



IMF REGIONAL TECHNICAL ASSISTANCE CENTER FOR WEST AFRICA

ANNUAL REPORT

Fiscal Year 2025

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Introduction

The 35th meeting of the Africa Regional Technical Assistance Center (AFRITAC) West Steering Committee, chaired by His Excellency Mr. Sid Ahmed Ould Bouh, Minister of Economy and Finance of the Islamic Republic of Mauritania, was held in Nouakchott on June 25 and 26, 2025.

This report looks back at the key messages and results achieved during fiscal year 2025, which marks the start of Phase V of the Center (2024–2029).



Group photo during the opening ceremony of the 35th meeting of the AFRITAC West Steering Committee (Nouakchott, June 2025)

PARTNERS



European Union



France



China



Luxembourg



Netherlands



European Investment Bank



Switzerland



Norway



Belgium



Germany

MEMBERS



Benin



Burkina Faso



Côte d'Ivoire



Guinea



Guinea-Bissau



Mali



Mauritania



Niger



Senegal



Togo

ABBREVIATIONS AND ACRONYMS

ABA	Accrual basis accounting	ISORA	International Survey on Revenue Administration
AFD	Agence Française de Développement (French Development Agency)	MCM	IMF Monetary and Capital Markets Department
AFW	AFRITAC West	MTDS	Medium-term debt strategy
AFRITAC	IMF Regional Technical Assistance Center for Africa	MTRS	Medium-term revenue strategy
AFW	AFRITAC West	OBS	Opening balance sheet
AML/CFT	Combating money laundering and the financing of terrorism	ONS	National Statistics Office
ANSADE	National Agency for Statistics and Demographic and Economic Analysis	OTR	Togolese Revenue Office
ATAF	African Tax Administration Forum	PAP	Annual performance projects
BCEAO	Central Bank of West African States	PCE	Government chart of accounts
BCRG	Central Bank of the Republic of Guinea	PED	Government expenditure commitment plans
BOAD	West African Development Bank	PEFA	PFM performance assessment methodology
CA	Commitment authorizations	PFM	Public financial management
CD	Capacity development	PIMA	Public investment management assessment
DGB	Directorate General of Budget	PPAT	Multiyear technical assistance program
DGBF	Directorate General of Budget and Finance	PPP	Public-private partnership
DGCI	Directorate General of Contributions and Taxes	PTE	Government treasury plans
DGD	Directorate General of Customs	QAM	Quasi-accounting models
DGDP	Directorate General of Public Debt	QNA	Quarterly national accounts
DGI	Directorate General of Taxes	RA	Resident Advisor
DGID	Directorate General of Taxes and Property Administration	RBM	Results-based management
DGPEE	Directorate General of Economic Forecasting and Research	SNA	System of National Accounts
DGT/DGTCP	Directorate General of Treasury and Public Accounting	SSA	Sub-Saharan Africa
DIS	Directorate of Information Technology and Statistics	SGCUBU	General Secretariat of the WAMU Banking Commission
DLR	Directorate of Legislation and Regulation	STA	Single Treasury Account
DNB	National Budget Directorate	SUT	Supply and use table
DNEEP	National Directorate of Economic Research and Forecasting	TADAT	Tax Administration Diagnostic Assessment Tool
DNP-APD	National Directorate of Debt and Official Development Assistance	TOFE	Government financial operations table
DNTCP	National Directorate of Treasury and Public Accounting	VAT	Value Added Tax
EU	European Union	WAEMU	West African Economic and Monetary Union
FAD	IMF Fiscal Affairs Department	WAMU	West African Monetary Union
FRAT	Fiscal Risk Assessment Tool	WSA	WAMU Securities Agency
FY	Fiscal year		
GDP	Gross domestic product		
GFS	Government finance statistics		
GFSM	<i>Government Finance Statistics Manual</i>		
IAC	Internal accounting control		
IBC	Internal budgetary control		
IFRS	International Financial Reporting Standards		
IMF	International Monetary Fund		
INS/INSTAT	National Statistics Institute		



SID'AHMED OULD BOUH

Minister of Economy and Finance of the Islamic Republic of Mauritania,
Chairman of the Steering Committee of AFRITAC West

Excerpt from Mr. Bouh's speech at the 2025 SC

"... AFRITAC West plays a crucial role in strengthening the institutional capacity of our countries, committed as they are to designing and implementing poverty reduction strategies, in order to move forward based on sound macroeconomic and financial policies.

... According to the technical assistance delivery catalogs, each member country has received an average of 10 technical assistance missions per year since the third phase, and several hundred of our managers are trained each year at regional seminars and peer study tours. The capacity-building actions undertaken by AFRITAC West undoubtedly contribute to the development of our countries, and there is abundant evidence of this.

... The Center's survival depends on this tripartite partnership between our technical and financial partners, the IMF and our member countries, which allows for the capacity-building of our executives and more results-oriented management of our administrations, thus ensuring better governance of our institutions.

... On that note, I wish every success to Mali, which will chair the Steering Committee for two years."



MOHAMED LEMINE DHEBY
Governor of the Central Bank of Mauritania (BCM)

Extract from Mr. Dheby's remarks with regard to the Center

"...The collaboration with AFRITAC West is continuing on various important subjects, including the implementation of IFRS accounting standards, the development of supervision on a consolidated basis in order to monitor the risks generated by the external growth of banks, particularly internationally, and the consideration of climate-related financial risks. In addition, the Center has worked on an ongoing basis to update the prudential regulations applicable to banks.

In this regard, the support of AFRITAC West has enabled the redefining of qualitative requirements in terms of bank governance in 2022, and of internal control and risk management in 2023. Very recently, specific provisions for information technology (IT) and cyber-risk were introduced at the end of 2024, in a context of increasing threat.

In doing so, the Center has, each time, accompanied the BCM through support and assistance and training for its executives, as well as communication actions for the banking community."



ORAL WILLIAMS
Director of AFRITAC West

Excerpt from Mr. Williams' speech at the 2025 OC

"...The fiscal year 2025, which marks the start of the 5th Phase of the Center, capitalizes on the lessons of the 4th Phase and the recommendations of the external evaluation. Overall, the Center's performance was satisfactory.

Nevertheless, there are still major challenges to be overcome, and I would like to address three in particular: (i) the need for the sustainable financing of our activities; (ii) better collaboration among stakeholders; and (iii) strengthening the evaluation of the impact of our actions.

The Center has undertaken to strengthen its logical framework around more targeted performance indicators, in order to measure, in a more detailed way, the impact of our actions.

I would like to express particular thanks to our technical and financial partners... with the recent inclusion of the Kingdom of Saudi Arabia. I would also like to reiterate the deep gratitude of the IMF to the Government of Japan, which has been supporting technical assistance activities in debt management for the benefit of our members since May 2020."

EXECUTIVE SUMMARY

Sub-Saharan Africa is facing a challenging global environment, characterized by rising borrowing costs, declining global demand and growing economic uncertainty. Although economic recovery is now under way, the challenges faced by the countries in the region remain significant.

Regional growth is estimated at **3.8% in 2025** and **4.2% in 2026**, held back by tight financial conditions and falling commodity prices. AFRITAC West (AFW) member countries are seeing growth that is above the regional average, but they continue to face high fiscal deficits and significant public debt.

Capacity-building remains essential to help decision-makers to address these challenges. The priorities of the International Monetary Fund (IMF) for technical assistance include financial management, debt, governance, statistics and banking supervision.

In fiscal year **2025**, the first year of **Phase V** of the program, AFW led numerous missions and training sessions, with concrete results:¹

- Evaluation of the revenue mobilization strategy in Senegal.
- Support for customs reform in Mauritania.
- Development of guides and strategies in the areas of public investment, taxation and debt management.

Cooperation with technical and financial partners has been strengthened, with field visits and regular exchanges. The Center has also continued to implement the main recommendations of the external evaluation of Phase IV.

Progress has been made in several areas:

- Tax governance in Burkina Faso.
- Modernization of the tax administration in Guinea-Bissau.
- Implementation of internal budgetary control in Côte d'Ivoire.

- Climate-sensitive budget tagging in Niger and Mauritania.
- Strengthening of banking supervision in Mauritania and Guinea.

The work program for **2026** includes:

- 175 technical missions.
- 19 seminars.
- 5 immersion courses.
- A budget of **US\$10 million**.

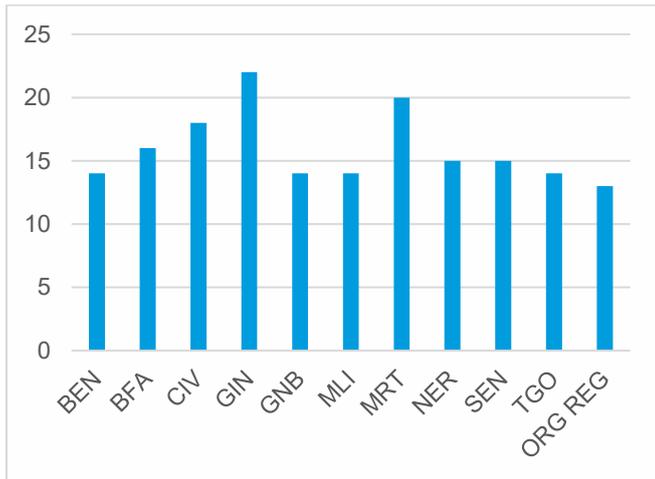
Priority areas include public financial management, debt, statistics, banking supervision and revenue administration

Graph 1. Distribution of FY 2026 TA missions by functional areas



¹ Phase V commenced in September 2024 owing to the extension of Phase IV through end-August.

