATTACHMENTS)

Beneficiary Country	Activity Title	AFW2 LTXs	STX or HQ Staff	Start Date	End Date	Activity Type
BANKING SUPERVISION						
AFRITAC West 2	Virtual TA(COVID): AFW2-MCM Regional Webinar on Cybersecurity Risk of Remote Work during the Pandemic	Ukwuoma Vitus C.		10-Sep-20	10-Sep-20	Regional Workshop
Liberia	AW2: REMOTE TA (COVID): Strengthening RBS Process	Ukwuoma Vitus C.		17-Aug-20	28-Aug-20	TA Mission
Liberia	AW2: REMOTE TA (COVID): Strengthening RBS Process	Ukwuoma Vitus C.	Tower Ian Thomas (STX)	17-Aug-20	28-Aug-20	TA Mission
Nigeria	AW2: REMOTE TA (COVID) Corporate Governance and Assessment Guide	Ukwuoma Vitus C.	Elizabeth Low Geraldine (STX)	11-May-20	20-May-20	TA Mission
AFRITAC West 2	Virtual TA (COVID): AW2-MCM Regional Webinar on Banking Regulation and Supervision	Ukwuoma Vitus C.		18-Jun-20	18-Jun-20	Regional Workshop
Liberia	AW2: Virtual TA (COVID): Strengthening Banking Sector Liquidity Monitoring	Ukwuoma Vitus C.		29-Jun-20	3-Jul-20	TA mission
CUSTOMS ADMINISTRATION						
Cabo Verde	COVID-19-AW2 : Support for implementation of core customs functions in relation to border and inland	Smith David Martin		14-Sep-20	18-Sep-20	TA Mission
Gambia, The	AW2 : Support for implementation of the Risk Management Strategy & Action Plan[WFH]		Bines Gordon Henri (STX)	17-Aug-20	1-Sep-20	TA Mission
Gambia, The	AW2 :REMOTE TA(COVID) Support for the development of Customs Import Procedures[WFH]		Bines Gordon Henri (STX)	14-Sep-20	30-Sep-20	TA Mission
Ghana	AW2: Support for implementation of customs post clearance controls[WFH]	Smith David Martin	Hughman Thomas Shipston (STX)	6-Jul-20	22-Jul-20	TA Mission
Ghana	AW2: REMOTE TA(COVID):Support for implementation of the Risk Management Strategy & Action Plan [WFH]		Hughman Thomas Shipston (STX)	14-Sep-20	28-Sep-20	TA Mission
Liberia	AW2: Support for implementation of the Risk Management Strategy & Action Plan[WFH]		Bruce Nolan Lea (STX)	3-Aug-20	19-Aug-20	TA Mission
Liberia	AW2 : REMOTE TA (COVID): Support for the development of Customs Import Procedures[WFH]		Bruce Nolan Lea (STX)	14-Sep-20	30-Sep-20	TA Mission
Nigeria	COVID-19-AW2 : Support for implementation of the Risk Management Strategy & Action Plan[WFH]		Penfold Jacqueline Ann (STX)	13-Jul-20	4-Aug-20	TA Mission
Nigeria	AW2 : REMOTE TA (COVID) Support for the development of Customs Import Procedures[WFH]		Penfold Jacqueline Ann (STX)	14-Sep-20	30-Sep-20	TA Mission
Sierra Leone	AW2 : Support for the development of Customs Import Procedures[WFH]		Argyle Andrew Thomas (STX)	14-Sep-20	27-Sep-20	TA Mission
MONETARY OPERATIONS AND PAYMENT SYSTEMS						
Ghana	Model-Based Monetary Policy Analysis and Forecasting		Nalban Valeriu (STX); Mkhattrishvili Shalva (STX)	6-Jul-20	17-Jul-20	TA Mission
AFRITAC West 2	AW2: Online Roundtable Discussion on Central Bank Support to Financial Markets During the COVID-19		Gerguri Gani Kamber (STX)	1-Oct-20	1-Oct-20	Regional Workshop
Gambia, The	AW2: REMOTE TA (COVID) Improving Monetary Policy Analysis and Liquidity Forecasting and Management		Fukac Martin (STX)	8-May-20	24-May-20	TA Mission

