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HIGHLIGHTS

Economic prospects for the sub-Saharan African (SSA) region remain clouded by a series of adverse global shocks. The protracted COVID-19 pandemic, the war in Ukraine, a cost-of-living crisis, and tightening financial conditions are weighing heavily on SSA’s outlook. The AFS region has been impacted seriously by these multiple shocks, leaving policymakers with limited policy buffers for maneuver. AFS countries are facing severe macroeconomic headwinds in terms of slowing economic growth, high inflation, and increasing debt vulnerabilities. Since the onset of the COVID-19 pandemic, a number of AFS members have agreed an IMF-supported program to address economic vulnerabilities and to restore macroeconomic stability. Comoros and Mozambique are at high risk of debt distress, whereas Zambia and Zimbabwe are in debt distress, exacerbated by the strengthening US dollar. The gloomier global economic outlook, reflected in poor outcomes of high frequency indicators, suggest elevated uncertainty and risks of further growth downgrades. Spillovers to the AFS region could further delay recovery. In addition to



macroeconomic imbalances, the majority of AFS members remain highly exposed to climate risks, including scarce resources for adaptation and with limited capacity to withstand climate shocks.

The IMF’s RCDCs in SSA, in collaboration with the IMF’s African Department and Capacity Development (CD) Departments, continued to support member countries to tackle macroeconomic challenges and to expedite policy responses. Through the quarter ending October 2022, CD delivery by AFS remained robust covering a wide range of topics, including climate, cybersecurity, and digital money –some delivered in collaboration with the Africa Training Institute and other AFRITACs. This bulletin highlights the CD activities delivered through the quarter, lists the reports submitted to authorities, and indicates the CD plan for the next quarter. The bulletin also provides information on CD to AFS members through the COVID-19 Crisis Capacity Development Initiative (CCCDI) and the Thematic AML/CFT Fund.

Collaboration with the Southern Africa Development Community (SADC) Economic Reviews Workshop

Mr. Sukhwinder Singh, AFS and ATI Director, ATI economists Ms. Charline Ramspacher and Mr. Vimal Thakoor, and Mr. Max Alier, IMF’s resident representative in South Africa, supported an Economic Review Workshop of the SADC held in South Africa. The workshop focused on the peer-review monitoring and surveillance of the SADC Macroeconomic Convergence program which reviews progress by member states towards the achievement of agreed macroeconomic convergence targets, including on strengthening the financial sector and identifying risks to economic outlook as well as deriving mitigating policy actions. This time around, the peer-reviewing involved



Madagascar (reviewed by Mauritius), Lesotho (reviewed by Tanzania), and Malawi (reviewed by South Africa).

EXECUTION OF THE FY23 CD PLAN



Customs Administration By Philip Wood

Angola: A mission strengthened the capacity of General Tax Administration (AGT) to effectively implement and manage their reform and modernization program, and to institutionalize a strategic management framework. This mission was part of a series of support to AGT on developing and implementing a new strategic plan.

Comoros: Two missions supported the customs senior management team to:

- identify key barriers to change and to develop a range of technical and organizational solutions designed to overcome challenges,
- agree on a revised workplan for the provision of CD support (jointly with the HQ-led project funded by the Government of Japan),
- review existing selectivity criteria and risk profiles via a workshop with key stakeholders, and
- review the production of monthly management reports from the customs processing system (ASYCUDA).

Eswatini: A mission assisted the authorities to draft trader schemes of control and an excise guidance manual. The mission also assisted in the preparation of procedures for the reconciliation of data submitted by excise-registered businesses.

Lesotho: AFS missions helped the Revenue Services Lesotho to review the latest version of the draft excise bill and regulations and to draft a procedure manual along with standard operating procedures for the implementation of an excise control framework. AFS experts also delivered a series of excise workshops to internal stakeholders, assisted with the implementation of the proposed Authorized Economic Operators Program, and facilitated a meeting with representatives from the various border agencies to agree on the establishment of an inter-agency working group for enhanced border agency cooperation.

Madagascar: A mission, jointly with IMF's Legal Department, supported Malagasy Customs to draft new regulations and revise sections of the customs code.

Namibia: Two missions assisted the Namibia Revenue Agency (NamRA):

- with the design and implementation of a monitoring and evaluation framework to support the implementation of its strategic plan,
- to develop an annual business plan and a series of operational unit plans and key performance indicators for FY24,
- to establish a central performance management unit.