Graph 2. Distribution of FY 2026 TA missions, by recipient



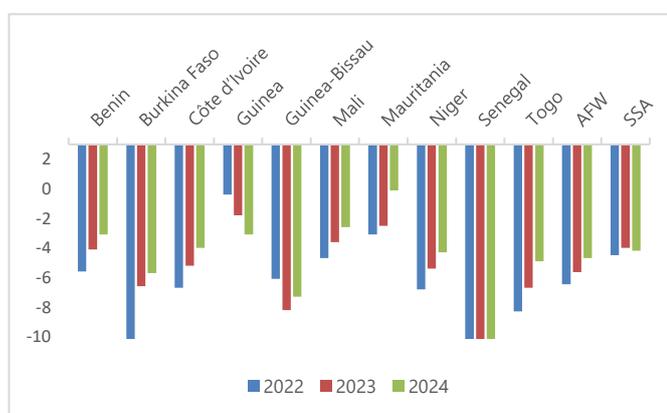
MAIN MACROECONOMIC AGGREGATES

Table 1. REAL GDP GROWTH RATE (in percent)

	2022	2023	2024
Benin	6.3	6.4	6.5
Burkina Faso	1.5	3	4.4
Cote d'Ivoire	6.4	6.5	6
Guinea	4	5.7	4.1
Guinea-Bissau	4.6	5.2	4.7
Mali	3.5	4.7	4.4
Mauritania	6.8	6.5	4.6
Niger	11.9	2.4	10.3
Senegal	4	4.3	6.7
Togo	5.8	5.6	5.3
AFW	5.5	5.0	5.7
SSA	4.1	3.6	4

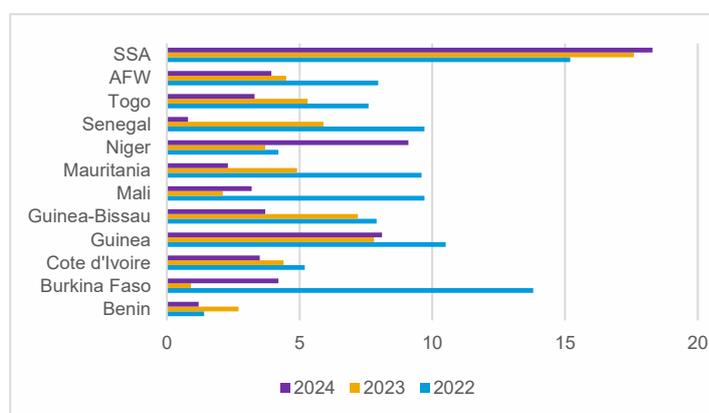
Source: IMF, Regional Economic Outlook database, April 2025.

Graph 3. CORE FISCAL BALANCE (percentage of GDP)



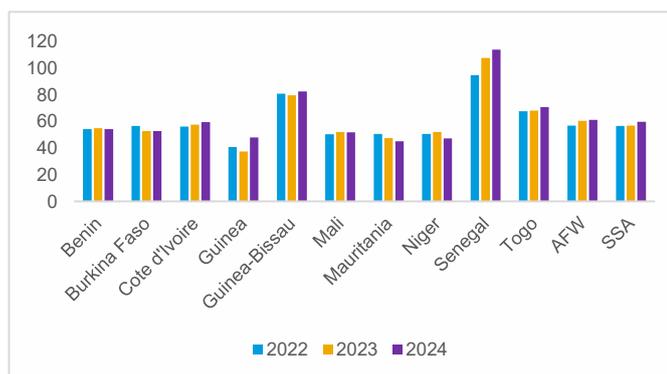
Source: AFW/IMF, Regional Economic Outlook database, April 2025

Graph 4. CHANGE IN PRICES FROM 2022 TO 2024 (percentage)



Source: AFW/IMF, Regional Economic Outlook database, April 2025

Graph 5. CHANGE IN GOVERNMENT DEBT (percentage of GDP)



Source: AFW/IMF, Regional Economic Outlook database, April 2025

KEY RESULTS OF THE PROGRAM FY25 (MAY 2024–APRIL 2025)

- **Activities carried out:**

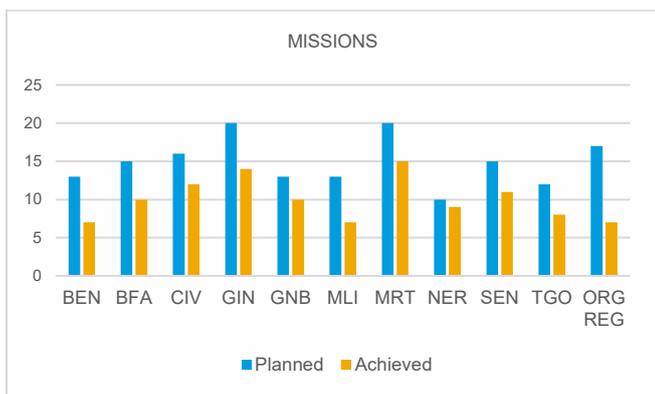
Of the 163 planned activities, 134 were carried out:

- 116 technical assistance missions
- 15 regional seminars
- 3 immersion courses
- Total cost: **US\$9 million**

- **Most-supported countries:**

Mauritania, Guinea, Côte d’Ivoire, and Senegal received the most interventions.

Graph 6. Execution of the FY 2025 work program (as at April 30, 2025)

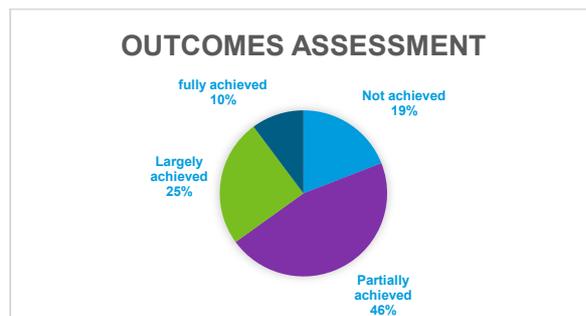


Source: AFW

- **Implementation rate:**

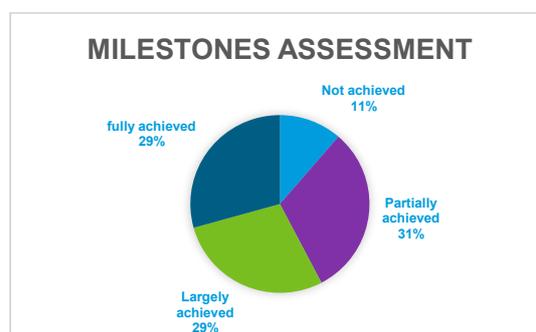
- 81% of the results were achieved
 - 89% of the milestones were achieved
- Despite security and political constraints in some countries, the majority of the objectives have been achieved.

Graph 7. Overall Performance of outcomes and Milestones, FY25



Source: AFW/IMF, CDMAP data

Graph 7. Overall performance in terms of outcomes and milestones, FY25



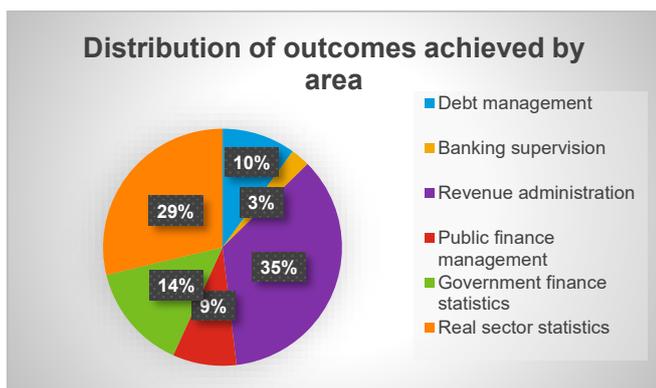
Source:

AFW/IMF, CDMAP data

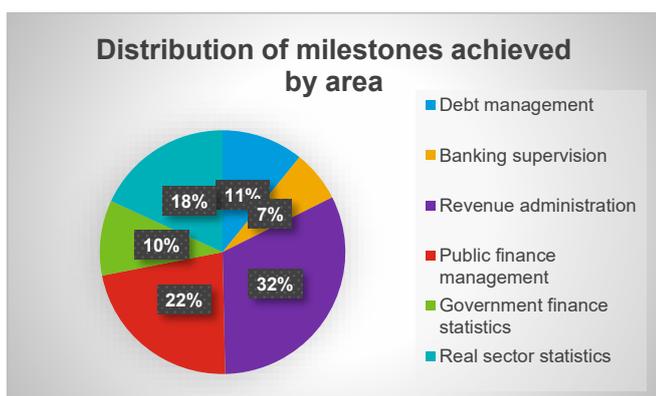
- **Most active areas:**

- **Revenue administration:** more than 50% of results and milestones
- **Banking supervision:** 84% of results achieved
- **Public expenditure management:** 56% of milestones achieved
- **Real sector statistics:** 52% of milestones achieved
- **Debt management:** 59% of milestones achieved

Graph 8. Distribution of outcomes and milestones achieved by area



Source: AFW/IMF, CDMAP data



Source: AFW/IMF, CDMAP data

CUSTOMS ADMINISTRATION

AFRITAC West (AFW) has carried out **19 activities** in the customs area, aimed at:

- Improving risk management and control selection;
- Enhancing control of the import tax base;
- Digitizing customs clearance procedures; and
- Strengthening the monitoring of exemptions.

Key moments:

- **Regional conference in Bamako:** The Resident Advisor (RA) presented the work of AFW and exchanged views with 21 customs administrations to strengthen cooperation.
- **Guinea-Bissau:**
 - Support for human resources reform as part of the 2024–2029 strategic plan.

- Training on customs clearance procedures.
- Implementation of an HR management system aligned with international standards.

- **Senegal:**

- Participation in the evaluation of the revenue mobilization strategy.
- Development of a customs data management strategy.
- Diagnosis of reform implementation capacities and preparation of a project management framework for the period 2026–2030.

- **Mauritania:**

- Evaluation of customs reforms and development of a 2025–2028 plan.
- Strengthening the partnership with the Directorate General of Customs (DGD).
- Revenue-driven, trade-based and security-driven modernization strategy.
- Establishment of a competency-based human resources (HR) framework.

- **Burkina Faso:**

- Mission on customs governance: audits, digitization, and the fight against corruption.
- HR support: tools and job descriptions aligned with the strategy.
- Other countries (Côte d'Ivoire, Guinea, Mali, Togo).

- Support for customs modernization: reforms, governance, HR, and the fight against fraud.
- Strategic plans and diagnostics to build capacity and compliance.



Working session with Burkina Faso Customs

TAX ADMINISTRATION

AFW conducted 20 technical assistance (TA) missions and two regional seminars to support member countries' tax administrations in connection with IMF programs. Interventions focused on improving the management of non-compliance risks and strengthening key functions. In Benin, support focused on risk analysis, the collection of tax arrears and the integrity of the taxpayer register, with concrete results **such as the creation of a healthy portfolio of outstanding receivables and the establishment of partnerships to make data more reliable.** In Burkina Faso, a diagnostic mission enabled the identification of weaknesses in the tax governance framework and corruption risks, paving the way for targeted reforms.

In Côte d'Ivoire, efforts focused on the evaluation of the strategic plan of the Directorate General of Taxes (DGI) and the establishment of a coordination platform between technical partners. In Guinea, the missions supported digital transformation, mining taxation and the clearance of arrears. In Guinea-Bissau, the introduction of VAT has been accompanied by training and actions to make the taxpayers' file more reliable. In Mali, support has focused on online registration and tax risk management for large companies. In Mauritania, several missions have made it possible to improve accounting procedures and modernize the organizational structure of the DGI. In Niger, the

interventions strengthened collaboration between the Tax and Customs authorities and introduced risk analysis into tax audits. In Senegal, a 2025–2029 reform project has been developed to support the revenue mobilization strategy. Finally, in Togo, a mission identified priority needs and prepare a new Tax Administration Diagnostic Assessment Tool (TADAT) assessment.



