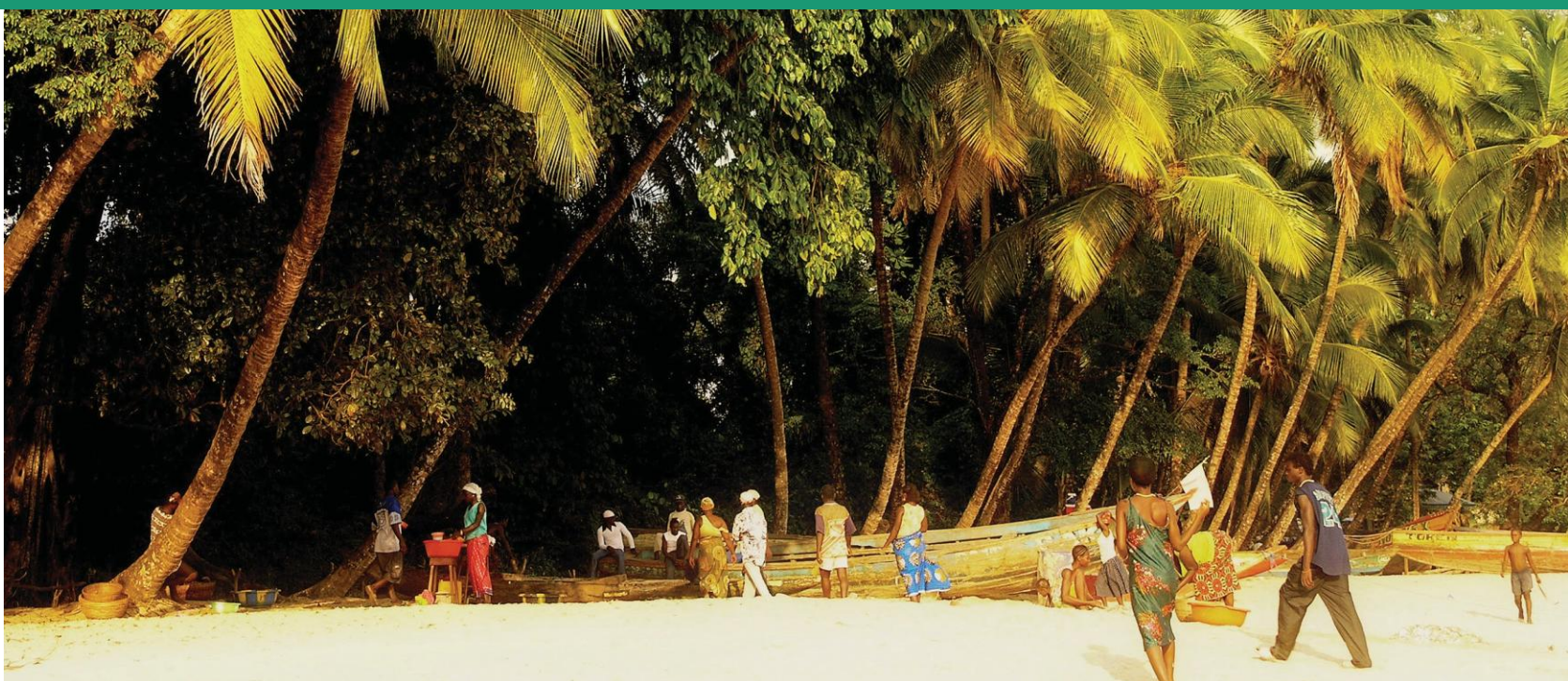


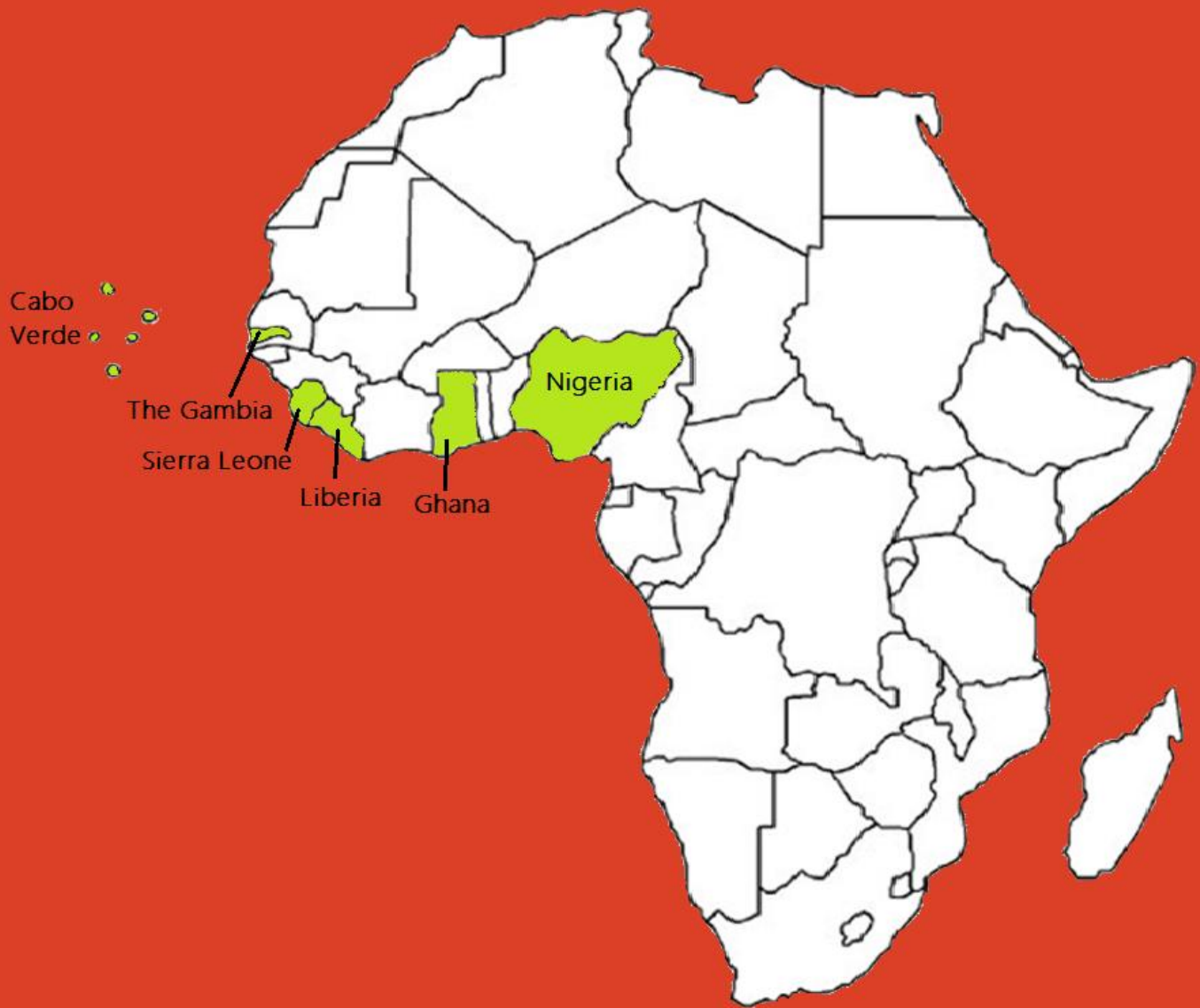


FY 2016 Mid Year Report---ANNEXES

WEST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER 2 (AFW 2)



AFRITAC WEST 2 MEMBER COUNTRIES



Ghana



Cabo Verde



Liberia



Nigeria



Sierra Leone



The Gambia



A Multi-Donor Initiative Supported by Member Countries and the following Development Partners



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**ANNEX I: MINUTES OF THE SECOND AFRITAC WEST 2 STEERING
COMMITTEE MEETING
APRIL 13, 2015
WORLD BANK GROUP BUILDING, ACCRA**

The second Steering Committee (SC) meeting of AFRITAC West 2 Technical Assistance Center of the IMF (AFW2) was held on Monday, April 13 2015 at the World Bank Group Building in Accra. The meeting was chaired by Mr. Seth Terkper, Minister of Finance and Economic Planning for Ghana.

Agenda Item I: Chairman's opening remarks and Adoption of the Minutes of the 1st Steering Committee Meeting in March 2014

The meeting opened at 8:15 am.

The Chair and Minister of Finance for Ghana, Honorable Seth Terkper, welcomed all to the meeting. He gave apologies for the Governor of the Bank of Ghana who was on an assignment in London. His designated representative was also unable to attend the meeting due to a family emergency. He indicated that efforts to get a representation from Nigeria at the meeting could not materialize, partly due to the on-going transition in the country.

In his opening remarks, Honorable Terkper stated that while AFW2 member countries had made strides over the last decade in terms of economic stability and growth, they continued to face major challenges in their quest to build capacity and implement much-needed reforms. The IMF established AFRITAC West 2 to better support member countries' capacity building goals as well as economic policies and institutions. He added that in the Centre's first year of operations, the outbreak of the Ebola Virus Disease (EVD) in two of its member countries had significantly affected its work. In spite of the challenges, AFW2 made progress in the implementation of capacity building projects; and on setting up the basics. In the short period of operations, the Center had already helped some countries to achieve tangible results in areas such as strengthening the medium term fiscal framework, the development of strategic plans including risk management to improve revenue compliance and improving the quality of national accounts with the inclusion of improved data. He reiterated that the Center's approach was demand driven, home backed and flexible, noting that in the case of Ghana, the Center had played a key role in negotiating the fund program.