Seychelles: AFS supported the Seychelles Revenue Commission to complete the project for the automation of clearance procedures at the main international airport. The mission reviewed and validated all the entry processing and examination unit processes and procedures. A survey model and evaluation process for the roll out of automated procedures at the major seaport was established. The mission also prepared and agreed a model for the drafting and agreement of standard operating procedures.

Zambia: AFS assisted the Zambia Revenue Authority with the implementation of the previously agreed national intelligence strategy.



Zimbabwe: AFS assisted the Zimbabwe Revenue Authority with the implementation of a national Coordinated Border Management Strategy.



Tax Administration By Raphael Kamoto

Botswana: A CD mission on developing a pilot Compliance Improvement Plan for the Large Taxpayers Unit assisted in developing and implementing risk management strategies to increase compliance from the most significant taxpayer segment.

Madagascar: A mission aimed at strengthening the capacity of tax administration by providing advice on controlling excise tax revenues, both with and without digital marking systems.

Madagascar: AFS supported the authorities in implementing a taxpayer strategy. The mission reviewed progress made in implementing the strategy, identified challenges, and made recommendations for an effective strategy implementation.

Namibia: A mission assessed the status of domestic taxes functions, specifically the existing AS-IS business processes for registration, filing, and payment. The mission developed TO-BE processes which assisted authorities to streamline their operations to ensure a larger proportion of taxpayers meet their tax obligations.

Namibia: AFS supported authorities to enhance staff capacity in audit and verification programs to improve taxpayer compliance and accuracy of reporting. The mission helped develop practical skills to ensure that audit and other verification programs are more effective and ensure accuracy of reporting.

Zimbabwe: AFS provided support to authorities in implementing a new Tax and Revenue Management System. The mission assisted authorities to determine and plan migration preparatory tasks.

CCCDI-Funded Tax Administration Projects By Yves De Santis

Comoros: To support the authorities on restructuring and strengthening of tax administration a mission (i) proposed a series of concrete revenue mobilization measures, (ii) helped the authorities to draft a new organizational chart, including a new and modern large and medium taxpayers' office, and (iii) proposed a toolkit to improve the tax administration governance framework.



Madagascar: The CCCDI also funded a mission on the pre-assessment phase of the upcoming Tax Administration Diagnostic Assessment Tool.



Public Financial Management (PFM) By Moulay El Omari and Trish Chiinze

Madagascar: A remote mission supported the authorities in strengthening capacity to identify, quantify, and manage fiscal risks from state owned enterprises (SOEs), through training the staff on the use of SOE-Health Check Tool developed by IMF's Fiscal Affairs Department (FAD). The mission also shared with participants best practices for managing fiscal risks.



Mozambique: AFS delivered a remote mission to support the authorities in strengthening cash-management institutional framework. The mission assisted the authorities to establish the cash-management Unit and to improve cash-flow forecasting.

Zambia: AFS trained Ministry of Finance staff on the SOE Health Check Tool and the Discrete Guarantees and Loan Assessment Tool. This was part of the initiative to strengthen Ministry's financial oversight on SOEs and fiscal risk management by improving capacity to assess fiscal risks emanating from SOEs and quantifying fiscal risks from issuing guarantees or on-lending to SOEs.

Zimbabwe: AFS provided remote support to the Accountant General's Department on enhancing cash management practices. The mission reviewed the organizational arrangements and processes for cash management, including for cash flow forecasting and management of the government's bank accounts.

Regional: A workshop on Long-term Fiscal Sustainability and Climate Change Related Fiscal Risks, delivered in collaboration with FAD, Africa Training Institute, and AFRITAC East (AFE), trained 32 officials from the region on the preparation of long-term macro-fiscal scenarios under different climate change profiles. The workshop trained participants on preparing long-term macro-fiscal baselines, and to adjust them to account for internationally accepted climate change temperature profiles. The training helped officials from macro-fiscal and fiscal risk units to understand how to

- (i) prepare a macroeconomic assessment of the impact of rising temperatures, drawing on a new methodology developed by FAD, which incorporates a link between rising temperatures and GDP growth combined with a long-term fiscal projection model,
- (ii) estimate the cost of more frequent and severe natural disasters, using FAD's natural disaster fiscal stress test tool, and
- (ii) Identify specific fiscal risks, related to contractual commitments or specific exposures from SOEs, PPPs, and existing infrastructure.