The Minister of the Budget receives the mission to discuss tax administration's priorities. *Guinea mission*

PUBLIC FINANCIAL MANAGEMENT

In 2025, AFW carried out several missions to strengthen public financial management in nine countries. Interventions focused on budget management, accounting, the State treasury, the Treasury Single Account (CUT), and gender-, climate- and environment-sensitive budget marking. Training was organized on government expenditure commitment plans (PEFA) evaluation, structuring public policies into budget programs, material accounting, and the use of digital tools such as JasperSoft Server to improve reporting. Road-maps, guides and benchmarks have been developed or validated to support reforms, particularly in Côte d'Ivoire, Benin, Burkina Faso, Senegal, Guinea, Guinea-Bissau, Niger, Togo and Mauritania.

MACRO-BUDGETARY ANALYSIS

The program of activities strengthened the integration of macroeconomic and fiscal forecasts, with a focus on tax risk management and improved forecasting tools. The resident advisor (RA) participated in several regional workshops (West African Economic and Monetary Union (WAEMU), West African Development Bank (BOAD), IMF) to share good practices, present analytical models such as STAMP, and discuss challenges related to debt, growth and climate change. These interventions have contributed to capacity-building and the economic resilience of member States.

The RA provided technical support in several countries to build capacity in macroeconomic forecasting and fiscal risk management. In Côte d'Ivoire, he supported the analysis of risks related to economic and climate shocks. In Guinea, he contributed to the study of the fiscal potential. In Mali, he supported the use of a renewed model for macroeconomic framing. In Mauritania, he evaluated the budget projection model. In Niger, he helped to update the Ayorou model. In Senegal, he integrated the oil and gas sector into the macro-fiscal model. In Togo, he built capacity on fiscal risks and the governance of State-owned enterprises. Finally, in Burkina Faso, he supported the calibration of IAP, the macroeconomic framing model, to improve fiscal projections.

In Senegal, Guinea, Benin, Burkina Faso and Mauritania, he supported the development of debt management strategies, strengthened capacity on sustainability and financing tools, and proposed institutional improvements. These interventions have made it possible to better structure management frameworks, improve transparency, and boost public financial markets.

In Benin, he helped to develop a procedures manual, trained officials on debt management strategy, and facilitated a professional attachment in Morocco. In Côte d'Ivoire and Guinea-Bissau, capacity-building training was provided on debt sustainability and data management. At the regional level, two seminars were organized: one on the regulatory framework for public debt in Central and West Africa, and the other on environmental, social, and governance (ESG) financing instruments, promoting the sharing of experiences and the improvement of practices.



Training workshop in Niger

DEBT MANAGEMENT AND FINANCIAL MARKET DEVELOPMENT

The RA supported governments in the prudent management of their public debt and the development of local government securities markets, including through training, technical missions, and strategic advice.



AFW-AFRITAC Central (AFC) Joint Seminar, Douala, July 2025



AFW-AFC Joint Seminar, Douala, July 2025

BANKING SUPERVISION

The RA has strengthened the capacity of central banks, particularly in Mauritania and Guinea, to improve banking supervision in accordance with Basel II/III standards. In Mauritania, several missions have enabled the development of control methodologies, the formalization of internal procedures, the introduction of supervision on a consolidated basis and IFRS 9. In Guinea, support focused on bank governance, the short-term implementation of the liquidity coverage ratio, and the strengthening of the prudential review process with early warning indicators. These actions aim to strengthen the financial stability and resilience of the banking sector.

Early Warning Indicators

Early warning indicators are essential to anticipate risks in the banking sector and to strengthen financial stability. They enable supervisors to quickly identify vulnerabilities, to prioritize responses, to prevent crises and to ensure compliance with regulatory standards. AFRITAC West has supported the banking jurisdictions within its scope in the development of early warning systems, based on the recommendations of the Basel Committee. This support has made it possible to identify relevant indicators, to calibrate intervention thresholds, and to formalize alert processing procedures.

At the regional level, the RA has strengthened the capacities of the General Secretariat of the West African Monetary Union (WAMU) Banking Commission (SGCBU) through training on the supervision of payment and electronic money institutions, early warning indicators, and IFRS 9. A seminar was also organized on the digitization of banking activities, highlighting the issues related to cyber-risks, supervision and operational resilience. These initiatives have made it possible to better equip supervisors in the face of changes in the financial sector.



Speech by the Director of AFW at the regional seminar (SGCBU)

GOVERNMENT FINANCE STATISTICS (GFS)

AFW supports member countries in the adoption of international standards for government finance statistics (GFSM 2014) and public debt (SDSP 2011). In 2025, 16 missions, two seminars and two professional attachments were carried out. Notable progress has been made in Burkina Faso, Côte d'Ivoire, Guinea, Senegal, Togo, Mauritania, Niger, and Guinea-Bissau, including in consolidating data for the general government, integrating State-owned enterprises, and improving the quality of debt statistics. Several countries have strengthened the coherence between stocks and flows, expanded institutional coverage, and integrated their data into the joint IMF/World Bank database. Peer learning programs and regional seminars have provided an opportunity to share good practices, including on the segmenting of public sector units and the concept of residency in macroeconomic statistics.



STA Seminar, Dakar, July 2025

REAL SECTOR STATISTICS

AFW supported its member countries in the implementation of the 2008 System of National Accounts and the change of base year, providing particular support to Benin, Côte d'Ivoire, Mali and Niger for the implementation of the quarterly national accounts. In 2025, nine technical assistance missions and two regional workshops improved the quality of the annual and quarterly accounts, strengthened the capacity of national statistical institutes and integrated new data. Progress has been made in several countries, including Guinea-Bissau, Mali, Senegal, Togo, Mauritania, Burkina Faso and Niger, with specific efforts on data reconciliation, time series analysis, compilation of financial transaction accounts and inter-institutional cooperation. At the regional level, the workshops strengthened skills in the compilation

of quarterly accounts and the improvement of annual accounts according to international standards



Working session during the regional seminar on seasonal correction in Dakar, from August 18 to 22, 2025.

FINANCIAL STATEMENTS

The budget for the fifth Phase of funding for the Center amounts to US\$49.4 million (Phase V, September 2024–April 2029).

Member countries will contribute US\$8 million, of which US\$3.5 million will be transferred from Phase IV, and the host country of Côte d'Ivoire will continue to kindly provide free premises for the Center's operations.

The IMF and our institutional partners will contribute the difference of US\$41.4 million, with the IMF contributing US\$7.3 million to finance local staff and at least one additional Resident Advisor.

At this stage, 44 percent of the budget has been financed, thanks in particular to the contributions of the European Union, France, China, Germany, the main partners in Phase IV, as well as Belgium, which has joined us for Phase V. Other Phase IV partners may withdraw or contribute later, while new donors, such as Denmark, Saudi Arabia or the United States, have expressed interest in contributing to the funding of the Center.

Expenses incurred during the fiscal year 2025, amount to US\$9.1 million, divided between US\$2.8 million for May–August 2024 (112 percent of the planned budget, last months of Phase IV) and US\$6.3 million for September 2024–April 2025 (79 percent of the planned budget, start of Phase V).

Status of financial contributions for Phase V (in USD as at April 30, 2025)

Member partners	Agreement Amendment				Amounts received	Contributions (USD)	
	Date signed	Currency	Amounts	Amounts in USD	Amounts in USD	Requested	Future contributions
Partners				21,492,589	17,848,026	-	3,638,514
Belgium	12/09/2021	EUR	1,000,000	1,134,816	1,070,017	-	-
China	12/21/2023	USD	4,000,000	4,000,000	4,000,000	-	-
			10,400,000				
EU	06/05/2024	USD	0	10,400,000	10,201,629	-	-
France	04/13/2024	EUR	4,600,000	4,896,765	1,509,120	-	3,638,514
Germany	12/22/2022	EUR	1,000,000	1,061,008	1,067,260	-	-
Total Partners				21,492,589	17,848,026	-	3,638,514
Internal transfers							
France				394,357	394,357	-	-

Total internal transfers	394,357	394,357	-	-
Host country in kind	600,000			
IMF	7,300,000			
Total IMF and host country	7,900,000			
Grand Total	29,786,946	18,242,383	-	3,638,514
Budget Document Program	57,300,000			
Balance	-27,513,054			

Cash flow details and budget implementation (in thousands of USD as of April 30, 2025)

Cumulative	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Contributions	33,338	4,135	1,124	5,048	1,391	372	45,409
Benin	305	-	-	192	-	-	496
Burkina Faso	100	-	-	-	-	-	100
China	4,000	-	-	-	-	-	4,000
Côte d'Ivoire	604	-	-	-	-	-	604
COVID-19 initiative	-	-	-	-	172	-	172
European Union	10,752	668	-	443	-	-	11,864
European Investment Bank	244	-	-	-	-	-	244
France	3,716	949	-	4,048	-394	-	8,319
Germany	5,631	11	-	-	-	-	5,642
Guinea	-	100	-	-	-	-	100
Luxembourg	4,528	1,199	-	-	-	-	5,727
Mali	200	-	-	-	-	-	200
Mauritania	-	-	-	-	-	372	372
Netherlands	-	1,208	-	-	1,021	-	2,229
Norway	2,743	-	1,124	366	-	-	4,233
Senegal	-	-	-	-	593	-	593
Switzerland	515	-	-	-	-	-	515
Interest earned	612	1	8	327	346	73	1,368
Total available liquidity	33,950	4,136	1,132	5,376	1,737	445	46,778
Expenditure paid	21,073	4,111	5,376	5,974	7,534	2,521	46,589
Cash balance	12,877	12,903	8,659	8,061	2,265	189	189

Fiscal Year 2025 Budget Execution, Phase IV (in thousands of USD as of April 30, 2025)

Project	Summary of phase		Operating budget	FY2025	
	Program budget	Expenditure		Expenditure	Execution (%)
Public expenditure management	8,580	13,660	527	679	129%
Customs administration	4,890	4,187	177	103	58%
Tax administration	6,257	7,692	670	417	62%
Banking supervision	3,906	4,572	245	310	127%
Debt management	3,957	2,020	0	0	-
Real sector statistics	4,820	4,826	306	365	119%
Government finance statistics	4,456	3,209	216	254	118%
Financial and tax law	-	74	0	0	-
Project administration	1,725	2,567	210	220	105%
Macroeconomic advisor	3,941	244	0	0	-
Training project	1,075	300	0	0	-
Governance and Evaluation	639	190	18	9	49%
Strategic Reserve Budget	1,000	0	69	0	0%
Subtotal	45,246	43,541	2,438	2,356	97%
Trust fund management	3,167	3,048	171	165	
Total	48,414	46,589	2,609	2,521	97%
IMF expenditure	3,698	4,999	250	241	96%
Host country in kind	528	568	40	40	100%
Grand Total	52,639	52,156	2,899	2,802	97%