Honorable Terkper noted further that the FY 2016 work program had a clear delineation of short-term planned activities and the objectives. He added that Ghana viewed capacity development (CD) to foster regional integration as an area of priority and emphasized the need for a concerted effort to improve statistics across the countries. He expressed the opinion that it may be useful to consider other topical issues beyond macroeconomics; notably issues relating to the private sector. He also announced that Ghana would be shortly paying their pledged contribution to the center. Finally, he expressed appreciation to the Steering Committee and observers for attending the meeting, and also to AFW2 donors for their generous contribution to the Center as well as the staff for their concerted and collaborative efforts.

The minutes of the first steering committee meeting of the Center held on March 2014 were approved.

Agenda item 2: Brief donor remarks

Remarks were given by SECO and the EU.

Ms. Monica Rubiolo, Head of Macroeconomic Support Division, SECO indicated that Switzerland had supported Regional Technical Assistance Centers (RTACs) from the beginning and that RTACs had proven to be a good model for delivering Technical Assistance (TA). Drawing on SECO's ten-year experience with RTACs as well as recent evaluations of other RTACs, Ms Rubiolo mentioned some strengths and challenges of RTACs. The strengths included i) relevance - the TA provided by RTACs was needed and requested by country authorities; ii) effectiveness - high quality TA with tangible results; iii) adaptability to changing conditions; and iv) great results when TA was linked with surveillance and lending.

The main challenge according to her was sustainability. She admitted that CD was a very complex and demanding task and called on the Centre to adopt creative approaches to maximize results. She also welcomed the ongoing review of the Result Based Management (RBM) system by the Fund and called for more results-based rather than activity-based reporting. She concluded that Switzerland would remain a strong supporter of the RTAC model and encouraged the Centre to not only learn from the other RTACs in the region, but also raise the standard for RTACS even higher.

Mr. Ignacio Burrull, the Head of Cooperation of the EU Delegation to Ghana, stated that the EU attached a great importance to its relations with West Africa; as reflected in the scale of assistance to improve trade and investment conditions in the region totaling about EUR 2.4 Billion. He indicated that in the spirit of aid effectiveness, the EU was happy to collaborate with the IMF and other development partners (DPs) in supporting AFW2. Mr. Burrull pointed out that though AFW2 only started operation in 2014; it was the EU's expectation that progress would be swift in order to replicate the successes reported in AFRITAC East and AFRITAC West. Further, meaningful assistance should be given to Liberia and Sierra Leone now that the EVD epidemic appeared to be under control. The EU welcomed the well-articulated logical framework and opted to provide detailed comments on the Annual Report to the Center later. Finally, Mr. Burrull remarked that in the wake of continued decline in crude oil prices and the depreciation of the national currencies of beneficiary countries, the EU would encourage the Centre to focus more on activities that would complement activities of ECOWAS and the various countries to reduce the impact of the downturn.

Agenda Item 3: Reports on the implementation of the FY 2015 work plan

The **Center Coordinator, Mr. Lamin Leigh** gave a presentation¹ covering the Center's high and low points of FY 2015, the macroeconomic story of AFW2 and its implied demand, strategic issues for the centre and the proposed topics for future work.

This was followed by a presentation by the five (5) **Regional Advisors** covering the outcome of TA in their respective sectors in FY 2015.

Feedback and discussion

Reporting of progress

SECO and **Canada** were of the opinion that the with the exception of Revenue, reporting was largely

¹ All participants received copies of all the presentations.

activity-based and remarked that it would be useful to draw out achievements from missions and present the trend towards the outcomes. The **EU** also added that the inclusion of the baseline in reporting performance would be useful. SECO further maintained that it was important to delineate the long term priorities on which the program was anchored from short-term or ad hoc activities. **Ms. Wipada Soonthornsima**, STA/HQ indicated that at least in the case of statistics, the report addressed most of the issues raised. However, she noted the language may be quite technical and suggested that a change in language and presentation going forward may be better to communicate outputs and outcomes. She added that such would enhance effective support for improvement of data quality from policy makers and broad stakeholders.

Country issues

SECO sought an explanation for the mixed performance in Nigeria and also why there were fewer PFM missions in Ghana than had been anticipated in the work program. They further indicated that they had provided a long-term expert on Financial Supervision at the Bank of Ghana working on BASEL II and were surprised that AFW2 was also recruiting a short-term expert for the same purpose.

In the case of Nigeria, **the CC** explained that the Center had explored how it could effectively reach out to Nigeria being the biggest country. In this regard, the Center had exchanged with AFRITAC South (AFS) which also covered a large country; South Africa to learn some lessons. The Center's approach going forward would be to tailor to Nigeria's peculiar needs to maximize the impact of its interventions. On the question of PFM mission's to Ghana, the **PFM Advisor** clarified that a lot of work rather happened outside the work program in the context of the Fund program negotiations which had created delays in TA delivery due to the lack of availability of the authorities for new TA project. Further, there were instances where there were delays caused by sequencing and prioritization issues. With respect to AFW2's recruitment of an expert for the Bank of Ghana, the **Financial Supervision Advisor** assured SECO that AFW2's intervention would complement, rather than duplicate SECO's work given that the scope of BASEL II was very wide.

Liberia sought a clarification on who their main PFM interlocutor with the Fund should be; i.e. the resident long-term advisor, AFW2 or HQ. **Ms. Suzanne Flynn** of the FAD/HQ responded that the main contact for now should be HQ until an arrangement had been made between the AFW2's PFM Advisor and the PFM reform Coordinator in Liberia.

Donor Coordination

Australia asked how the Center would effectively coordinate with donors, especially those who were not on the steering committee. The **CC** indicated that on his assumption of office he conducted an outreach to all the donors. He added that the Center through the Regional Advisors had so far tried, and would continue to share information on its work with the various donors involved in its sectors of operation.

General/Crosscutting issues

Canada wanted to know how the Center was utilizing the various evaluations of other RTACs in its work and indicated they would also like to hear by mid-year, how the plans to enhance the effectiveness of CD have materialized. **The CC** pointed out that one of the key lessons emanating from the recent evaluations was the use of the RBM as a management tool. He informed the meeting that the Fund was developing a Fund-wide RBM which would apply across the various departments.

Reacting to a point made by the PFM Advisor in his presentation about the limited pool of experts in the region, **Canada** remarked it would be useful for the Center to articulate how it planned to

overcome this challenge.

The **EU** was of the view that if possible, ECOWAS should be invited to the SC not just as an observer but as a member.

The **Center Coordinator** remarked that all suggestions have been noted. Concluding the session, the **Chair** stressed on the need to address the challenges associated with the heterogeneity of the countries challenges posed to the centre. He was of the view that the development of a peculiar package for countries in transition could be explored.

Agenda Item 4: Country experience on PFM reforms- the case of Cabo Verde

Mr. António Anacleto from the Directorate of Reforms and Information Systems, Ministry of Finance, Cabo Verde gave a presentation on PFM reforms in Cabo Verde; success and challenges.

Feedback and discussion

Responding to a question from **SECO** on what PFM reform model could be recommended for other countries, **Mr. Anacleto** noted that each country may require a different model. However, based on Cabo Verde's experience, he opined that in sum, what was required for PFM reforms were; 1) a clear vision and a road map; 2) the appropriate laws and technology; and 3) capacity development of the human resources. He stressed that IT processes must be modeled around business processes and not the other way.

The Gambia remarked that Integrated Financial Management and Information System (IFMIS) had helped to improve transparency and reporting in their country. However, their implementation of the Treasury Single Account (TSA) had proven to be a challenge. **Liberia** asked for an elaboration on how the TSA was set up in Cabo Verde while **Sierra Leone** enquired about the measures that were put in place to bring on board statutory institutions in the TSA. Expanding on the implementation of their TSA, **Mr. Anacleto** explained that Cabo Verde had passed a law that mandated all institutions to use the TSA. Further, a technology that linked the central bank to commercial banks was also put in place. In the case of statutory institutions, the Government adopted persuasion and incentives to nudge these institutions to use the TSA.

The **Chair** mentioned that Ghana, like many other countries in the region also had challenges implementing the TSA. He further stated that Ghana began the path of PFM reforms around the same time as Cabo Verde. However its initial reform program which was comprehensive could not be sustained. For this reason, Ghana opted for a modular approach when it re-launched its PFM reforms. He remarked that while the 'big bang approach' to PFM reforms could work for smaller countries, there was a case for the modular approach for bigger countries.

In concluding the session, the **Chair** proposed that given the interest and the common experiences across countries in the region, the Centre should consider organizing a workshop on TSA for member countries.

Agenda Item 4: AFRITAC West 2 proposed work plan for FY 2016

The five **Advisors** presented their work plans for FY 2016.