Real Sector Statistics By Donna Grcman and Elka Atanasova



Angola: AFS assisted in improving compilation and dissemination of annual national accounts estimates (ANA) and the quarterly national accounts (QNA).

Botswana: A mission assisted Statistics Botswana with the strategic planning for the next rebase of the national accounts.

Comoros: A CD provided technical support to the National Institute of Statistics and Economic and Demographic Studies (INSEED) in improving the quality of the Consumer Price Index (CPI).

Comoros: AFS assisted the INSEED in improving the use of data sources to compile annual GDP estimates with a focus on preparing the preliminary 2021 estimates for GDP.

Eswatini: A mission assisted the Eswatini Central Statistics Office (CSO) in improving the compilation and dissemination of GDP estimates and rebasing the national accounts.

Eswatini: AFS also assisted the CSO to identify requirements for a new computer system for compiling the CPI and Producer Price Index (PPI) based on international best practice.

Lesotho: A mission assisted the Bureau of Statistics with the compilation of the 2021 ANA as well as review the Quarter 2 2022 national accounts estimates.

Madagascar: A mission assisted in elaborating process tables for 2007 as a benchmark year based on the more direct information used for GDP compilation. A review of the rebasing project was also performed.

Mauritius: A mission reviewed the alignment of the Residential Property Price Index.

Seychelles: AFS assisted authorities to backcast the rebased ANA and QNA estimates. These will be disseminated in December 2022.

Zambia: A mission assisted the Zambia Statistics Agency with the development and dissemination of a producer price index.

Zimbabwe: AFS conducted a mission with the Zimbabwe National Statistical Agency to review the 2019, 2020 and 2021 ANA estimates and develop a method to backcast the GDP.

Banking Regulation and Supervision

By Benjamin Stefanou



Eswatini: A remote mission assisted the Central Bank of Eswatini to undertake a review of the current Corporate Governance Regulatory Framework against international standards.

Madagascar: AFS assisted the Commission for the Supervision of Banks and Finance of Madagascar with the drafting new capital regulations, in line with Basel II and III standards and framing of enhanced liquidity regulations, with a focus on Basel III liquidity standards –Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR).

Mauritius: In response to a request from the Bank of Mauritius and in continuation of the AFS/MCM Cyber Risk Regulation and Supervision Capacity Development Initiative for Mauritius (Cyber CD Initiative - BOM), a mission provided guidance in building the capacity of supervisors to undertake effective assessment of cybersecurity risks in supervised banks.

Namibia: In support of the ongoing off-site supervision reform, AFS assisted the Bank of Namibia with hands-on review and feedback of recently completed enhanced quarterly risk reports and Internal Capital Adequacy Assessment Process (ICAAP) assessments. The mission also provided assistance to further enhance the use of early warning indicators.

Seychelles: An in-person mission to the Central Bank of Seychelles provided assistance on capacity to undertake effective supervisory assessment of banks' ICAAP submissions as part of its Pillar 2 framework. The mission included follow-up practical training on undertaking assessments, as well as developing an example internal ICAAP assessment procedure. The mission also commenced discussion on how to effectively implement new risk-based supervision (RBS) framework.

Zambia: AFS assisted the Bank of Zambia to commence the development and implementation of an enhanced regulatory framework for liquidity risk, with a focus on the Basel III LCR and (NSFR. The support involved training and the development of an LCR and NSFR impact survey.

Regional Webinar: As part of the Regional Regulatory Reform Initiative, AFS organized a High-Level Webinar and a detailed workshop on strengthening corporate governance regulation for the banking sector. The webinar and virtual workshop had distinct focus. The webinar provided an overview of AFS's regional initiative on corporate governance and an update on the recent developments on international standards/practices and discussed compliance with Basel Core Principles for Effective Banking Supervision. Three countries (including Nigeria, from other RTAC) shared their experiences in implementing governance-related standards. The workshop provided training on corporate governance regulatory frameworks to mid-to-senior level supervisors. Member countries are expected to submit the results of self-assessment of their implementation of corporate governance standards, which will be used for further CD.