Fiscal Year 2025 Budget Execution, Phase V (USD as of April 30, 2025)

Project	Summary of phase				FY2025		FY2026
	Program budget	Operating budget	Expenditures	Operating budget	Expenditure	Execution (%)	Operating budget
Public expenditure management	13,892,634	13,892,634	1,755,102	2,109,832	1,755,102	83%	2,816,408
Customs administration	4,805,225	4,805,225	395,336	729,569	395,336	54%	974,192

Tax administration	9,933,323	9,933,323	1,386,667	1,555,382	1,386,667	89%	2,002,554
Banking supervision	4,822,482	4,822,482	595,635	661,438	595,635	90%	994,602
Real sector statistics	4,624,712	4,624,712	538,347	587,071	538,347	92%	969,603
Government finance statistics	4,004,632	4,004,632	467,680	539,478	467,680	87%	828,265
Project administration	2,447,192	2,447,192	180,948	398,309	180,948	45%	493,353
Macroeconomic advisor	175,000	175,000	66,005	175,000	66,005	38%	-
Training project	-	-	-	-	-	-	-
Governance and Evaluation	403,731	403,731	-	22,029	-	0%	91,237
Strategic Reserve Budget	1,102,612	1,102,612	-	112,218	-	0%	236,731
Subtotal	46,211,542	46,211,542	5,385,721	6,890,325	5,385,721	78%	9,406,945
Trust fund management	3,234,808	3,234,808	377,000	482,323	377,000		658,486
Total	49,446,350	49,446,350	5,762,721	7,372,648	5,762,721	78%	10,065,431
IMF expenditure	7,253,650	7,253,650	452,769	499,000	452,769	91%	1,460,000
Host country in kind	600,000	600,000	80,000	80,000	80,000	100%	120,000
Grand Total	57,300,000	57,300,000	6,295,491	7,951,648	6,295,491	79%	11,645,431

WORK PROGRAM FOR FISCAL YEAR 2026

The work program for the fiscal year 2026 includes 175 technical assistance missions, 19 regional and inter-regional seminars and five immersion courses, at a total cost of US\$10 million

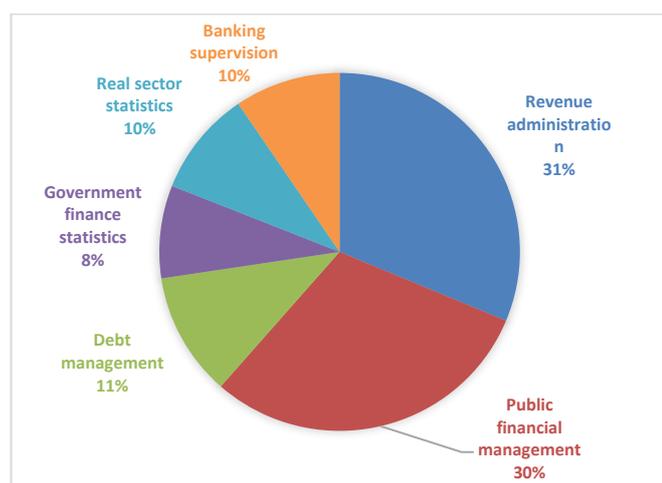
(May 2025–April 2026). This program is in line with the strategic objectives of the Center's fifth Phase of funding and takes into account the main recommendations of the external evaluation of Phase IV.

During this fiscal year, regional commitments will be strengthened. The Center will take part in seminars on the economic situation in French-speaking West Africa in collaboration with the

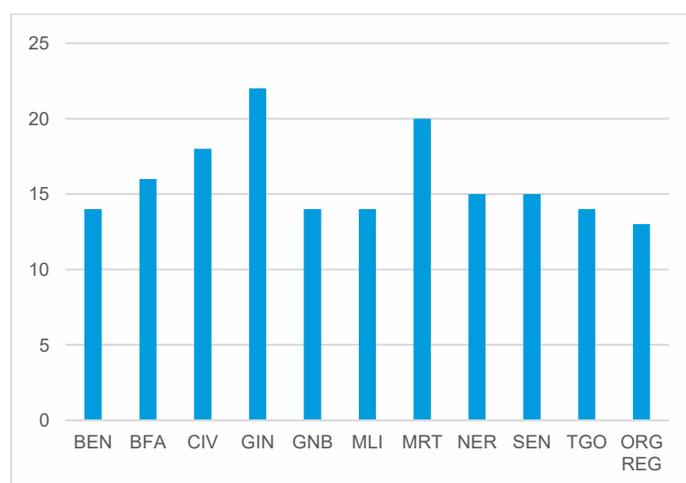
Economic and Statistical Observatory of Sub-Saharan Africa (AFRISTAT) and WAEMU, in meetings of public finance professionals to be organized by the WAEMU Commission and will participate in the WAEMU Court of Auditors' seminar on the evaluation of the performance of budgetary and internal control programs. Seven TA missions will be provided for the SGCBU of the WAMU.

At the same time, the Resident Advisors' participation in headquarters activities will be continued, so as to generate synergies among the various IMF technical assistance programs.

Work program by focus area



Work program by beneficiary countries



Work program 2026 – Customs Administration

The work program for FY 2026 seeks to support a thorough transformation of the core Customs functions, while ensuring their alignment with international standards and

the national reform priorities. It is built around six strategic pillars: (i) the strengthening of the functions of post-clearance control and Customs valuation, with a view to improving the quality and performance of controls; (ii) the development of strategic governance,

data analytics, and risk management, to support results-based management; (iii) the effective implementation of reform and modernization plans, through planning, monitoring, and operational assessment tools; (iv) the professionalization of human resource management and capacity-building, in particular through the provision of adapted continuing education; (v) the simplification of Customs procedures, including the processing of exemptions and the streamlining of Customs clearance operations; and (vi) the strengthening of inter-institutional cooperation, in particular between Customs and the tax authorities, so as to strengthen the consistency of government action.

These six areas of focus seek to achieve five objectives: (i) to optimize the effectiveness of Customs controls, by aligning assessment and audit practices with World Trade Organization (WTO) standards; (ii) to modernize risk management by means of adoption of structured frameworks and advanced analytical tools; (iii) to strengthen organizational and human skills, by providing the administrations with HR tools and targeted training mechanisms; (iv) to support the transparency and efficiency of specific tax treatments, particularly in terms of Customs exemptions; and (v) to foster coordination between public bodies by putting mechanisms in place for data sharing and structured collaboration.

In order to implement these priorities, the program promotes an integrated approach to modernization, structured around cross-functional levers: (i) strategic governance: anchoring the reforms in multiyear plans, backed by reliable management tools; (ii) performance culture: generalizing the key performance indicators (KPIs) and strengthening the reporting and accountability capacities; (iii) digital transition: improving data governance, automating processes and fostering the interoperability of systems; (iv) targeted and intelligent control: strengthening risk management mechanisms and the selective targeting of interventions; (v) human capital: professionalizing the HR function and formalizing the training and skills development paths; (vi) streamlining of the processes: simplifying the procedures, increasing the efficacy of the retrospective checks, and modernizing the tax functions; and (vii) institutional synergy: promoting dialog and cooperation with other authorities (tax, treasury, economy).

Scheduled actions	Number
Technical assistance missions	26
Regional or inter-regional workshops (Post-clearance audit and data analysis)	2
Immersion internships (Guinea, Mauritania)	2

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	2	Data analytics strategy	Analytical strategy adopted
		Post-Clearance Audit (PCA) Guide	PCA strengthened
Burkina Faso:	2	Customs valuation	WTO alignment
		Review of customs clearance processes	Simplified procedures
Côte d'Ivoire	3	Data strategy	Strengthened strategy
		Post-Clearance Audit (PCA)	Improved targeting
		Customs information	Operational information
Guinea	3	Risk management	Strengthened risk management
		Post-Clearance Audit (PCA)	Improved targeting
		Strategic planning	Strengthened management
Guinea-Bissau	2	Human resources management	Modernized human resources
		Training	Integrated training
Mali	3	Risk management	Strengthened risk management
		Data governance	Improved data governance
		Human resources management	Modernized human resources
Mauritania	3	Risk management	Strengthened risk management
		Post-Clearance Audit (PCA)	Improved targeting
		Strategic monitoring	Strengthened management
Niger	3	Risk management	Strengthened risk management
		Exemption management	Improved exemption management
		Post-Clearance diagnosis (PCA)	Weaknesses identified
Senegal	3	Post-Clearance Audit (PCA)	Improved targeting
		Risk management	Strengthened risk management
		Customs-tax cooperation	Consolidated cooperation
Togo	2	Data strategy	Risk analysis tools adopted

2026 Work program – Tax Administration

The activities programmed for FY 2026 will continue to be carried out around the two workstreams of the logical framework validated by the AFRITAC West Steering Committee:

(i) contributing to the strengthening of the core functions of tax administrations; (ii) supporting the tax administrations engaged in structured, medium-term reform projects. Under the supervision of the IMF's Fiscal Affairs Department (FAD) and in collaboration with key technical partners engaged in tax administration reforms, (1) the activities of AFRITAC West will focus on: making the taxpayer register more reliable, broadening the tax base, analyzing and managing key tax risks, drawing up a plan for improved tax compliance, searching for and handling information and data, recovering tax arrears, and improving the quality of tax audit programs. In cases where the capacity of the tax administrations is deemed adequate, the resident advisors will offer to support the member states, in a practical manner and in coordination with headquarters, in improvement of the governance framework, strengthening of the accountability and transparency of the tax administrations, preparation of upcoming TADAT assessments, and formulation or implementation of medium-term revenue strategies (MTRS).

Particular attention will continue to be paid to supporting fragile and conflict-affected States (FCAS). The current support arrangements (remote or hybrid field missions, peer learning), deployed for the tax authorities of Burkina Faso, Mali, Niger and Guinea-Bissau, will be continued. The advisors responsible for these countries will continue to develop

a flexible approach adapted to the immediate challenges of the authorities in terms of revenue mobilization, the *ad hoc* needs expressed, as well as the capacities in place and available resources. The interventions will continue to focus on the topic areas defined within the framework of the two pillars defined above, and in particular on that which bears on the core functions (management of the register, broadening the tax base, monitoring, recovery, etc.).