Feedback/discussion

RBM/Work program

Liberia expressed concern that even though the Central Bank had sent a request based on what they considered as their needs, the Center rather proposed other areas to them. **Sierra Leone** added that in the area of statistics they would like support related to Balance of Payment Statistics as most countries in the region were moving from BPM5 to BPM6. The **CC** explained that Balance of Payment Statistics was not covered by the Center which covers real sector statistics only. However, any requests for external sector TA, if received by the Center, would be relayed to HQ.

SECO was of the view that the FY 2016 work plan was ambitious given that some mitigating factors such as absorptive capacity persisted in most of the countries. They also enquired how the innovative ideas to improve the effectiveness of capacity development as mentioned by the CC in his presentation, translated in the FY 2016 work program. The **CC** responded that although the Centre was scaling up operations in FY 2016 in nominal terms, most of the activities were carried over from the previous year. Also, the activities had been requested by the authorities. With regards to the translation of the innovations, the **CC** said in the case of The Gambia for instance, based on feedback received about limited traction on previous TA recommendations in the area of MONOPS, the Center would undertake implementation support missions rather than new TA mission that would make more recommendations. The **PFM Advisor** added that reflecting the change in approach, some of the missions were peripatetic in nature, meaning that there would be several missions until the expected result is achieved.

SECO further recommended that any proposed work in the area of natural resources, mentioned in the annual report is coordinated with Topical Trust Fund (TTF).

General/cross cutting issues

On the issue of availability of experts in the region for TA assignments, **SECO** proposed to the Center to consider the concept of developing and maintaining a community or network of practitioners” in the region. **Suzanne Flynn** of FAD/HQ added that it was important to plan ahead so that experts could be booked ahead of time.

There was a call on the RTACs in general to consider collaborating with other local capacity building institutions in the various countries to make capacity development more sustainable. Further, the Centre was encouraged to adopt peer-to-peer learning approaches in its work. The **CC** remarked that AFW2 was in full support of peer-to-peer learning and would even extend it beyond the AFW2 when necessary.

Mr. Enrique Gelbard of AFR/HQ urged member countries to strengthen their human resource management capacities to ensure that human resources are well assigned with a long term focus, as well as to attract and retain competent staff overtime in order to maximize the CD offered by the centre.

Ms. Wipada Soonthornsima, STA/HQ reiterated the need to champion improvement in statistics, especially from key policy makers as data users. She urged Authorities, to promote data sharing among institutions and also preserve institutional knowledge. Further data are not free. Improvement of data quality requires financial and institutional support as well as staff resources.

In concluding the session, the **Chair** indicated that the Centre was relatively new and it would take time to firmly establish some fundamentals. He supported the recommendation for the Center to collaborate with local capacity development institutions, adding that AFW2 could liaise with institutions such as Revenue Authorities which have in-house training programs to enhance the ownership and sustainability capacity development. On statistics, he noted that building good relations with data providers and establishing MOUs for the transfer of data is essential for improving statistics. With respect to fiscal dominance for which a workshop was planned for FY 2016, the Minister noted that it would be necessary to explore fiscal-monetary nexus; especially in countries like Ghana with significant earmarked revenue.

Agenda Item 6: Discussion of AFW2 governance framework

The **CC** indicated that apart from Nigeria which did not send a response, all the other member countries had communicated their preference for option 3 i.e. continue with bi-annual meetings; one taking place in the country of the chair (changing annually either by alphabetical order or by consensus) and the other in November taking place in Accra with an eventual switch to an annual cycle. Further Cabo Verde had indicated that although they preferred option 3, they could not chair the next meeting if the alphabetical order was used.

Canada, SECO and **Australia** were concerned that donors had not been consulted on this. **SECO and Canada** further indicated they would be in favor of a meeting once a year to save time and cost. Further consultations could be done via email. They enquired about the opportunity cost of the cancelled November 2014 SC meeting as well as the budgetary impact of holding two meetings in a year. There was also concern that Nigeria being the largest country in the region, had not responded.

The **EU** indicated they were in favor of option 3 and suggested that to find a middle ground; the Centre could have one more meeting in 2015 and then take a decision next year.

Australia mentioned that from their perspective an annual meeting would be sufficient, but if needed, there could be a second meeting with member countries during the year.

The **CC** responded that the mid-year report as well as the Annual report circulated to SC had asked for the SC's initial reactions to the three options identified. Only one donor had responded by email opting also for option 3. Also as indicated in the reports, the Centre only directly followed up with the member countries to get their views on the matter. He explained that there were benefits for a new RTAC to meet twice a year initially before switching to annual meetings. This had been the experience of most RTACs.

SECO suggested that decision tables, as used in the Topical Trust Fund (TTF) meetings could be adopted by the Center for SC meetings going forward to enable all members to prepare before hand, which was welcomed.

Regarding the budgetary impact of the two SC meetings in a year, **Mr. Holger Floerkemeier**, ICD/HQ responded that it was not substantial particularly given that the member countries bore the travelling and other related expenses of their staff. Some HQ travel costs were also either paid by HQ or shared through combining SC meeting participation with other missions, meetings, or events. He added that further details on SC meeting expenditure could be provided later.

The **chair** noted that with the cancellation of the November 2014 SC meeting some important discussions and decisions could not take place. Regarding Nigeria's opinion on the matter as well as its overall participation in the SC, the Chair committed to take the issue up with the Nigerian Authorities at the Spring Meetings. Finally, it was agreed a decision on the governance arrangement would be deferred for a few more months to allow broader consultation with the SC.

Agenda Item 7: AFW2 Financial report and budget presentation

Ms. Bineta Ba, ICD/HQ, gave a presentation on fundraising, budget and expenditure; including the proposed recruitment of an additional Long term Advisor for PFM. She indicated that secured and pledged funding for AFW2 amounted to US\$45.1 million. Compared to the program budget, the outturn of the 2015 budget as at February was low (38%).

Feedback/discussion

SECO welcomed the additional pledge by UK which if secured would bring the Centre to a comfortable financial position. The Fund was urged to already consider the possibility of transferring unused funds to a next phase of the program.

On the proposal to recruit a second PFM advisor in FY 2016, **SECO** indicated they would be amenable to the proposal, subject to the lifting on the travel ban to the Ebola affected countries. The **CC** explained that the Fund had announced a gradual re-engagement with the two countries. Missions to Liberia were expected to resume soon after the Spring Meetings.

Canada and SECO enquired when member countries were likely to honor their commitments. The Chair indicated that Ghana would be paying its contribution shortly. The **CC** remarked that for Liberia and Sierra Leone, the Fund would exercise forbearance for now with them for now in view of the Ebola shock which necessitated additional IMF funding. For the other countries, he indicated letters of Understanding (LOUs) had been sent to the other countries to secure their pledges. The representatives of the member countries were asked to follow up with their hierarchies on this. The Chair added that he would also follow up with his colleague Ministers at the Caucus meeting during the Spring Meetings and also the next meeting of ECOWAS Finance Ministers.

With respect to the presentation of the budget, **Australia** requested that there is also a breakdown of expenditure by country and by sector for transparency in the distribution of the resources. **Mr. Holger Floerkemeier**, ICD/HQ responded that this would not be possible since sector advisors do not employ work time-sheets to allocate time per country. While mission travel days are recorded, this is not the case with time spent on mission preparation, report-writing, or backstopping, for example.

Agenda Item 8: Presentation of how capacity building can foster regional integration in ECOWAS – lessons from International Experience.

The **CC** gave a presentation on Regional Integration (RI) and Capacity Building which covered the experiences of the East African Community (EAC) and the Southern Africa Customs Union (SACU), the ECOWAS context and how AFW2's work at the country level would contribute to regional integration.

This was followed by a presentation by **Mr. Kemoh Masaray** of the West Africa Monetary Institute (WAMI). The presentation shed light on WAMI's work program, its journey so far and noted that

there were opportunities for WAMI and AFW2 to collaborate in capacity building, especially in the area of financial supervision.

Feedback/discussion

Gambia mentioned that the key building blocks had to be established to facilitate RI. Capital liberalization for instance was needed for trade but it also required effective payment systems.

It was indicated that on the path to convergence, it was important to do things in between. Rather than waiting for all countries to begin the process, countries that were ready could start the process. Further it was emphasized that a key area where the Center's work could make a significant impact on RI was in the harmonization of statistics.

The CC indicated at the end of the session that the idea of the seminar was to plant a seed on the practical steps that AFW2 could take at the country level to foster RI. Member countries could subsequently indicate to the Centre in which areas they would want some guidance or assistance. He also mentioned that the Center was proposing a one-day seminar on regional integration in its FY 2016 work program.

The meeting ended at 4pm.

ANNEX II: PROGRESS ON 2015-2016 WORK PROGRAM (INCLUDING PROPOSED AMENDMENTS²)

RBM Revenue Administration

Afritac West 2 - Logical Framework 2015-2016

Revenue Administration

General Objective: To strengthen institutional and operational capacity in revenue administrations of member countries for optimal revenue generation and to enhance tax and customs compliance while facilitating trade and regional integration as envisaged by ECOWAS.