Feedback from Participants



The seminar was quite relevant to the Bank of Namibia. As the supervisory and regulatory authority of banking institutions, the Bank of Namibia has the responsibility to ensure that its regulatory framework is relevant in the current regulatory environment. Good corporate governance influences the success of banking institutions and therefore, the Bank of Namibia took the seminar with seriousness it deserves.

The seminar came at an opportune time as it provided the Bank of Namibia with an opportunity to assess itself and reflect how it is faring in the implementation of corporate governance principles for banks. The topics covered will assist us to enhance some of the provisions in our regulatory framework which are not in full compliance with the corporate governance principles for banks. The workshop provided us with a learning opportunity to improve our supervisory approaches to ensure that our banking institutions adhere to good corporate governance.

**Mr. Elifas Kamati, Deputy Director
Policy and Regulations, Bank of Namibia**

The seminar was very insightful and very relevant to our institution. Topical matters were discussed and the sharing from Mr. Ravi Mohan, Mr Sreekumar and the various attendees from the various regions helped to unpack the various Corporate Governance tools at our disposals in a practical way. The interactive way in which the course was coordinated helped promote robust dialogue amongst attendees. The topics have been covered very concisely in the course, enabling me to easily refer to relevant sections on assessing my banks compliance with sound corporate governance principles. I am currently on a workstream of Well Governed Institutes, and I am able to easily share the learnings with my colleagues and also lead the conversations amongst them, to consider application amongst their institutes as well.



**Mr. Manoj Heera, Manager Bank Supervision
South African Reserve Bank, South Africa**



The seminar was most relevant to us as, like other regulators around the world, sound governance of banks is a high priority for the Bank of Mauritius. The seminar has indeed been very beneficial to our participants, providing us valuable insights on international standards and best practice on good governance. The case studies discussed highlighted the role of supervisors for ensuring good governance practices of regulatees. All the topics covered provided us with valuable insights of the good governance practices that should be adopted by banks as well as the importance of the oversight role of the board of directors. Undoubtedly, this will be our focus of future examination of banks. The seminar also served as a springboard for networking opportunities amongst supervisors and enabled us to share our country experiences in enhancing corporate governance practices in our jurisdiction.

**Mr. Leckraz Ramful, Senior Analyst
Bank of Mauritius, Mauritius**

Thematic AML/CFT Funded CD in the AFS Region

By Rebecca Obare

Botswana: CD project continued to support the BoB and Botswana Non-Bank Financial Institutions Regulatory Authority (NBFIRA) with the development and implementation of a sound and effective risk-based approach to AML/CFT supervision. As a result of the assistance provided, the BoB and NBFIRA developed offsite supervisory tools for financial institutions (FIs). The project is in the process of calibrating the supervisory tools to assist BoB and NBFIRA to analyze more reasonable and complete results to develop ML/TF risk ratings for FIs.

Regional: IMF staff participated in the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) plenary and working group meetings held in August/September 2022. The main items for discussion at the plenary were:

- (i) the AML/CFT mutual evaluation report of Namibia and Kenya,
- (ii) the risks, trends, and methods in the region with a focus on progress of a Tool Kit for Risk Assessment of Legal Persons and Arrangements, the Counter-Terrorist Financing Operational Plan, and the typologies report on Illicit Dealings in Gold, Diamond, Rubies, and associated ML in the ESAAMLG Region;
- (iii) TA provided to the region and the outstanding needs; and
- (iv) participation in the 5th PPSD, which focused on virtual assets and implementation of the revised Financial Action Task Force standards in the region.

The mission made a presentation on IMF's work in this area and participated in the panel discussion.



Financial Market Infrastructure and Fintech

By Anrich Daseman



Regional Webinar: AFS organized a hybrid seminar on Digital Money, Balancing Innovation and Regulation for a New Frontier jointly with AFE, AFRITAC West 2 (AFW2), South African Reserve Bank, and IMF's Monetary and Capital Markets (MCM) and Legal Departments. The seminar targeted mid-senior level officials of central banks and supervisory agencies involved in financial sector legislation and regulation, supervision, payment system oversight, and monetary policy. The sessions included potential implications for the adoption of digital money and framework for overseeing and supervising digital money. It also provided a forum for inter and intra-regional exchange on key issues and concepts, guided by legal, policy, and technical experts conversant with international best practices and standards. The payments landscape has evolved in conjunction with the rapid growth in technology, enabling non-bank payment service providers the ability to facilitate digital payment instruments. Many countries are expediting research on the feasibility of issuing a retail central bank digital currency (CBDC), while some are exploring the use of wholesale CBDCs to improve efficiencies in large value payments. These advances in digital money support the development of an informed and internationally aligned approach to mitigate the potential risk of the increased adoption of digital payment mechanisms.