Strengthening collaboration with the WAEMU Commission will constitute one of the major levers for initiating reforms from the regional level in the member countries. Indeed, intensifying this collaboration will facilitate the sharing of good practices and the implementation of the tools adopted by member countries during the regional workshops, particularly those aimed this year at: (i) strengthening the governance framework of the tax administration; (ii) harmonization of the procedures and systems for accounting for VAT revenues and credit refunds; and (iii) harmonization of the procedures for settling tax disputes. This collaboration with the WAEMU Commission will be the subject of a specific project, capitalizing on the Commission's leadership and its ability to drive tax administration reforms supporting the harmonization of practices and regional integration.

Scheduled actions	Number
Technical assistance missions	31
Regional or inter-regional workshops (Litigation, governance and tax revenue accounting system)	3
Immersion courses (Benin)	1

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	3	Strengthening of the organization and coordination of the fiscal management function	A project to strengthen the organization and coordination of the fiscal management function is planned
		Modernization of procedures for the seeking, provision and processing of tax data	A strategy is developed for strengthening data collection and processing aimed at broadening the tax base.
		Participation in the FAD mission and support for MTRS implementation	The priority reforms of the MTRS that require AFW support are identified
Burkina Faso:	3	Capacity-building in the area of conducting reforms and support for the evaluation of reforms in the DGI (RBM)	The strengths and weaknesses in terms of performance of the DGI are assessed using the TADAT methodology.
		Capacity-building with regard to conducting reforms and institutionalization of a clear multiyear reform strategy (RBM)	A post-TADAT action plan is drawn up.
		Strengthening of risk analysis in the planning of tax audits	The automated scheduling of tax audits is evaluated and adjusted.
Côte d'Ivoire	3	Review of tax procedures; Phase I (RBM)	The tax procedures to be modernized, simplified,

			and aligned with international standards is identified.
		Review of tax procedures; Phase II (RBM)	A first draft revision of the Book of Tax Procedures is drawn up.
		Strengthening of focal areas for control and the initiatives employed to detect and prevent tax fraud and evasion (RBM, TADAT-DA6-19)	An initiative is drawn up to strengthen the existing DGI/DGD joint control system.
Guinea	3	Improved knowledge of the tax base and potential taxpayers (RBM, TADAT-DA1-2)	The main risks have been assessed in relation to tax avoidance (incivisme fiscal), as identified in the Strategic Modernization Plan (PSM 2024-2026).
		Strengthening of the capacity for mission steering and reform management (RBM) – Over the short term	The revenue mobilization plan developed in 2024 is updated for 2025.
		Strengthening of the capacity for mission steering and reform management (RBM) – Over the medium term	A plan is drawn up to support change with the deployment of SAFIG 2, for both managers and mid-level officials, as well as staff members.
Guinea-Bissau	3	Support for the implementation of VAT introduced in 2025	A plan for support to the DGCI is drawn up and implemented.
		Modernization of procedures for the seeking, provision and processing of tax data	The data collection and processing strategy aiming at broadening the tax base is implemented and assessed.
		Strengthening the function and modernizing collection procedures, including for tax arrears	A strategy for modernization of collection is drawn up and a plan for settlement of the outstanding amounts to be collected is adopted.
Mali	3	Further strengthening of the basic functions of the administration of medium-sized enterprises	Management and control plan for compliance risks for medium-sized companies based on SIGTAS and ETAX adopted and implemented
		Support for the operationalization of investigation, research, intelligence and tax data processing procedures	Investigation procedures and techniques aimed at detecting fraud are formalized and appropriated by the investigation brigades (1)
		Support for the operationalization of investigation, research, intelligence and tax data processing procedures	Investigation procedures and techniques aimed at detecting fraud are formalized and appropriated by the investigation brigades (2)
Mauritania	3	Improved knowledge of the tax base and potential taxpayers (RBM, TADAT-DA1-2)	A schedule and operational procedures are proposed for integrating the companies of the Nouadhibou Free Trade Zone into the DGI's register.
		Review of the structural organization of the DGI to enable more effective implementation of the tax administration strategy and reforms (RBM)	Job descriptions are drawn up and a plan is proposed for a clear separation of roles and responsibilities between the central services (definition of procedures, planning, and monitoring) and the operational services (execution).
		Strengthening of focal areas for control and the initiatives employed to detect and prevent tax fraud and evasion (RBM, TADAT-DA6-19)	A tax audit plan is drawn up, based on international standards and the risk analysis.
Niger	3	Improving the completeness and reliability of the register and modernization of the registration procedure	Online registration rate increases and management of the register improves
		Modernization of procedures for the seeking, provision and processing of tax data	Collaboration between custom and taxation to broaden the tax base is relaunched
		Systematizing of the risk analysis approach with regard to scheduling of tax audits	The external tax audit is scheduled on the basis of the risk analysis.
Senegal	3	Improvement of the comprehensiveness and reliability of the taxpayer register (RBM, TADAT-DA1-1)	A methodology is defined for entering and updating taxpayer database data using the Physical Address Validation Information System (PIVAS).
		Strengthening of the collection of data that is useful in the fight against tax fraud and evasion (RBM, TADAT-DA6-22)	The main data sources in dematerialized format with a high value added with regard to broadening the base are identified, so as to be utilized on the basis of a table of risks and pre-identified anomalies.
		Strengthening of the services offered to taxpayers to aid them in voluntary fulfillment of their obligations (RBM, TADAT-DA3-8)	A project to reorganize and modernize the internal procedures is drawn up so that a large proportion of taxpayers might pay their taxes via the Unified Telepayment System (SUT).
Togo	3	Capacity-building in the area of reform management and support for the evaluation of reforms at the Togolese Revenue Office (OTR)	The strengths and weaknesses of the OTR in terms of performance are assessed using the TADAT methodology.
		Capacity development with regard to conducting reforms and institutionalizing a clear multiyear reform strategy	A post-TADAT action plan is drawn up.
		Strengthening the function and modernizing collection procedures, including for tax arrears	A management mechanism and a risk-based plan for the determination and clearance of outstanding balances are defined and adopted.
WAEMU	1	Support for the modernization and harmonization of the	Multiyear regional capacity-building project in tax

2026 Work program – Public Financial Management (Budget)

The program of activities for fiscal year 2026 is in line with attainment of the Center’s strategic objectives for its fifth funding cycle. Based on the priorities of the authorities and the guidance of the IMF’s FAD, this work program aims in particular to strengthen preparation of the budget for the purposes of improving its fair and accurate presentation, transparency, and multiyear character, as well as for improving budget execution and control so as to better guarantee value-for-money.

Along these lines, the activities selected focus on the following six pillars: (i) Support for the planning, budgeting, and monitoring of public investment management (PIM), incorporating climate perspectives in Burkina Faso, Guinea and Senegal; (ii) Strengthening of the medium-term budgetary and

expenditure frameworks (DPPD) in Guinea-Bissau; (iii) Improvement in the quality of the program budget in Côte d’Ivoire to better align it with the international standards; (iv) Strengthening of gender- and climate-responsive budgeting in Mauritania; (v) Improvement in internal budgetary control (IBS) in Benin, Côte d’Ivoire and Mali; and (vi) Strengthening of budget reporting in Togo.

Scheduled actions	Number
Technical assistance missions	17
Regional or inter-regional workshops (Public Investment Management, Tax Revenue Accounting System, Professional Meetings on Public Finance, WAEMU Court of Auditors and CIC and CIB Regional Guide)	5
Immersion courses (Burkina Faso)	1

Country	Number of missions	Topics	Milestones/Expected outcomes
		Carrying on the work on internal budget control (IBC)	The institutional framework for IBC has been introduced and its operational deployment is effective in at least four priority ministries.
Benin	1		
Burkina Faso:	2	PIMA/C-PIMA follow-up	The PIMA/C-PIMA recommendations are gradually being put in place.
		Monitoring of the Governance Diagnostic Assessment	The recommendations of the governance mission are gradually being implemented.
Côte d’Ivoire	2	Strengthening of the implementation of Program Budget (1)	Current practices take into account the new paradigms for program-based budget management.
		Strengthening of the implementation of Program Budget (2)	Program-based budget management is in line with international standards
Guinea	1	Continuation of work to strengthen Public Investment Management	The decree on PIM is operational.
Guinea-Bissau	1	Continued support on the Medium-Term Expenditure Framework (DPPD)	The DPPDs are produced for at least two priority departments.
Mali	1	Support for the implementation of internal budget control (IBC)	The institutional and technical frameworks for IBC are in place and trainers have been provided with training
Mauritania	1	Monitoring of the implementation of recommendations from the 2024 FAD mission on climate-responsive budgeting	The recommendations of the FAD mission are being implemented at the desired pace.
Niger	2	Tracking of the implementation of recommendations from the governance Diagnostic Assessment	The recommendations of the assessment are implemented at the desired pace.
		Participation in the headquarters governance mission	A governance mission is being carried out
Senegal	2	Support for the implementation of measures following the Court of Auditors’ report on misreporting (1)	The shortcomings noted in the Court of Auditors’ report are gradually corrected.
		Support for the implementation of measures following the Court of Auditors’ report on misreporting (2)	The shortcomings noted in the Court of Auditors’ report are gradually corrected.
Togo	1	Strengthening of budget reporting	The reports under reporting are implemented in the IT system.

2026 Work program – Public Financial Management (Accounting and Treasury)

The program for fiscal year 2026 will focus on continuing the process underway of transition to accrual and asset-based accounting (ABA) so as

to improve transparency and the quality of government accounts. Treasury Single Account (TSA) consolidation, and the modernization of

cash flow management, remain the two priority objectives for countries in the region. AFRITAC West will intensify its support for all member countries engaged in implementation of ABA, as well as consolidation of the TSA and modernization of government cash management. This support is implemented through TA missions, regional seminars and intensive training missions bearing on these topics.

The program's two priority objectives are centered around the following three key areas: (i) Continued support for the transition to ABA, with the link between ABA and accrual accounting, the preparation of practical guides for inventory and closing operations, the production and quality review of annual financial statements, implementation of internal accounting controls, and support for the preparation of opening

balance sheets and the computerization of general accounts, in Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal and Togo. (ii) Continued support for consolidation of the STA, cash management and the integration of cash and debt management in Côte d'Ivoire, Guinea-Bissau and Niger; and (iii) Support for the WAEMU Commission continues, with the participation by AFRITAC West in the Commission's activities in this area.