Medium Term Objective I: Supporting regional trade integration initiatives as envisaged by ECOWAS by eliminating barriers to trade across borders, minimizing costs of trading and harmonizing operational processes across member countries.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Cabo Verde: Facilitate faster clearance of goods through risk based clearance procedures.	Risk based preferred trader programs implemented.	STX mission to finalize the risk-based compliance management strategy and help prepare to implement the WCO Authorized Economic Operator Program.	Efficient border operations in place.	In progress. A National Customs Risk Management Manager has been appointed and a risk management team was established. Meetings being held more frequently to review risks. Identified risky cases being followed up by Anti-Fraud team.	A number of planned actions pending implementation of ASYCUDA World which is underway. Next mission to train Risk Management team scheduled for November 2015.

² Additions are in Blue Font while Modifications /Cancellations are in red font.

Liberia: Strengthen customs administration through the development of a compliance risk management framework.	A customs compliance risk management framework is developed.	Two STX missions to develop a customs Compliance Risk Management Framework and then train staff.	Risk-based clearance procedures in place and preferred trader programs implemented.	Pending	TA scheduled for H2. STX identified.
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Medium Term Objective 2: Enhancing revenue collections from improved and cost effective operational procedures and strengthened compliance strategies.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Regional Workshop on indirect taxes: Enhance domestic revenue through effective VAT and excise tax collection and enforcement.	Improved VAT and excise tax compliance.	A Regional indirect tax workshop to address challenges in collection enforcement for member countries.	Strengthened VAT and excise administrations in member countries.	Pending. Workshop scheduled for November 16 to 20 2015, to include both technical and policy components.	Preparations for workshop on track.
Regional Workshop on Compliance Risk Management: Enhance revenue compliance through effective use of risk based compliance management and enforcement strategies.	Improved voluntary compliance.	A Regional workshop to assist member country administrations to develop organization wide risk based compliance enforcement frameworks.	Effective compliance strategies are implemented in member countries.	Pending. Workshop scheduled for February 2016.	Country missions in the first half focused on improving computer based audit capacity for complex sectors like Telecommunications and financial services sectors for member countries. The workshop will focus on assisting administrations in developing broader compliance improvement strategies.
Cabo Verde: Develop Operational manuals and tools to support modern customs business processes and procedures.	Standard operating procedures in use.	Two STX assignments to develop and update customs procedures and train staff in preparation for the implementation of ASYCUDA World.	Effective customs operations in place.	Pending Not yet commenced	TA scheduled for H2. Implementation of ASYCUDA World was awaiting donor funding confirmation

Cabo Verde: To Strengthen customs controls of importation of petroleum products.	Improved revenue from imports of petroleum products.	STX assignment to train staff on valuation of petroleum products.	Effective controls of imports of petroleum products in place.	Pending Not commenced.	There are challenges in identifying experts on the subject in Portuguese.
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Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Ghana: Build audit capacity through the development of a pool of audit trainers to train other officers on modern audit techniques.	Improved audit coverage.	Two STX missions to train LTO and MTO auditors on modern audit techniques and develop audit manuals.	Improved audit operations.	Pending Eight trainers identified and trained.	The first training by trained auditors scheduled for November with assistance from STX. Audit software and laptops procured.
Ghana: Improve performance of Indirect Taxes.	An effective Excise Management Function	Two STX missions to develop Excise materials and train GRA staff on critical Excise compliance monitoring procedures.	Excise management functions in GRA are strengthened.	In progress	First mission to compile available excise materials and set up team was conducted. A project initiation document has been developed.
Liberia: Update customs Operational manuals and tools to support modern business processes and procedures.	Updated procedures manuals developed.	Two STX missions to develop and update customs manuals and train staff.	Effective operational systems in place.	Completed	A Customs Procedures Manual comprising 18 standard Operating procedures, a compendium of 26 job profiles for Customs staff and 8 Fact Sheets for traders were reviewed and approved. The next mission will be used to train managers and supervisors on developed documents and SOPs.
Nigeria: Develop a compliance risk management strategy and train staff on risk-based audit techniques.	Pool of trained auditors in place and improved audit recoveries.	STX assignment to help with developing a compliance strategy for the FIRS and train staff.	A strengthened compliance risk management framework in place.	In progress	A team of 15 FIRS and 20 NCS auditors were trained on risk management and data analytics. Training at FIRS focused on strengthening the Compliance Research Unit (CRU) and assisting the Compliance Enhancement project on the proper use of third party data for audit case selection and better risk management tools. Further training scheduled for H2
Sierra Leone: Update Operational tax manuals and tools to support modern business processes and procedures.	Effective operational processes.	Two STX assignments to update operational procedure manuals and train staff.	Operational tax functions strengthened.	Pending	Scheduled for H2
Sierra Leone: Strengthen compliance audit and enforcement Framework for tax and customs.	Compliance audit and enforcement is improved.	Two STX missions to develop a compliance management strategy and train staff for joint audits.	Compliance functions strengthened.	Pending	A team of 15 Tax and Customs auditors trained on Computer Assisted Audit Techniques (CAAT) in October. Follow up training of trainers to be delivered in Q4.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
The Gambia: Develop strengthened compliance audit and enforcement Framework for tax and customs.	Compliance audit and enforcement is improved.	Two STX missions to develop a Compliance Management Strategy and train staff for joint audits.	Compliance functions strengthened.	Pending	A team of 16 Tax and Customs auditors trained on Computer Assisted Audit Techniques (CAAT). Follow up training of trainers to be delivered in Q4. Compliance strategy including taxpayer service and engagement to be developed in Q3
The Gambia: Develop strengthened audit manuals for tax and customs procedures.	Audit functions are improved and modernized.	Two STXs missions to develop audit manuals and train staff.	A strong audits function is in place.	Pending	Initial training on Post Clearance Audit and CAAT done. Customs team working with STX on developing PCA manual. Follow up work in H2
Medium Term Objective 3: Implement efficient organizational structures and effective governance programs.					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Regional: Assist member countries in implementing the RA-FIT and TADAT tools.	Effective revenue and operational reporting in place.	Advisor's RA-FIT visit to member countries.	RA-FIT completed correctly in all member countries.	Completed	All countries visited and RA-FIT closed. An FAD meeting to consolidate RA-FIT scheduled for November 2015
Cabo Verde: Develop management capacity for the integrated revenue administration.	Improved management skills.	A STX mission to train the different levels of management. (3 weeks)	Improved and effective management in place in tax and customs operations.	Pending	TA to be delivered in H2 in collaboration with FAD
Cabo Verde: Develop planning implementation, monitoring and evaluation framework for the DNRE.	Effective planning and evaluation tools developed.	Two STX missions to develop planning and budgeting as well as performance monitoring and evaluation capability for the DNRE management.	Strong management reporting.	Pending	TA to be delivered in H2 in collaboration with FAD
Ghana: Develop project management framework for GRA.	Projects delivered on time.	Two STX assignments to develop Project Management tools and train GRA Managers and staff.	Improved delivery of reform projects.	Completed	Project management framework in place and training of senior and project managers conducted.
Ghana: Strengthen performance monitoring and evaluation (M&E) of the Strategic Plan.	Timely implementation of strategic plan deliverables.	A STX to help develop performance monitoring and evaluation system.	Effective monitoring and evaluation and reporting.	Completed	Workshops were held with the Modernization Program Office (MPO) and Monitoring and Evaluation (M&E) teams to develop M&E framework and start work on 2016 operational plans.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Liberia: Develop a robust performance measurement function.	Improved performance monitoring.	STX mission/attachment to develop a performance management system.	Effective performance management system implemented.	In progress	TA being delivered in collaboration with FAD.
Liberia: Strengthen reforms in customs administration.	Improved customs operations.	An FAD-led Customs diagnostic mission will be conducted to identify key customs reform priorities for the LRA.	Reform priorities identified.	Pending Scheduled for November/December 2015	
Nigeria: Assist the FIRS in developing a new strategic plan for the period 2016 to 2019.	Efficient organizational functions in place.	Two STX visits to assist with the development of the plan and develop the necessary planning tools.	A robust planning process established.	Pending	TA scheduled for H2
Nigeria: Deliver a joint tax and customs policy and administration reforms review mission.	Clear reform priorities identified.	A joint HQ-led mission on tax and customs policy and administration.	Reform priorities identified.	Completed	Mission identified key revenue enhancement priorities for both Customs and Taxes.
Sierra Leone: Strengthen the Monitoring Research and Planning (MRP) department.	Performance monitoring and research functions are improved.	STX mission/attachment to assist in establishing an effective MRP function.	A strong MRP function established.	Completed	Attachment of three NRA MRP officers held in Tanzania in October
The Gambia: Strengthen Performance monitoring and evaluation (M&E) of the Strategic Plan.	Improved delivery of strategic objectives.	STX to help develop performance monitoring and evaluation system.	Effective monitoring, evaluation and reporting.	Completed	Workshops were held with the GRA management to develop M&E framework and start work on 2016 operational plans. Framework developed and plans have been costed and ready for budget engagement with Government. TA facilitated a donor conference to share strategic plan priorities and seek assistance.