Botswana: To assist the Bank of Botswana (BoB) and related regulatory authorities to enhance the safety and efficiency of financial market infrastructures in Botswana an AFS mission reviewed the draft Oversight Guidelines for payment system participants.

Botswana: Officials from the Non-Bank Financial Institutions Regulatory Authority of Botswana were trained on conducting effective supervision and oversight of the Central Securities Depository.

Madagascar: AFS provided TA on the review of compliance of the Real Time Gross Settlement System (RTGS) with the Principles for Financial Market Infrastructures (PFMIs). The mission provided practical guidance to evaluate the key considerations and requirements for the respective principles as it relates to the RTGS. The central bank intends to further strengthen the National Payment System Department's capacity for effective oversight and supervision of payment systems.



Monetary Policy Operations

By Marin Molosag

Comoros: AFS assisted the central bank in conducting its first monetary policy operation. The mission also provided capacity building in liquidity monitoring and forecasting framework. Central bank's staff was also trained in topics related to monetary policy operations.

TA REPORTS ISSUED

The table below shows TA reports transmitted to authorities during the quarter. The reports are available to member countries and donor representatives through IMF's Partners Connect portal. For more information, please contact Mr. Doorgesh Chundunsing (DChundunsing@imf.org).

Country	TA Report
Comoros	Regulatory Framework – Basel II and III Review
Madagascar	Gestion de projets
Namibia	Business Continuity and Disaster Recovery Planning (Phase III)
Zambia	Monetary Policy Implementation and Market Development
Angola	Relatório da missão de contas nacionais
Zambia	Report on the Producer Price Index Mission
Madagascar	Le Renforcement de l'administration de la TVA
Comoros	Report of mission on price statistics
Seychelles	Customs procedures
Comoros	Renforcement de la fonction d'évaluation en douane et projet d'instruction-cadre sur les contrôles douaniers

Country	TA Report
Lesotho	Excise
Eswatini	Report on the National Accounts Mission
Madagascar	Excise Duty-Pros and Cons of Digital Marking Systems
Zimbabwe	Strengthening Tax Debt Management Capacity
South Africa	Scoping mission to enhance the Transfer Pricing Capacity of the South African Revenue Service (SARS)
Seychelles	Compliance Improvement Planning and Risk Management
Namibia	Enhancing Audit and Verification Programs
Botswana	Botswana LTU Compliance Improvement Plan
Angola	Supervisory Review Process Implementation
Zimbabwe	Risk Based Supervision- Offsite Analysis
Namibia	Mid-Term Review of Organizational Strategy
Seychelles	Report on the National Accounts Mission
Comoros	Rapport sur les comptes Nationaux
Namibia	Report on the National Accounts Mission
Mauritius	Report on Property Price Statistics Capacity Development Mission
Seychelles	Report on the update of the Producer Price Index

PLLANED CD ACTIVITIES: November 2022— January 2023

Country	CD Activity
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Customs Administration

Regional	Business Continuity, Disaster Recovery, and Emergency Planning
Comoros	Excise Legislation
Comoros	Legislation
Madagascar	Exemptions/Suspensions (jointly with JSA-Japan)
Madagascar	CD Review and Planning for AFS Phase III
Namibia	Customs Procedures (Phase 1)
Namibia	Risk Management and Training & Development (Phase I)
Zimbabwe	Customs Valuation

Tax Administration

Comoros	Reform Structure
Comoros	Compliance Risk Management
Eswatini	Tax Administration Progress Review
Eswatini	Development of Practice Notes
Lesotho	Tax Debt Management
Seychelles	Tax Debt Management
South Africa	Transfer Pricing
Zimbabwe	Strategy Implementation

Public Financial Management

Regional	Fiscal Risk Management for Sovereign Guarantees
Comoros	Budget Preparation and Execution Manual
Comoros	Training on Cashflow Forecasting Tool
Comoros	Fiscal Risk Management (jointly with FAD)
Lesotho	Strengthening Macro-Fiscal Frameworks
Madagascar	Commitment Plans for Social Sector (jointly with FAD)
Madagascar	Accrual-Based Accounting
Mauritius	Orientation Program for New Recruits
Mozambique	Cash Management
Seychelles	Integrated Financial Management Information System (IFMIS)
Zimbabwe	Strengthening Macro-Fiscal Frameworks