Scheduled actions	Number
Technical assistance missions	14
Regional or inter-regional workshops (Production of annual financial statements and tax revenue accounting system, WAEMU Commission and CIC and IBC regional guide)	4
Immersion internships (countries most involved in the opening balance sheet process in the area of annual financial statement production)	1

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	1	Enrich the State's opening balance sheet and set up Internal Accounting Control (IAC)	The tools for the operationalization of IAC are available and the quality of the financial statements has improved.
Burkina Faso	1	Enrich the State's opening report and set up the Internal Accounting Control (IAC)	The tools for the operationalization of IAC are available and the quality of the financial statements has improved.
Côte d'Ivoire	1	Preparation of the State's opening balance sheet and establishment of Internal Accounting Control (IAC)	The tools for the operationalization of IAC are available and the quality of the financial statements has improved.
Guinea	1	Consolidate the operation of the SCIE and clean up the general balance of the Treasury's accounts	Annual financial statements are produced on time and their quality has improved
Guinea-Bissau	1	Improving the accounting organization	The accounting organization has been strengthened and adapted to the implementation of the reforms on the STA and the ABA
Mali	1	Draw up the opening balance sheet of the State and clean up the general balance of the Treasury's accounts	The action plan to improve the reliability of financial statements using accrual- and asset-based accounting is implemented and the quality of the aforementioned statements has been improved.
Mauritania	1	Draw up the opening balance sheet of the State and clean up the general balance of the Treasury's accounts	The quality review of the State's opening balance sheet is assured and the quality of the financial statements has improved
Niger	1	Strengthen cash management and its articulation of the cash flow plan and the expenditure commitment plan	A State cash flow plan consistent with the commitment plan is available
Senegal	1	Preparation of the State's opening balance sheet and establishment of Internal Accounting Control (IAC)	The tools for the operationalization of IAC are available and the quality of the financial statements has improved.
Togo	1	Joint mission with the Debt Management and Financial Market Development Advisor on the improvement of accounting recording procedures for fees related to Treasury bills and bonds	The accounting of transactions and expenses related to Treasury bills and bonds has improved and ensures consistency between accounting data and public debt data

2026 Work program – Government Finance Statistics

The program for FY 2026 is part of the continuing process of migrating government finance statistics to align with current international standards, including the *2014 Government Finance Statistics Manual (GFSM)* and the *2011 Public Sector Debt Statistics Guide (GSDSP)*. It is also part of the continued implementation of Directive

No.10/2009/CM/WAEMU on the Government Financial Operations Table (TOFE) within the WAEMU, which is itself in line with the latter two reference manuals.

The priority objectives are centered around the following two points: (i) improving the consistency of the primary data required for production of the GFS,

and the consistency of GFS, through the integration between the stocks and flows on the one hand, and the reduction in the statistical discrepancies on the other. All of the countries are involved in this work; (ii) the continued broadening of the institutional coverage of the TOF to the other subsectors of the public sector, by bringing all the other countries (Benin, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo) to produce at a minimum the various sectoral TOFs of the central government sector; (iii) the consolidation of financial operations at public sector level for Burkina Faso and Côte d'Ivoire, and at the level of the general government sector for the other countries, with the exception of Senegal, which already produces the consolidated public sector TOF; (iv) The production of additional positions from the GFS analytical framework (cash flow, other economic flows, and balance sheets), with a particular focus on public sector debt statistics (PSDS), in accordance with the

2011 PSDS Guide;(v) Production of the statement of expenditure, in line with the Classification of the Functions of Government (COFOG), at a minimum for budgetary central government; and (vi) The holding of training workshops (in the form of regional seminars bringing together the AFW member countries, or country-specific training courses) reinforces the principles and procedures for the preparation of the above-mentioned statements, in line with the methodology of the *GFSM 2014* and 2011 PSDS manuals.

Scheduled actions	Number
Technical assistance missions	15
Regional or inter-regional workshops (Consolidation of government operations, quality of primary data and consistency of GFS)	2
Immersion courses (Guinea-Bissau and Niger)	2

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	2	Transition to the TOFE based on <i>GFSM 2001/2014</i> Extension of other tables under the minimum analytical framework to subsectors of the general government Production of a preliminary balance sheet Expansion of the coverage of government finance statistics to the general government sector Inclusion of benefits in kind in the TOFE	Update of the GFS of budgetary central government in line with the <i>GFSM 2014</i> : (i) Series until 2022, based on the old government budget classification (Nomenclature Budgétaire de l'État (NBE)); and (ii) 2023 series on the basis of the new government budget classification in accordance with the WAEMU Directive on the government budget classification Gathering and analysis of source data for the production of statistics for the rest of the different subsectors of general government in accordance with <i>GFSM 2014</i> .
Burkina Faso	2	Continued fine-tuning of the consolidated general government sector TOF, in line with <i>GFSM 2014</i> Continuation of the preparation of the TOF of extrabudgetary units of local authorities Preparation of the TOF of State-owned enterprises Preparation of the consolidated TOFE of the public sector on an experimental basis Continuation of the refinement of the debt, the balance sheet, and cash flow positions for budgetary central government Refinement of the expenditure position of budgetary central government according to the Classification of the Functions of Government (COFOG) Production of the public sector debt position Preparation of the complete balance sheet Training and awareness-raising for stakeholders in the <i>GFSM 2014</i> methodology	The consolidated general government TOF is fine-tuned. The TOF of the extrabudgetary units of the local authorities is prepared The TOF of State-owned enterprises is produced The consolidated public sector TOFE is prepared on an experimental basis The debt position, the balance sheet, and the cash flow position are refined for budgetary central government The expenditure position of budgetary central government according to the COFOG is refined The public sector debt position is produced The complete balance sheet is prepared Stakeholders are trained in and aware of the <i>GFSM 2014</i> methodology.
Côte d'Ivoire	1	Preparation of the public sector TOFE in line with <i>GFSM 2014</i> by consolidation of the TOFEs of the subsector of public companies already covered and those of the subsectors of general government Refinement of debt positions (in particular through completion and publication of the public sector debt statistics questionnaire), the financial balance sheet and cash flows. Inclusion of benefits in kind in the TOFE	The public sector TOFE (comprising as many State-owned enterprises as possible) is produced regularly, in accordance with <i>GFSM 2014</i> . Production and regular dissemination of the public sector debt statistics questionnaire Inclusion of nonmonetary operations in the GFS, in the case of official vehicles and gifts in kind

Guinea	2	<p>Continued fine-tuning of the budgetary central government TOF, following the dashboard and the General Balance of Treasury Accounts (BGCT)</p> <p>Production on an experimental basis of the TOFs of extrabudgetary units, local authorities and social security agencies</p> <p>Production of the debt, the balance sheet and cash flow positions for budgetary central government</p> <p>Refinement of the expenditure position of budgetary central government according to the COFOG</p> <p>Production of the public sector debt position</p> <p>Training and awareness-raising for stakeholders in the <i>GFSM</i> 2014 methodology</p>	<p>The budgetary central government TOF according to the dashboard (TDB) and the General Balance of Treasury Accounts (BGCT) is refined</p> <p>The TOFEs of extrabudgetary units, local governments, and social security agencies are produced on an experimental basis</p> <p>The debt, balance sheet, and cash flow positions are produced for budgetary central government</p> <p>The expenditure position of budgetary central government according to the COFOG is refined</p> <p>The public sector debt position is produced</p> <p>Stakeholders are trained in and aware of the <i>GFSM</i> 2014 methodology.</p>
Guinea-Bissau	1	<p>Finalization of the production of the TOFE based on <i>GFSM</i> 2014</p> <p>Initial outline of debt and cash flow positions</p> <p>Refinement of correspondence tables for social security and local governments</p> <p>Expansion of GFS coverage to the extrabudgetary subsector</p> <p>Supervision of the work of the committee in charge of GFS</p>	<p>Validation of the draft TOFEs series (2017–2023) and its dissemination</p> <p>Establishment of a source data collection framework for the rest of the general government subsectors (extrabudgetary, local authorities, and social security) according to <i>GFSM</i> 2014</p> <p>Training of government finance personnel</p> <p>Production of other tables under the minimum analytical framework in accordance with <i>GFSM</i> 2014</p>
Mali	1	<p>Finalization of the production of the TOFE based on <i>GFSM</i> 2014 for the general government subsectors</p> <p>Refinement of the debt, balance sheet and cash flow positions</p> <p>Gradual expansion of the scope of coverage of GFS</p>	<p>Updating the GFS of budgetary central government until 2023</p> <p>Finalization of the statistics projects of the different general government subsectors produced on a regular basis in accordance with <i>GFSM</i> 2001/2014.</p> <p>Production of other tables under the minimum analytical framework for the budgetary central government</p>
Mauritania	1	<p>Regular production of TOFE according to the <i>GFSM</i> 2014 and its dissemination to the general public</p> <p>Preparation of preliminary versions of other tables under the minimum analytical framework</p> <p>Collection and analysis of data for the gradual expansion of the scope of GFS</p> <p>Refinement of debt positions (in particular through completion and publication of the public sector debt statistics questionnaire)</p> <p>Creation of a committee in charge of GFS</p>	<p>Finalization of the annual draft TOFEs based on the <i>GFSM</i> 2014, covering BCG and local authorities (series up to FY2023), and their dissemination. Establishment of a framework for the collection of source data from the units of the social security subsectors, as well as the off-budget units, and preparation of their TOFEs in accordance with the <i>GFSM</i> 2014. Identification of transactions related to nonmonetary operations (e.g., official vehicles and donations in kind), and their inclusion in the GFSs</p>
Niger	1	<p>Finalization of the production of the TOFE based on <i>GFSM</i> 2014</p> <p>Refinement of the debt position and the cash flow position</p> <p>Expansion of the scope of coverage of GFS</p> <p>Inclusion of benefits in kind in the TOFE</p>	<p>Creation of a GFS committee</p> <p>Update of the statistics of budgetary central government: (i) By the end of 2021, according to the old NBE; and (ii) 2022 and 2023 according to the new government budget classification based on the WAEMU Directive on the government budget classification</p> <p>Review of the <i>GFSM</i> 2014-based TOFEs projects of local authorities and social security</p> <p>Production of other tables under the minimum analytical framework in accordance with <i>GFSM</i> 2014</p> <p>Preparation of an initial correspondence table for extrabudgetary units</p>
Senegal	2	<p>Refinement of statistics for the different general government subsectors.</p> <p>Production of the consolidated fiscal position of the general government in accordance with the SDDS standards and time limits</p> <p>Broadening of the statistics to the public sector</p> <p>Expansion of the coverage of tables under the minimum analytical framework.</p> <p>Production of the balance sheet</p> <p>Inclusion of benefits in kind in the TOFE</p> <p>Creation of a committee in charge of GFS</p>	<p>The consolidated statement of general government statistics is produced within the time limits prescribed by the SDDS.</p> <p>Inclusion of nonmonetary operations in the GFS, in the case of official vehicles and gifts in kind</p> <p>Production of the balance sheet</p> <p>Extension of the scope of debt coverage to the public sector and consolidated public sector positions</p>
Togo	2	<p>Further fine-tuning of the TOF for central budgetary government by ensuring the consistency of primary data</p> <p>Production on an experimental basis of the TOFs of extrabudgetary units, local authorities and social security agencies</p> <p>Production of the debt, the balance sheet and cash flow positions for budgetary central government</p>	<p>The budgetary central government TOF according to the TDB and the BGCT is refined</p> <p>The TOFEs of extrabudgetary units, local governments, and social security agencies are produced on an experimental basis</p> <p>The debt, balance sheet, and cash flow positions are produced for budgetary central government</p>

Refinement of the expenditure position of budgetary central government according to the COFOG
Production of the public sector debt position
Training and awareness-raising for stakeholders in the GFSM 2014 methodology

The expenditure position of budgetary central government according to the COFOG is refined
The public sector debt position is produced
Stakeholders are trained in and aware of the GFSM 2014 methodology.