Beneficiary Country	Activity Title	AFW2 LTXs	STX or HQ Staff	Start Date	End Date	Activity Type
PUBLIC FINANCE MANAGEMENT						
AFRITAC West 2	AFW2 Webinar of [non TIMS CD engage]		Hida Sybi (HQ)	17-May-20	17-May-20	Regional Workshop
Cabo Verde	AW2: REMOTE TA Establishing operational Risk Management matrix and database of Internal Controls		Cavanagh Joseph Barry (STX)	5-Oct-20	19-Oct-20	TA Mission
Gambia, The	AW2 : REMOTE TA (COVID): Addressing Issues in the Fiscal and Financial Reporting[WFH]	Jha Naresh	Tufan Ilyas (STX)	15-Oct-20	28-Oct-20	TA Mission
Ghana	COVID-19-AW2: Support to the Ministry of Finance to Draft a Manual for Program Based Budgeting [WFH]	Khasiani Bonventure K.	Steger Gerhard (STX)	3-Aug-20	22-Aug-20	TA Mission
Liberia	COVID-19-AW2 : Review the SOE Consolidated Report [Remote]		Bartlett Wayne Brian (STX)	1-Sep-20	22-Sep-20	TA Mission
Liberia	AW2: REMOTE TA(COVID) Enhancing Fiscal Reporting		Bartlett Wayne Brian (STX)	19-Oct-20	2-Nov-20	TA Mission
Sierra Leone	AW2 : Supporting Cash Management in COVID-19 Context [WFH]	Jha Naresh	Williams Michael (STX)	6-Jul-20	20-Jul-20	TA Mission
REAL SECTOR STATISTICS						
AFRITAC West 2	(Remote Train) AW2: Training (Regional): COVID-19 CPI Business Continuity (with EDDI2)	Pepaj Elirjeta	Graf Brian E. (HQ)	7-Aug-20	7-Aug-20	Regional Workshop
Cabo Verde	(Remote TA) AW2: National Accounts		Madeleine Schiltz Marie Theres (STX)	10-Aug-20	21-Aug-20	TA Mission
Gambia, The	(Remote TA) AW2: National Accounts	Pepaj Elirjeta		5-Oct-20	16-Oct-20	TA Mission
Ghana	(Remote TA) AW2: Producer Price Index		Brian Graf E. (HQ)	3-Aug-20	7-Aug-20	TA Mission
Ghana	(Remote TA) AW2: National Accounts (COVID-19)	Pepaj Elirjeta		24-Aug-20	4-Sep-20	TA Mission
Liberia	(Remote TA) AW2: National Account	Pepaj Elirjeta		10-Aug-20	21-Aug-20	TA Mission
Nigeria	(Remote TA) AW2: Price statistics - Rebasing of Price index numbers	Pepaj Elirjeta	Walter Lane (STX)	17-Aug-20	28-Aug-20	TA Mission
Sierra Leone	(Remote TA) AW2: National Accounts	Pepaj Elirjeta		21-Sep-20	2-Oct-20	TA Mission
TAX ADMINISTRATION						
Cabo Verde	AW2: Remote (COVID-19) : Support DNRE Implement SAF-T System		Pires Jose (STX)	7-Sep-20	23-Sep-20	TA Mission
Cabo Verde	COVID-19-AW2 : Support DNRE Implement its Performance Management System		Souza Marcelo De Melo (STX); Ribeiro Junior Francisco (STX)	29-Oct-20	4-Nov-20	TA Mission
Gambia, The	COVID-19-AW2 : Strengthen GRA Capacity to Audit Pay TV and Online Entertainment Courier (WFH)	Gaperi Henry Kanyesiime	Mwogeza Christopher Joseph Mus (STX); Chege Andrew G (STX)	7-Jul-20	23-Jul-20	TA Mission
Gambia, The	COVID-19-AW2 : Support Gambia (GRA) to Strengthen Tax Arrears Management and Enforcement [WFH]	Gaperi Henry Kanyesiime		15-Oct-20	31-Oct-20	TA Mission
Sierra Leone	COVID-19-AW2:Follow-up mission to Strengthen NRA capacity to audit the telecommunication sector[WFH]		Chege Andrew G (STX); Mwogeza Christopher Joseph Muss(STX)	19-May-20	3-Jun-20	TA Mission

Source: AFRITAC West II CD data, October 1, 2019.



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