Medium Term Objective 4: Promote voluntary compliance through a fair and transparent tax system that provides the information, tools, and mechanisms for taxpayers and reduces the cost and burden of compliance.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Cabo Verde: Develop an organization-wide taxpayer service strategy.	Improved taxpayer service and voluntary compliance.	STX assignment to develop a taxpayer service strategy.	Effective taxpayer service.	Pending started	TA scheduled for H2
Liberia: Develop a taxpayer registration program.	Wider tax base.	Two STX assignments to develop taxpayer registration program.	A wider taxpayer and importer register.	Cancelled	
Nigeria: Develop guidelines and procedures for taxpayers.	Simplified compliance systems.	STX assignment to develop procedures and guidelines for taxpayers.	Improved compliance procedures and guidelines for taxpayers.	Pending	Not yet started.
Sierra Leone: Develop an organization-wide communication and stakeholder engagement strategy.	Improved taxpayer service and transparency with taxpayers.	STX assignment to develop a taxpayer and stakeholder engagement strategy for the NRA.	Open and transparent communication with the public.	Pending	Scheduled for H2
The Gambia: Develop an organization-wide taxpayer service strategy.	Improved taxpayer service and voluntary compliance.	STX assignment to develop a GRA wide taxpayer service policy and program.	Improved service and taxpayer compliance.	Pending	Postponed to H2

RBM Public Financial Management

AFRITAC West 2 - Logical Framework 2015-2016

Public Financial Management

General Objectives: To improve members' capacity to formulate and execute budgets in line with Poverty Reduction Strategy through the provision of technical advice and support to review, design and implement strategies to improve the PFM legal frameworks, institutions, procedures, and systems in order to improve fiscal sustainability, enhance budget credibility, strengthen expenditure control, and enhance fiscal transparency.

Regional Seminars

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Program Based Budgeting	To promote policy based budgeting while ensuring that program budgeting prerequisites are in place in terms of budget credibility and medium term fiscal planning.	Organization of five day seminar with LTX, HQ Staff and STXs.	-Development of the seminar materials -Seminar delivered	Pending The regional seminar has been pushed to the second part of the fiscal year to give time to prepare a peer-to-peer seminar between Nigeria and Ghana.	All countries are at various stages of Program-Based Budgeting implementation, except Nigeria that has developed plans but that is now shifting to a form of zero-based budgeting with a strong result-based component.
Fiscal Reporting	To promote best accounting and reporting practices.	Organization of five day seminar with LTX, HQ Staff and STXs to discuss the sequencing of accounting reforms and best practices for presenting financial statements.	-Development of the seminar materials -Seminar delivered	Pending	So far only Nigeria has expressed a strong interest for this seminar because the authorities have developed plan to move to accrual accounting. Other countries are trying to improve their reporting system incrementally but lack a coherent strategy.

Country: Cabo Verde					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
To document ongoing PFM reforms and integrate them in one single document in order to facilitate their monitoring by the newly created PFM Reform Unit.	To establish the status of ongoing reforms and to accelerate their implementation by identifying bottlenecks and issues.	Assessment of ongoing PFM reforms: This mission is the second of two STX missions.	Seminar on the consolidation of ongoing PFM reforms	A table describing ongoing reforms has been produced and is ready for discussion. Although the first objective of the assignment (documentation of ongoing reforms) is met, this is not the case of the second objectives (documentation of completed reforms for the period 2000-15)	A second mission was delayed at the request of the authorities due to other important commitments. Questionnaires were sent to all stakeholders in preparation of the second mission but only a small number has been return. A second mission will be organized as soon as questionnaires are ready for analysis and the collection of other essential documents is completed.
Objective 2: Comprehensive, credible and policy-based budget preparation	Better alignment of budget appropriation on Government's medium term economic and social objectives.	1)Preparation of the Program-Based Budgeting manual for MDAs: 2 STX missions of two weeks each with the Advisor taking part in the second mission	PBB manual is finalized and instructions to MDAs are issued	An advanced draft of the manual was produced as sent to the authorities. Two chapters remain to be prepared and require new discussions with the authorities.	The short term expert having resign AFW2 is looking for a replacement.
		2) Revision of the performance framework and of the monitoring and evaluation system: 2 STX missions of two weeks each	Guiding principles for revising the performance framework are formalized in a Concept Paper.	AFW2 cannot start working on the M&E system before completing the PBB Manual.	One of the missing chapters in the PBB manual is the chapter on the M&E System. Preparation of this chapter is essential for knowing how to move forward.

Country: Ghana					
Objectives	Outcomes	Activities and TA	Milestones	Milestone Status	Remarks on Progress towards objectives
Objective 1: Improved laws and effective PFM institutions	Revision of legislative and regulatory framework to support broad PFM reforms.	3 STX missions of 2 weeks each for the revision of secondary legislation and of the regulatory framework.	A calendar for the complete revision of the legal framework is approved.	FAD with the support AFW2 organized a mission to advise on the drafting the new PFM Act. The draft should be presented to the Cabinet in December. Although it is recommended to develop key secondary legislation in parallel, the Ministry is not ready to undertake this task before the draft is completed.	The task of preparing the new PFM Act is overwhelming and there are not enough resources to start immediately drafting secondary legislation. We propose to reduce the number of mission to one for the current fiscal year.
Objective 2: Comprehensive, credible and policy-based budget preparation	Improvements in the preparation of the medium term fiscal framework result in realistic sector ceilings guiding the budget preparation process and contribute to improving budget credibility.	Strengthening of the medium term fiscal framework: 2 STX missions of 2 weeks each	Budget framework paper	A mission took place in August and prepared a template for a Fiscal Strategy Document. The mission also provided recommendations for the strengthening of the Medium Term Fiscal Framework. At this stage it is not yet clear if a follow-up mission will be necessary.	The authorities had agreed on making a fiscal policy document available to the public before sending the Budget Preparation Guidelines. The Budget Framework Paper has been renamed "Fiscal Strategy Document" (FSD). The objectives, modalities and format of the FSD need to be formalized in the new PFM Act under preparation.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 5: Improved integration of assets, and liability management framework	Effective cash management makes budget execution more predictable.	Streamlining of the budget execution process in preparation for better cash management: 1 STX mission of 2 weeks.	Revised budget execution manual.	The reengineering of the budget execution process was discussed within the context of the PFM Reform Strategy and a work plan for reform of budget execution has been prepared.	Delivery of TA on this specific item of the PFM Reform Strategy will start as soon as the authorities feel ready. No date has been set yet considering other ongoing reforms.
		Development of a set of cash management tools for the Ministry of Finance and MDAs: 2 STX missions of 2 weeks each.	-TSA strategy agreed. -Institutional arrangements for cash management agreed. -Instructions for MDAs' cash plan are communicated.	Pending	
Liberia					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 1: Strengthening PFM institutions	A post-Ebola TA strategy coordinated with other development partners.	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions A 3 days mission by the Advisor	Post-Ebola assessment of the PFM system with priorities for AFW2 missions	Completed. The mission took place in June.	The country appears overwhelmed by development partners TA offers and has a limited absorption capacity. Discussion during the mission confirmed AFW2 two priorities: development of the cash management function and revision of the MTFE assumptions. Regarding fiscal planning the authorities would prefer to have a joint intervention covering macroeconomic policy and fiscal policy.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 2: Comprehensive, credible and policy-based budget preparation	A revised MTFF that takes into account post-Ebola realities, with a more robust process for the development of the MTEF.	Revision of the MTFF assumptions with the objective of providing a better linkage between the MTEF and budget formulation to ensure better expenditure management. 2 STX missions of 2 weeks each	MTFF reflect accurately resources available	AFW2 provided support to a seminar on budget preparation organized by FAD that discussed fiscal planning, budget preparation and investment policy. The Ministry of Finance has already received TA in the area of macro-fiscal planning from other development partners.	The discussions with the authorities are not sufficiently advanced to define the modalities of an intervention.
Objective 5: Improved integration of assets, and liability management framework	Better utilization of existing cash resources. TSA implementation, cash forecasting (including emergency liquidity provision) and cash management are strengthened to provide reliable monthly cash ceilings to MDAs.	Revision of the cash management procedures and improvements in TSA management 2 STX missions of two weeks	New procedures for MDAs presenting their cash plan	The principles of the mission were discussed with the authorities but an expert ready to accept it has not yet been identified. An FAD mission with the participation of AFW2 is planned for December.	The December mission will develop a work plan that will be implemented by AFW2.