2026 Work program – Real Sector Statistics

The activities planned for 2026 in the area of real sector statistics are focused on the national accounting system, high-frequency indicators and prices. They have three main objectives: (i) to continue implementing the 2008 System of National Accounts and improving the timeliness and coverage of the national accounts in all member countries of AFRITAC West; (ii) to support projects to update the base year for the national accounts in Burkina Faso, Guinea and Senegal; (iii) to carry on with establishing or developing quarterly national accounts (QNAs) in Benin, Burkina Faso, Côte d'Ivoire, Mali, Mauritania, Niger and Togo; and (iv) to support the development of high-frequency indicators in Côte d'Ivoire, Togo and Senegal.

Following the rebasing activities completed by nine of the ten AFRITAC countries, support will continue to be given to Guinea in finalizing the implementation of 2008 SNA with a new base year, combined with backcasting to provide users with longer GDP series. Burkina Faso and Senegal will receive support from AFW to produce the accounts for the new years and improve the coverage of national accounts. It should be noted that for most countries, the 2014, 2015, and 2016 base years are already

beginning to recede, and that a number of countries, notably within the WAEMU, have announced their intention to rebase their national accounts over the coming years. In addition, the development of the sequence of sector accounts is also a focal area for improvement of the national accounts. Support will thus be provided to Côte d'Ivoire, Mauritania and Togo to develop their financial accounts. Improvements in the timeliness and drafting of the methodology notes will account for one part of the Center's activities. This support will involve Benin in particular, where the final national accounts series is significantly behind schedule. AFRITAC West will continue with the introduction and development of quarterly national accounts, particularly in Côte d'Ivoire, Mali, Togo and Niger. In most AFRITAC West member countries, initial estimates of the quarterly national accounts from the production perspective have been put in place. Support will continue to integrate the expenditure approach and implement seasonal adjustment of GDP.

Scheduled actions	Number
Technical assistance missions	17
Regional or inter-regional workshops	1

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	1	Training of new officials in the System of National Accounts	The new officials are able to contribute to the work of processing source data and producing national accounts.
Burkina Faso	2	Seasonal adjustment of the quarterly national accounts	The holiday calendar is available; seasonal adjustment models are identified for each activity; a seasonally adjusted quarterly GDP series is available
		Support for rebasing work	Classifications have been put in place and the processing of structure surveys is underway.
Côte d'Ivoire	2	Introduction of QNA integrating the expenditure approach	A quarterly SUT is used to integrate the expenditure approach into the QNA production system
		Support in setting up financial accounts	The sources are collected and processed by the INS for the production of the financial accounts.
Guinea	2	Training in rebasing and backcasting	The source data for backcasting are collected and processed.
		Establishment of 2018 as the base year in accordance with the 2008 SNA and backcasting	Sources are collected and processed for the implementation of the complete series of national accounts according to the base year 2018
Guinea-Bissau	2	Compilation of the 2020 and 2021 national accounts in accordance with the 2008 SNA	The 2020 and 2021 ANAs have been produced, the sources are collected and processed by INE executive staff and the methodological notes are available

		Training on rebasing and the supply and use balance (SUB) framework	The SUB framework is well understood by INE officials
Mali	1	Establishment of contemporary ANAs and QNAs consistent with the QNAs	Sources are collected and processed by INS officials.
Mauritania	2	The QNAs produced are consistent with the contemporary ANAs	The series of QNAs consistent with the up-to-date ANAs are produced
		Seasonal adjustment of QNAs	The holiday calendar is available; seasonal adjustment models are identified for each activity; a seasonally adjusted quarterly GDP series is available
Niger	1	Establishment of QNAs consistent with the ANAs	The series of QNAs consistent with the up-to-date ANAs is produced
Senegal	2	Establishment of a new base year in accordance with the 2008 SNA	A diagnostic assessment of the 2014 base year is performed and the new classifications are put in place
		Implementation of seasonally adjusted high-frequency indicators (HFIs)	The seasonally adjusted HFIs are produced and published.
Togo	2	Preparation of the financial accounts	Data collection is conducted; financial transactions are processed
		Development of seasonally adjusted HFIs	The holiday calendar is available; the SA models are identified for each indicator

2026 Work program – Debt Management and Financial Market Development

The capacity development activities envisaged for fiscal year 2026 in the area of public debt management aim to consolidate the progress made in recent years and give support to member states in addressing the challenges of prudent public debt management.

In the wake of the recent crises, governments in the subregion continue to face a decline in the availability of financing, higher borrowing costs and lower foreign debt margins. The prudent management of these margins, along with deepening of the local markets for the member states' government securities, have become major issues in the management of public debt in member states. These challenges come at a time when some states continue to experience weak quality in the data used for decision-making, while key person risk has increased in other states. In this regard, capacity-building actions will be pursued in the formulation and implementation of prudent debt management strategies. Efforts will also be made to strengthen the institutional framework for debt management and to improve the quality of data used for decision-making and for informing the public about the quality of debt management. The Center will support member states in the formulation and implementation of the debt management strategy, and will continue to advise the states as to how best to develop local public debt markets.

Specifically, the planned activities aim to:

- (i) Consolidate progress made with regard to formulation of the medium-term debt management strategy (MTDS) in Burkina Faso, Côte d'Ivoire, Guinea-Bissau and Niger;
- (ii) Strengthen the capacities of Côte d'Ivoire, Guinea, Guinea-Bissau and Mali in the efficient planning and execution of trades in government securities;
- (iii) Develop the capacities of Benin, Côte d'Ivoire and Togo with regard to analyzing and hedging market risk in the public debt portfolio;
- (iv) Help Senegal to define the arrangements for granting and management of government guarantees and for onlending of public loans;
- (v) Strengthen public debt data management practices in Burkina Faso, Guinea-Bissau, Niger and Senegal;
- (vi) Help Guinea to prepare the procedures manual for public debt management activities;
- (vii) Advise Mauritania on the sequencing of actions for development of the government securities market; and
- (viii) Strengthen the capacities to conduct debt sustainability analysis in Mali and Togo.

Scheduled actions	Number
Technical assistance missions	20
Regional or inter-regional workshops (Preparation and execution of debt issuances on international markets, public debt management audit and medium-term debt management strategy)	3

Country	Number of missions	Topics	Milestones/Expected outcomes
Benin	2	Training in active debt management and market risk management	The staff members of the CAGD and the General Directorate of the Treasury and Government Accounting have a better understanding of active debt management and market risk hedging techniques
		Strengthening of the practices for managing fiscal	

risk related to public debt

The staff of the Benin Autonomous Debt Management Fund (CAGD) are trained in the use of analytical tools developed by the IMF to quantify the fiscal risk associated with debt management operations

The staff of the CAGD have a better understanding of the measures to mitigate the fiscal risk associated with debt management operations.

Burkina Faso	2	Continued support for strengthening of the practices of management of the back office and debt management activities	At least five staff members from the Public Debt Directorate are able to register and validate debt instruments on the dedicated system
		Strengthening of practices for the development and implementation of the medium-term debt management strategy	At least three staff members from the Public Debt Directorate are able to operate the dedicated system to prepare customized reports
			At least two staff members from the Public Debt Directorate are able to operate the analytical tool for preparation of the debt management strategy without assistance
Côte d'Ivoire	2	Strengthening of the link between the debt management strategy and the annual financing plan	At least three staff members from the General Directorate of Finance (DGF) are able to operate the analytical tools for preparation of the debt management strategy and annual financing plan without assistance;
		Capacity development on managing market risk associated with the public debt portfolio	The staff members of the DGF have a better understanding of the techniques for mitigating market risk associated with the public debt portfolio.
Guinea	2	Support for the preparation of the procedures manual for public debt management	The procedures manual for public debt management operations is prepared and adopted
		Continued support for strengthening the practices for annual financing plan preparation	At least two staff members are able to use the tool to prepare the government securities issuance calendar without assistance.
Guinea-Bissau	2	Continued support for capacity-building in preparation of the public debt management strategy and annual financing plan	The annual financing plan is drawn up based on the debt management strategy adopted
		Continued support for strengthened practices in managing public debt data	The number of staff members of the General Debt Directorate who are able to use the debt management strategy preparation tool has risen
			At least five staff members of the General Public Debt Directorate are able to record and validate debt instruments in the dedicated system
			At least five staff members from the General Public Debt Directorate are able to operate the dedicated system to prepare customized reports.
Mali	2	Continued support for improving the preparation and implementation of the government securities issuance schedule	At least two officials from the General Directorate of the Treasury and Government Accounting are able to use the analytical tool for preparing the government securities issuance schedule without assistance
		Training in the use of the debt sustainability framework for low-income countries	The General Directorate of the Treasury and Government Accounting has prepared and adopted a strategy for communication with investors in the government securities market
			At least one official is able to use the tool for preparation of the sustainability analysis for the debt of low-income countries.
Mauritania	2	Continued support in developing the government securities market	Staff members from the Central Bank of Mauritania, the Ministry of the Economy and Finance, and market operators are trained on leading practices in the government securities market

			The roadmap for development of the treasury securities market is updated.
Niger	2	Situational analysis of public debt data Capacity development with regard to public debt management	Update on the quality and availability of public debt data At least two staff members are able to use the tool to prepare the medium-term debt management strategy without assistance.
Senegal	2	Improved projections of project loan disbursements and debt service Support for drawing up arrangements for the granting and management of government guarantees and the onlending of loans	Improved practices are adopted for projecting project loan disbursements and debt service The procedures for granting and management of government guarantees and the onlending of government loans are prepared and adopted.
Togo	2	Training in active debt management and market risk management Training in the use of the debt sustainability framework for low-income countries	The staff members of the CAGD and the General Directorate of the Treasury and Government Accounting have a better understanding of active debt management and market risk hedging techniques At least one official is able to use the tool for preparation of the debt sustainability analysis
Regional seminar	3	Preparation and execution of debt issues on international markets Audit of public debt management Medium-Term Debt Strategy Medium-Term Debt Strategy	The participants improved their knowledge of the function and procedures for internal audit of public debt management activities The participants improved their knowledge of the steps in preparation and execution of debt issues on international markets Staff members from the WAEMU member countries have a better understanding of the use of the framework for preparing the medium-term debt management strategy.