Country	CD Activity
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Real Sector Statistics

Regional	Workshop Analytical Skills for National Accountants
Botswana	Updating and Development of Producer Price Index (PPI)
Comoros	Improvement of National Accounts
Comoros	Update of Consumer Price Index (CPI)
Eswatini	Review PPI and CPI Calculation System
Mozambique	Review Quarterly GDP (Data Sources and Methods)
Seychelles	Updating and Development of PPI
South Africa	Development of Residential Property Price Index

Banking Supervision and Regulation

Eswatini	Governance Regulatory Reform
Lesotho	Risk-based Supervision Framework Enhancement
Mozambique	On-site Examination - Cybersecurity (first)
Namibia	Cyber Risk Supervision - Onsite Examination Guidance (first)
Zambia	Cyber Risk Supervision - Onsite Examination Guidance (first)
Zimbabwe	Cyber Risk Supervision Onsite Examination Guidance (first)

Financial Market Infrastructure and Payments

Angola	Diagnostic Mission for FMI and Fintech
Lesotho	Oversight Training Payment Service Providers
Mozambique	Drafting of National Payment System Law
Namibia	Fintech Oversight and Regulation

Monetary Policy Operations

Regional	Modernization of Monetary Policy Operations and Financial Market Development (jointly with AFE/AFW/AFW2)
Comoros	Emergency Liquidity Assistance and Collateral Framework
Comoros	Monetary Policy Instruments and Operations
Eswatini	Emergency Liquidity Assistance
Madagascar	Forecasting and Policy Analysis Systems
Madagascar	Monetary Policy Implementation, FX Market and Market Development
Namibia	Emergency Liquidity Assistance
Zambia	Foreign Exchange Interventions

ICD-led Courses

Regional	Central Bank Digital Currencies (CBDC)
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CCCDI-Funded Debt Management Projects in AFS Region

Regional	Managing International Sovereign Bond Portfolios in Adverse Market Conditions
Zimbabwe	Validation and reconciliation of public external debt database

CCCDI Funded Tax Administration Projects in AFS Region

Comoros	Tax Administration Governance Framework Toolkit
Madagascar	Value Added Tax

Thematic AML/CFT Funded CD Projects in AFS Region

Regional	AML/CFT Legal, Regulatory and Supervisory Framework for Virtual Assets (VAs) and Virtual Asset Service Providers (VASPs)
Namibia	Assessing the Strengths and Weaknesses of the AML/CFT Regime

STAFF ANNOUNCEMENT

AFS has the pleasure to welcome two new resident advisors to support the Center's CD work in the areas of public financial management and debt management.

Mr. Tivinton Makuve joined in October 2022 as advisor in public debt management to serve the AFS and AFE regions. Mr. Makuve is from Zimbabwe with over 10 years' experience in sovereign debt management as both practitioner and advisor. From 2014 to 2022, he worked at the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), responsible for planning and coordinating the implementation of CD program aimed at enhancing sovereign debt and asset management practices of 14 member countries. His main areas of focus included debt transparency, strategy formulation, debt sustainability analysis, bond markets, and reserves management. Prior to this role, he worked for the Reserve Bank of Zimbabwe. Mr. Tivinton holds a Masters' Degree in Economics from the University of Zimbabwe and is an Accredited Fellow (in sovereign debt management) of the MEFMI Institute.



Mr. Amitabh Tripathi joined AFS in November 2022 as resident advisor in PFM. He has over 25 years of international experience working with national governments and multilateral organizations. He has worked in different capacities in the Ministry of Finance covering multiple PFM workstreams, including budget preparation, execution, financial reporting, and internal audit. He was also a resident advisor at AFRITAC East supporting member countries in developing PFM reform strategies, legal frameworks, treasury and cash management, financial reporting, and fiscal risk management. As PFM advisor in the Ministry of Finance, Liberia, he provided TA and delivered financial management capacity building programs.

Other NEWS

AFS Mid-Year Steering Committee (SC) Meeting

The Center's mid-year SC meeting is scheduled for December 8, 2022. The meeting will be held virtually and will be chaired by Comoros.