Nigeria					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 2: Comprehensive, credible and policy-based budget preparation	Budget becomes policy oriented and appropriations are aligned with Government's medium term economic and social objectives.	Program-Based Budgeting (PBB): 2 STX missions of 2 weeks each.	The concept paper is ready for review.	<p>There was little concrete progress made on PBB during the first half of the year. A concept paper was developed but its finalization and implementation was postponed.</p> <p>The authorities had planned the recruitment of two external consultants financed by DfID with AFW2 providing periodic reviews during the fiscal year. However the recruitment of the consultant was postponed. The new Government announced a change of strategy with the implementation of Zero-Based Budgeting.</p>	At this stage it is too early to say how the introduction of Zero-Based Budgeting (ZBB) for 2016 budget preparation will affect the transition toward Program-Based Budgeting. The position of AFW2 is that ZBB can be useful to improve budget credibility and facilitate a fiscal adjustment but should be only a transitory method used to pave the way for more advanced methods of budgeting such as PBB.
		State of Kaduna (new activity): introduction of Zero-Based Budgeting	Budget circular is ready	Completed. A mission visited Kaduna in September and provided guidance on the drafting of the Budget Circular.	The logic of the intervention is that the state of Kaduna implementing reforms ahead of the federal state provides an easily transferable experience.
	<ul style="list-style-type: none"> - Exchange of experience between the two largest countries of the region. - Creation of a long term partnership between the two budget departments. 	Organization of a meeting between the budget department of Nigeria and Ghana for a peer-to-peer exchange of experience on program-based budgeting	Agreement between the Nigerian and Ghanaian authorities on the meeting agenda.	Completed	The seminar led to a useful exchange of experience. The two countries experience a number of similar problems as they are impacted by the fall in commodity prices. Considering the heterogeneity of the region, AFW2 considers that this first peer-to-peer seminar offers a model that can be replicated.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 5: Improved integration of assets, and liability management framework	Improved utilization of cash through better planning.	TA will be provide (a) to develop the cash forecasting framework, (b) improve the mechanism for preparing collecting cash forecasts from MDA, and (c) develop the capacity for analyzing cash data. 3 STX missions of 2 weeks each.	A revised cash plan is introduced. • The cash plan includes the balance of non-TSA MDAs. • Cash and debt operations are fully integrated.	The first phase of the assignment is completed. A diagnostic has been prepared and a work plan prepared.	AFW2 is looking for a short term expert to do the follow-up missions. Following the mission, the Office of the Accountant General under instruction of the presidency ordered an extension of the coverage of the TSA. All MDA accounts in commercial banks have been closed.
		I)State of Kaduna (new activity): Implementation of the Treasury Single Account	An operational TSA and a cash management framework in place.	All accounts in commercial banks have been closed. A Fiscal Agency Agreement with the Central Bank of Nigeria has been drafted.	AFW2 provided TA through two missions in September and October with the objective of making the TSA fully operational. A new objective is to develop a TSA manual that could be use as an example to all other states. Experience gained from Kaduna was also useful at the federal level.
		II) An outreach workshop to sensitize other states about the ongoing AFW2 work on the TSA at the sub Federal level (new activity):	At least 5 states express an interest in implementing a TSA.	Pending	The outreach workshop has been planned for November 20.
Country: Sierra Leone					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives

Objective 1: effective PFM institutions	A post-Ebola TA strategy coordinated with other development partners.	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions A 3 days mission by the Advisor	Post Ebola assessment of the PFM system with priorities for AFW2 missions	Pending	The mission programmed in September has been postponed due to the necessity to support the development of the legal framework
Objective 1: Improved laws and effective PFM institutions	The legal PFM framework is brought in line with international best practices and supports the development of the PFM	AFW2 TA will focus on the development of secondary legislation that could be developed before the draft law is approved by the Parliament. 30 days of STX	Work program showing the articulation of the secondary legislation that needs to be developed.	Pending. A new PFM bill was tabled before Parliament in August. The passage of the bill is unlikely to be easy as there appears to be concerns about key elements of the bill. Issues still being discussed are the Minister's powers, the single treasury accounts, and the limitation of the scope of in-year changes in the budget.	A joint FAD-AFW2 visited Sierra Leone in September to discuss the passage of the law. It will probably requires more progress on the discussion of pending issues before the authorities fell confident enough to prepare secondary legislation. However in the absence of a law, secondary legislation can be used to support PFM reforms.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 2: Comprehensive, credible and policy-based budget preparation	To produce a revised MTEF that takes into account post-Ebola realities.	2 STX missions for the revision of the MTEF assumptions with the objective of providing a better linkage between the MTEF and budget formulation to ensure better expenditure management.	MTEF reflect accurately revenue projections	Pending	
Objective 5: Improved integration of assets, and liability management framework	Better utilization of existing cash resources	2 STX missions for the revision of the cash management procedures	New procedures for MDAs presenting their cash plan	Pending	The authorities are receptive to start some cash management reform but a short term expert is yet to be identified.
Country: The Gambia					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 2: Comprehensive, credible and policy-based budget preparation	The macro-fiscal model provides a realistic basis for budget allocations.	2 STX missions of 2 weeks each for the strengthening of the macro-fiscal model in consultation with other development partners.	Formulation and submission of a Budget Framework Paper highlighting the medium-term fiscal constraints and result in a proposals for affordable expenditure priorities, for fiscal years 2016-2018	Pending	
	More strategic allocation of budget resources.	2 STX missions to support the formulation of medium-term strategic plan for 2016-2018 and for 2016 budget in three ministries.	Pilot project concept note and identification of the three pilot ministries.	Pending	
Objective 4: Improved budget execution and control	Formation of new arrears is stopped and policy is in place to reduce the stock of existing arrears.	2 week STX assignment for the development of a strategy and mechanism for preventing the formation of new arrears and reducing the stock of existing arrears. 1 STX for a 2 week mission	Tools for monitoring the stock of arrears are in place	In progress. A joint FAD-AFW2 mission took place in May and developed an arrears management framework.	No further technical assistance is needed in the area until main mission's recommendations are implemented. A follow-up mission can be programmed for the end of the year if necessary.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Objective 5: Improved integration of assets, and liability management framework	<p>Revenue flows can be anticipated and cash release prepared accordingly.</p> <p>Monthly cash releases are issued on time in a predictable manner that makes expenditure planning easy for MDAs. Volume of arrears is reduced</p>	A joint HQ-AFW2 mission with the Advisor will provide the initial input in the cash management framework. It will be followed by 2 STX missions.	<p>Cash management framework with cash management tables with different time horizon.</p> <p>Instructions to MDAs for the preparation of their cash management plan</p>	The same mission that provided guidance on arrears management made recommendation for the development of the cash management framework.	A follow-up mission appears necessary.

RBM Monetary Operation and Payment System

Africac West 2 - Logical Framework 2015-2016

Monetary Operations and Payments System

General Objective: Support Effective Monetary Policy Formulation and Implementation

Regional Activities- All Countries. Seminars/Workshops

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Increase the mutual understanding of monetary and fiscal policy interconnectedness for economic policy makers with the aim to have more efficient monetary policy	Organized workshop on relations between monetary and fiscal policy which should raise the awareness of policy makers of their interaction, need for coordination and role of each of them in macroeconomic management.	Regional workshop organized for representatives of central banks and finance ministries of AFW2 countries.	Successful workshop with active participation where most countries would send representatives from both central banks and finance ministries and which will result in increased efficiency in monetary policy.	Cancelled for FY 2016. As this seminar needs longer preparation, it has been postponed to next FY.	Preparatory works could not start yet due to change in advisor and the lengthy transitional phase in economic management in Nigeria.
New: Assist central banks in the region to be better prepared to apply the new CPSS-IOSCO payment system standards and in developing their own payment system strategies.	A forum to senior CB staff involved in payment systems operation and oversight for discussion of pertinent issues relating to application of the new standards, guided by payment systems experts who are familiar with PFMLs	Regional workshop organized for representatives of central banks on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures (PFMLs).	Successful workshop with active participation where all countries would send representatives from their central banks.	In progress. As a new initiative, it is currently in an initial phase.	A very successful workshop in East Africa was held earlier this year; the experiences of this event can be very well used in the organization.

Country: Cabo Verde					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Increase the efficiency of the monetary transmission mechanism	Strengthened interest rate transmission mechanism in Cabo Verde	Mission	Monetary policy efficiency is increased due to better functioning of interest rate transmission mechanism	In progress Scheduled to second part of FY 2016	As the topic is very wide, closer specification of the scope is needed.
Country: Ghana					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Continuation of current TA project on Strengthening the Forecasting and Policy Analysis (FPAS) in Bank of Ghana (BOG) (collaboration with previous RES TA to BoG on monetary policy framework)	Further improvements of quality in FPAS framework at the Bank of Ghana	Regular missions in cooperation with IMF's Research (RES) department (four missions)	Improved quality of FPAS applications in decision making at MPC	Met. Mission with tangible results was delivered in July 2015, MPC time table, press release and decision support materials renewed. BOG started preparatory work to set-up a separate Economics and a Statistics department. In August 8 BOG Research department employees participated in Washington in a modeling workshop.	Follow-up mission is planned for November to continue work on organizational and forecasting model development issues.
Strengthen liquidity forecasting framework	A more robust liquidity forecasting framework to facilitate monetary operations	TA mission	Improved liquidity forecasts, which could be used as guidance for monetary operations	In progress. Under preparation.	Earlier this year BOG introduced several new liquidity management tools (14-day BOG-bill, 7-day reverse repo) which provide good base for further development.