2026 Work program – Banking Supervision and Financial Regulation

AFRITAC West’s 2026 program aims to strengthen the soundness of financial systems, particularly banking systems, by bringing regulations into line with the Basel Committee’s international standards and improving supervisory processes. The support focuses on the revision of regulatory texts, the development of supervisory tools, the integration of IFRS standards (in particular IFRS 9), and the consideration of climate-related financial risks. TA missions are planned in Guinea and Mauritania to finalize regulatory reforms, improve the supervision of cyber and IT risks, and test new bank rating systems. Nine missions are also scheduled for regional

institutions (SGCBU, Debt Sustainability Framework of the BCEAO), with a focus on climate risks, microfinance institutions, and consolidated supervision. Two inter-regional seminars will be held on climate risks and pillars 2 and 3 of the Basel framework.

Scheduled actions	Number
Technical assistance missions	17
Regional or inter-regional workshops	2

Country	Number of missions	Topics	Milestones/Expected outcomes
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BCEAO/SGCBU	8	Strengthening of banking regulation and risk-based supervision	<ul style="list-style-type: none"> Review of the draft prudential framework applicable to microfinance institutions Review of a draft regulatory instrument pursuant to cybersecurity Training for SGCBU staff in the monitoring of market risk Training for SGCBU staff in the analysis of preventive recovery plans Training of SGCBU staff in supervision on a consolidated basis Training for SGCBU staff in the supervision of lease financing and factoring institutions Training of SGCBU staff in off-site and on-site auditing of liquidity risk Review of a draft regulatory document on climate risk management.
		Strengthening of regulation and monitoring of climate-related financial risks	<ul style="list-style-type: none"> Review of progress in adopting the IFRS standards.
		Strengthening of regulatory requirements in the areas of accounting and prudential provisioning	<ul style="list-style-type: none"> Review of progress in adopting the IFRS standards.
Central Bank of the Republic of Guinea (BCRG)	5	Strengthening of banking regulation and supervision	<ul style="list-style-type: none"> Finalizing of the impact study on the liquidity ratio and the related draft instruction Establishment of a supervisory framework for interest rate risk on the banking book Continuation of review of the system for the credit rating of credit institutions (two missions) Establishment of a regulatory framework for cyber and IT risk management.
BCM	4	Strengthening of banking regulation and supervision	<ul style="list-style-type: none"> Development of cyber and IT risk monitoring methodologies Revision of the instructions for risk diversification and related party relations
		Strengthening of regulation and monitoring of climate-related financial risks	<ul style="list-style-type: none"> Establishment of a regulatory framework to oversee climate-related financial risks
		Strengthening of regulatory requirements in the areas of accounting and prudential provisioning	<ul style="list-style-type: none"> Continued work on the recognition of expected credit losses.

2026 Work program – Macroeconomic and Fiscal Analysis

The 2026 AFRITAC West program aims to strengthen the institutional capacities of member countries in the preparation and monitoring of macroeconomic policies, with a focus on medium-term fiscal framing and fiscal risk analysis.

Interventions will focus on the operationalization of the macroeconomic framework in Mauritania, the deepening of forecasting tools in Niger, Mali and Senegal, the development of the Multiyear Fiscal and Economic Programming Paper (MPEP) in Guinea-Bissau and the strengthening of fiscal risk analysis in Benin, Côte d'Ivoire, Guinea and Togo. A regional workshop on the medium-term budget framework is planned, as well as immersion courses for Malian

executives in Niger. The Center will also participate in activities organized by AFRISTAT, the WAEMU Commission and the Economic Commission for Africa (ECA), including on macroeconomic forecasting and best practices in scoping.

Scheduled actions	Number
Technical assistance missions	18
Regional or inter-regional workshops	3

Country	Number of missions	Topics	Milestones/Expected outcomes
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Benin	2	Improve fiscal risk analysis Support the technical mechanism for macro-budget-setting	The quantification of specific budgetary risks is improved Macro-budgetary framing tools are strengthened
Burkina Faso	2	Enhance budgetary risk analyses Improve revenue forecasting practices	Practices are improved in macroeconomic risk analysis Forecasting tools are improved for the main tax revenues.
Côte d'Ivoire	2	Enhance budgetary risk analyses Support medium-term macro-budget-setting	Practices are improved in macroeconomic risk analysis
Guinea	2	Strengthen analytical capacities on budgetary risks Improve the practices and tools used in revenue forecasting	Macroeconomic risks are analyzed and quantified A quality statement concerning budgetary risks is annexed to the 2026 budget proposal; Forecasting tools for major tax revenues are improved
Guinea-Bissau	1	Improve the macro-budget-setting and preparation of the DBPEP	Fiscal risks are analyzed and their impacts evaluated in the budget documents The medium-term macro-budget-setting tool is strengthened.
Mali	2	Optimize use of the updated MME-DNPD Support macro-budget-setting and the quantification of budgetary risks	Macroeconomic risks are analyzed and their impacts are evaluated in the budget documents Macroeconomic framework practices are strengthened, with use of the updated MME-DNPD.
Mauritania	3	Operationalize the macroeconomic and fiscal framing mechanism	The macroeconomic and budget framework mechanism produces medium-term macro-budget-setting that is operational; Macroeconomic risks are analyzed and their impacts evaluated in the budget documents
Niger	2	Strengthen the capacity of staff in government spending review and budget forecasting Support medium-term macro-budget-setting	Review of public expenditure and budget forecasts. Macro-budget framing tools are [incomplete in original text]
Senegal	2	Support medium-term macro-budget-setting Enhance budgetary risk analyses	The macro-budget-setting practices are strengthened with the use of the updated MME/DNPD; The quantification of budgetary risks is improved
Togo	1	Support the MTF/MTEF and budget risk management tools	Macroeconomic risks are analyzed and their impacts evaluated in the budget documents Annual and multiyear budgetary frameworks are prepared on the basis of macroeconomic projections

2026 Work program – Regional/Inter-Regional Workshops and Seminars

Area	Topics	Dates and locations	Partners	Participants
First quarter (May–July 2025)				
Government finance statistics	Consolidation of general government operations	Togo July 2025	WAEMU	30
Real sector statistics	Seasonally adjusted quarterly national accounts	Senegal June 2025	WAEMU	40
Debt management and financial market development	Preparation and execution of debt issues on international markets	Cameroon or Congo, July 2025	AFC, Japan	20
Banking supervision and financial regulation	Regulation and supervision of climate-related financial risks	To be determined, July 2025	MCM-FR, AFC and AFS	15
Second quarter (August–October 2025)				
Customs administration	Using data analytics and machine learning for post-clearance inspection	Senegal TBD	FADR2, WAEMU	20
Tax administration	Governance framework for a tax authority	Togo October 2025	FADR2, WAEMU	30
Public financial management (budget)	4 th inter-regional seminar on public investment management	Guinea November 2025	FADM2, AFC, Japan	30
Banking supervision and financial regulation	Pillars 2 and 3 of the Basel Framework	To be determined, November 2025	AFC	10
Third quarter (November 2025–January 2026)				
Tax administration	Leadership (Portuguese-speaking countries)	Angola September 2025	FADR2/AFC /AFS	6
Tax Administration and Public Finance Management (Accounting and Treasury)	Systems for revenue accounting and VAT credit refunds (TADAT-DA8)	Senegal December 2025	FADR2, FADM2, WAEMU	40
Tax administration	Tax Dispute Resolution Process (TADAT-DA7)	Benin January 2026	FADR2, WAEMU	30
Public Financial Management (Accounting)	Inter-regional seminar on accrual and	Cameroon	FADM2,	30

and Treasury)	asset-based accounting (production of accounts and financial statements)	January 2026	AFC	
Fourth quarter (February–April 2026)				
Government finance statistics	Consistency of primary data for compilation of the GFS	Côte d'Ivoire, April 2026	AFC	30
Debt management and financial market development	Audit of public debt management	Togo or Benin, January 2026	AFC, Japan	20
Macroeconomic and fiscal analysis	Strengthening of the medium-term fiscal framework.	Togo February 2026	FADM2	30
Other seminars				
Public financial management (Accounting and Treasury)	Participation in the FADM2 seminar on digital currency	Côte d'Ivoire, February 2025		0
	FADM2 seminar on budget transparency in Francophone sub-Saharan Africa	TBD		0
Macroeconomic and fiscal analysis	AFRISTAT/WAEMU/AFW Seminar (1 st half-year)	Burkina Faso June 2025		4
	AFRISTAT/WAEMU/AFW Seminar (2 nd half-year)	TBD, November 2025		4

2026 Work program – Immersion Internships, Peer Learning, Study Tours

Area	Topics	Potential host country	Beneficiary
Tax administration	Tax information	TBD	Benin
Customs administration	Implementation of reform projects and risk analysis	TBD	Guinea, Mauritania
Public financial management (budget)	Public investment management	Benin	Burkina Faso
Public financial management (Accounting and Treasury)	Opening balance sheet process in the production of annual financial statements	TBD	For States most engaged in the opening balance sheet process
Government finance statistics	GFS compilation and analysis	TBD	Guinea-Bissau, Niger
Macroeconomic and fiscal analysis	Macro-fiscal analysis	Niger	Mali

STAFF MOVEMENTS

AFRITAC West recorded two departures and four arrivals in fiscal year 2025.

Ms. Ha Vu, Public Expenditure Management Advisor (Budget) has left the Center and Ms. Anne Marie Siby, Office Manager of the Center, has retired, replaced by Ms. Ahou N'da, followed by the recruitment of a new Administrative Coordinator, Ms. Marie-Aude N'guessan.

At the same time, the Center welcomed Mr. Bady Ebé, Mr. Mourad Arfaoui, Mr. Abdoulahi Mfombouot and Mr. Hasina Rakotonrainibe, respectively Advisors in Macroeconomic and Budgetary Analysis, Customs Administration, Public Financial Management (Budget) and Tax Administration.

RELOCATIONS AND NEWCOMERS



Abdoulahi Mfombouot, Resident
Advisor on Public Expenditure
Management



Mihamintsoa Hasina Rakotondrainibe,
Tax Administration Advisor



Bady Ebé, Macro-Budget
Management Advisor



Mourad Arfaoui, Customs
Administration Advisor



Ahou N'da, AFW Office Manager



Marie-Aude N'guessan,
Administrative Coordinator