Country: Liberia					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Improve the efficiency of monetary policy by forward looking approach to monetary policy formulation process	Start working on forward looking monetary policy decision making process in Liberia.	Series of missions with hands-on exercise to prepare a forward looking framework)	Progress toward building a useful framework for better monetary policy decision-making	In progress. Under preparation	First visit should aim at a stock-taking of current situation (available data, IT and human capacities) and laying down a longer term work path. Improved financial market analyses for better monetary policy decision making, delivered by the Advisor, will also be included. Ideally this mission can go hand in hand with the next liquidity forecasting follow-up mission (see below).
Improve the quality of liquidity forecasting	Better liquidity forecasts to help in monetary policy decision making	Mission in Liberia on liquidity forecasting techniques and their implementation.	Increased capacity at the Central bank to forecast liquidity	Met. Follow-up TA of May 2014 mission carried out by STX in August 2015. Very detailed work flows and templates left for CBL for actual daily use. Authorities highly appreciated the very "hands-on" nature of the exercise.	Final mission in this topic is scheduled for February 2016. Close monitoring of the project is needed before and also after this visit since experience showed implementation of action plan goes very slowly. Next mission will be complemented with review of all monetary policy tools delivered by the Advisor.
Modernization of national payment system	Proposal of a new organization for payment system department and recommendations on communication policies in payment system.	TA to CBL	Better efficiency of the payment system.	Cancelled. This has been postponed to next FY due to lack of time and available alternative solution.	The proposed payment system seminar can provide a good forum for CBL to start working on the issue. This event can be used the work out details of subsequent missions.
Country: Nigeria					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Reassess the monetary policy framework and propose changes in the framework for monetary policy	Improved monetary framework for Nigeria as a resource rich country	Joint mission with MCM department of the IMF	Monetary framework more appropriate for a resource rich country	In progress. Pending due to the ongoing transition to new administration in Nigeria.	Assessment of the framework can be complemented by an overview of monetary policy operations, carried out by the new MONOPS advisor. Looking forward, depending on the need of CBN the new advisor could potentially continue the work of monetary operation LTX who left CBN last year as peripatetic expert.

Country: Sierra Leone					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Increase the efficiency of liquidity forecasting techniques	New improved liquidity forecasting model with analysis of liquidity components at the Bank of Sierra Leone (BSL)	Mission and work with central bank staff hands on at implementation of recommendations.	Improved liquidity forecasting at the Central bank and better monetary policy decisions.	In progress. Under preparation.	The scope of mission is planned to be expanded by review of the central banks liquidity management operations, carried out by the MONOPS Adviser.
Improve the efficiency of monetary policy through a forward looking approach to monetary policy formulation process	Start working on forward looking monetary policy decision making process in Sierra Leone	Series of missions with hands-on exercise to prepare a forward looking framework to monetary policy	Progress toward building a useful framework for better monetary policy decision-making	In progress. Scheduled to second part of FY 2016	First visit should aim more at a stock-taking about current situation (available data, IT and human capacities) and identifying the most critical areas for the next steps. Improving financial market analyses for better monetary policy decision making, delivered by the Advisor, will also be included.
Country: The Gambia					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
Increase the efficiency of existing liquidity forecasting techniques	New improved liquidity forecasting model implemented at the Central Bank of The Gambia	Mission and work with central bank staff hands on at implementation of recommendations.	Improved liquidity forecasting at the Central bank and better monetary policy decisions.	Met. TA was delivered in June. Hands-on exercise was carried out to utilize all available data and fill up liquidity monitoring and forecasting templates A detailed action plan about the next steps was left with the central bank.	More hands-on follow-up mission is necessary to ensure progress. Scope of visits should be expanded to review closer the actual liquidity management practices, instruments used for liquidity management and ways to develop domestic money markets (delivered by AFW2 advisor).
Improve the efficiency of monetary policy by forward looking approach to monetary policy formulation process	Work on forward looking monetary policy framework for monetary policy formulation	Series of missions to assess and prepare a work program for build- up of a more robust forward looking data-based monetary policy decisions.	Progress toward building a useful framework for better monetary policy decision-making	In progress. Scheduled to second part of FY 2016	First visit should aim more at a stock-taking about current situation (available data, IT and human capacities) and identifying the most critical areas for the next steps. Improving financial market analyses for better monetary policy decision making, delivered by the Advisor, will also be included.

RBM Banking Supervision and Regulation

AFRITAC West 2 - Logical Framework 2015-2016

Banking Supervision and Regulation

General Objectives: To enhance financial sector regulatory and supervisory frameworks and build compliance within relevant international standards with the aim of protecting depositors, reducing regulatory arbitrage, facilitating financial sector stability and promoting growth.

Regional Activities- All Countries

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
To strengthen the ability of authorities to analyze risks among key financial groups and improve cooperation among regulators and supervisors within the region.	Increased dialogue and sharing of information among the authorities Both group and individual entity risks identified, monitored and addressed at an early stage Home and Host Supervisor collaboration improved.	Regional Workshop/Seminar	At least four countries within AFW2 participate in planned seminar by end FY 2016. Discussions initiated on enhancing supervisory colleges as per international guidelines.	Pending	In planning. Consultants agreed for delivery in January 2016.
To educate authorities on conceptual framework, building blocks to Bank Resolution/ Deposit Insurance.	Authorities gain enhanced understanding of key concepts and requirements. Authorities initiate measures to implement relevant recommendations	Regional Workshop/Seminars	At least four countries within AFW2 participate in the planned seminar by end FY 2016. Discussions initiated at supervisory level on implementing relevant recommendations.	Pending	Discussions on timing and key deliverables in train.

Country: Cabo Verde

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
To help authorities assess the quality of their supervisory systems, and identify future work in relation to the Basel Core Principles.	Supervisory authority work towards achieving a baseline level of supervision as per requirements of principles.	Guided expert review. Desk review of policies and procedures.	By end of FY 2016, authorities complete at least 80 percent review of principles. The authorities implement measures to improve areas where they fall short.	Pending	In planning, consultants identified. Set for delivery in February 2015.
To enhance onsite and offsite supervision within a risk- based framework.	Examiners better placed to monitor, identify and address key risks.	Missions Case Studies Sharing/Exchange of Best Practices	By end FY 2016 at least 30percent of examiners trained in risk based supervision	Pending	Not yet progressed.

Country: Ghana

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
To help authorities assess the quality of their supervisory systems, and identify future work in relation to the Basel Core Principles.	Supervisory authority work towards achieving a baseline level of supervision as per requirements of principles.	Guided expert review. Desk review of policies and procedures. Onsite or VTC guidance as appropriate.	By end of FY 2016, authorities complete at least 80percent review of principles. Authorities implement measures to improve areas where they fall short.	Pending	In planning, consultants identified. Set for delivery in February 2015.

Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
<p>To help authorities review the classification of non-performing loans and streamline prudential reporting forms for both banks and non-banks.</p> <p>To work with authorities to issue newer guidelines on same.</p>	<p>Authorities better able to capture data and reflect key vulnerabilities/threats</p>	<p>STX review and guidance on improved policies and processes.</p> <p>STX guided workshops on enhancing data quality and analyzing same.</p>	<p>At least 70 percent of examiners trained on key concepts of framework by end FY2016.</p> <p>Improved reporting forms developed and issued.</p> <p>Enhanced classification, monitoring and analysis of data and loans.</p>	In Progress	<p>Removed from Agenda in favor of more detailed missions on risk based supervision.</p>
<p>To help authorities understand the requirements of the Basel II and chart a roadmap to implementation.</p>	<p>Authorities well positioned to chart process for implementation of relevant aspects of Basel II principle.</p>	<p>STX guidance on implementation</p> <p>Workshops on conceptual framework and key concepts</p>	<p>At least 70 percent of examiners trained on key concepts of framework by end FY2016.</p> <p>Roadmap and impact studies completed by end FY2016.</p>	Completed	<p>Very interactive course with strong levels of participation and interest by participants of the BOG.</p>
<p>To strengthen the ability of examiners to analyze financial sector data and trends and conduct off-site supervision</p>	<p>Examiners better placed to identify rising trends and risks through off-site monitoring of data/information</p>	<p>Missions on developing an effective offsite supervisory framework.</p>	<p>By end FY2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.</p>	In Progress.	<p>Three part mission to review i) methodology used in off-site monitoring ii) data collection and analysis iii) reports generated.</p> <p>One on one coaching and feedback on written reports helped pinpoint general areas of weaknesses and align reporting to a more risk-focused framework.</p>

Country: Liberia					
Objectives	Outcome	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on Progress towards objectives
To help authorities assess the quality of their supervisory systems, and identify future work in relation to the Basel Core Principles.	Supervisory authority achieves a baseline level of sound supervision.	Guided expert review-provision of STX Desk review of policies and procedures. Onsite or Video Tele Conference (VTC) guidance as appropriate	By end of FY 2016, authorities complete at least 80 percent review of principles.	Pending.	In planning, consultants identified. Set for delivery in February 2015.
To enhance the ability of examiners to effectively guide and monitor the classification and provisioning of non-performing loans.	Financial Institutions more capable of classifying non-performing loans as per international standards. Examiners better placed to effectively monitor and guide classification of same.	STX Systematic desk review of legislation, policies and procedures for provisioning and loan classifications Desk assessment of impact on provisioning and capital Mission or VTC guidance as appropriate.	By end of FY 2016, authorities update policies; make recommendations for improved legislation.	Cancelled.	Area of focused change to a more detailed three part mission on IFRS.
To strengthen the ability of examiners to analyze financial sector data and trends and conduct off-site supervision Including development of sub-set for Financial Stability Monitoring	Examiners better placed to identify rising trends and risks through off-site monitoring of data/information	Missions on developing an effective offsite supervisory framework.	By end FY 2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.	In Progress.	Two onsite mission to take place in February and March to deliver training on key IFRS principles to staff. Delivery delayed on account of re-emergence of Ebola.
To promote the conduct of risk-based supervision.	Examiners better placed to monitor, identify and address key risks.	Missions Case Studies Sharing/Exchange of Best Practices	By end FY 2016 at least 30percent of examiners trained in risk based supervision	Cancelled.	Area of focused change to a more detailed three part mission on IFRS.

Country: Nigeria					
Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestones	Milestone Status	Remarks on Progress towards objectives
To help authorities identify and retrieve data for the construction of a predictive model on deterioration among banks.	Authorities adopt a more forward looking assessment of risks and better placed to detect early warning signals on key threats and risks	Conduct of three staged workshops	By the end of FY 2016, a combined Model/Reference Data Pool for Predictive Model constructed .	Pending	Consultant sourced to help the CBN integrate existing frameworks to develop an early warning system for off-site monitoring. Mission expected to commence shortly.
New: To enhance knowledge and understanding of the key principles of advances in Basel II approaches	Authorities are better placed to enhance existing processes relating to Basel II	One week training on Basel II	70% of examiners trained on key principles of Basel II; Pillar 2.	Pending	Scheduled for H2
Country: Sierra Leone					
Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestones	Milestone Status	Remarks on Progress towards objectives
To help authorities assess the quality of their supervisory systems, and identify future work in relation to the Basel Core Principles.	Supervisory authority achieves a baseline level of sound supervision.	Guided expert review-provision of STX. Desk review of policies and procedures. Mission or VTC guidance as appropriate.	By end of FY 2016, authorities complete at least 80 percent review of principles.	Pending	In planning, consultants identified. Set for delivery in February 2015.
To strengthen the ability of examiners to analyze financial sector data and trends and conduct off-site supervision	Examiners are better placed to identify rising trends and risks through off-site monitoring of data/information	Mission on developing an effective offsite supervisory framework.	By end FY 2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.	Pending.	Consultants sourced for delivery once the country is declared Ebola free.

Country: The Gambia

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestones	Milestone Status	Remarks on Progress towards objectives
To help authorities assess the quality of their supervisory systems, and identify future work in relation to the Basel Core Principles.	Supervisory authority work towards achieving a baseline level of supervision as per requirements of principles.	Guided expert review. Desk review of policies and procedures. Onsite or VTC guidance as appropriate.	By end of FY 2016, authorities complete at least 80 percent review of principles. Authorities implement measures to improve areas where they fall short.	Pending.	In planning, consultants identified. Set for delivery in February 2015.
To enhance the ability of both examiners and banks to utilize IFRS accounting and identify current gaps that exist.	Examiners and Financial Institutions better placed to record transactions based on IFRS principles. Examiners better placed to identify and address current gaps.	Desk assessment of work conducted so far. Missions.	By end of FY 2016, the authorities update policies and procedures.	Completed.	Strong participation and keen interest in the training. Examiners expressed appreciation for the training and indicated a greater understanding of the principles. Overall, high scores attained on tests administered.
To strengthen the ability of examiners to analyze financial sector data and trends and conduct off-site supervision	Examiners better placed to identify rising trends and risks through off-site monitoring of data/information	Missions on developing an effective offsite supervisory framework.	By end FY 2016 at least 30% of examiners trained in conducting effective off-site surveillance.	Pending.	Consultants sourced for delivery, dates agreed and planning in train. Mission expected to take place in early January 2016.

RBM Real Sector Statistics

AFRITAC West 2 - Logical Framework 2015-2016

Real Sector Statistics

General Objectives: To improve the statistical capacity for producing macroeconomic statistics in the framework of the General Data Dissemination System (GDDS)

Regional Activities

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Harmonization of National Accounts Statistics (annual and quarterly) across AFRITAC West 2 (AFW2)	National Accounts statistics across AFW2 are harmonized	Regional seminar on harmonization of national accounts across the region	Seminar held	Pending	Scheduled for February 2016
Harmonization of Price Statistics (CPI and PPI) across AFW2	Price statistics across AFW2 are harmonized	Regional seminar on harmonization of national accounts across the region	Seminar held	To be confirmed	A prices workshop under the EDDI 2* program was held from July 20-24, 2015. This formulates the prices work program over the coming 5 years for these countries and the AFRITAC will support it as well. It is yet to be decided if this workshop will be necessary this fiscal year.

Medium Term Objectives I: Compilation and dissemination of Annual National Accounts following international standards

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Cabo Verde: Annual National Accounts (ANA) are aligned with International Standards and good practices	Annual National Accounts are rebased	Development of action plan and preliminary preparations for rebasing ANA, including SNA 2008 implementation	Develop action plan and commence preparations for the rebasing of the ANA	Complete	A future work program for updating the annual national accounts base year in 2017 has been discussed. The rebase will be based on the data from the Third Family Expenditure and Income Survey; the updated consumer price index with new weightings; and the results of the Agricultural Census, scheduled to begin in 2015. The publication of the rebased estimates will be in 2018.

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Ghana: Annual National Accounts are aligned with International Standards and good practices	Annual National Accounts are rebased	Assist in the processing of the economic survey data to produce rebased GDP estimates	Assist in the processing of the economic survey data to produce rebased GDP estimate	In progress	The Integrated Business Establishment Survey is currently in the field. Results will become available in 2016. Comments provided on the survey instrument to ensure national account requirements are met.
Ghana: Annual National Accounts are aligned with International Standards and good practices	Strategy for estimation of the Annual National Accounts is prepared	Assistance to develop the strategy and assess its feasibility on an ongoing basis	ANA strategy paper developed and approved within GSS management	In progress	A deadline of November 2015 has been set as an action plan for the implementation of the 2008 SNA is required by the African Group of National Accounts (AGNA). A broad strategy has been discussed but will require further assessment to ensure the data is available.
Liberia: Annual National Accounts are aligned with International Standards and good practices	Development of annual GDP estimates by production approach	TA to assess results of ANA time series from 2008-2015. Develop methodologies for ongoing ANA compilation. Training as required	NAAS results are finalized for incorporation in the ANA	In progress	Methodologies have been reviewed and updated. Data sources have been identified and incorporated. A GDP by production time series (from 2008 to 2014) has been updated and finalized. It is expected to be published in December 2015. Planning has commenced for a National Establishment Census to be undertaken in the second half 2016 through to 2017. Rebased estimates of the Annual National Accounts will be released in 2018 pending funding becoming available to undertake the survey.
Liberia: Annual National Accounts are aligned with International Standards and good practices	Development of annual GDP estimates by expenditure approach	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	Preliminary GDP (expenditure) estimates are produced and reviewed	In progress	Methodologies have been reviewed and updated. Data sources have been identified and incorporated. A GDP by expenditure time series (from 2008 to 2014) has been updated and finalized. It is expected to be published in December 2015. Household final consumption expenditure estimates will be updated when the Household Income and Expenditure Survey estimates become available.
Nigeria: Annual National Accounts are aligned with International Standards and good practices	Backcast the annual GDP time series	TA to assist with the techniques used to backcast the times series	Time series of GDP estimates are released	In progress	The method to backcast the time series has been discussed and agreed. It is expected that the series will be released in early 2016.

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Sierra Leone: Annual National Accounts are aligned with International Standards and good practices	Strengthen the compilation of GDP using the production and expenditure approaches	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	ANA estimates are released and data sources and methods are documented	In progress	Entirely new national accounts team recruited in July 2015 so considerable training is required. Working through all compilation worksheets and updating methodology has commenced. Recommended rebasing the annual national accounts is considered as soon as possible and ideally in respect of 2016.
The Gambia: Annual National Accounts are aligned with International Standards and good practices	Annual National Accounts are rebased	Provision of training to staff as per recommendations of the Joint International Financial Institution Statistical Capacity Development. TA to assist in development of methodologies, including identification of sources; and to review and assess results.	Assist in the processing of the economic survey data to produce rebased GDP estimate and ensure documentation is produced	In progress	The Economic Survey is currently being processed. Two missions have been conducted focusing on the data processing and compilation procedures to ensure GDP can be estimated. Work is progressing according to the schedule and will be completed in mid 2016.
Medium Term Objectives 2: Compilation and dissemination of Quarterly National Accounts following international standards					
Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Cabo Verde: Quarterly National Accounts are aligned with International Standards and good practices	QNA by expenditure and sector estimates are developed	TA to identify data sources and commence development of methods to estimate quarterly GDP estimates by demand/sector	Release of QNA estimates of GDP by demand/sector and data sources and methods are documented	Pending	The quarterly GDP by production estimates were released in April 2015. Discussions with the authorities and the STX have resulted in agreement that the next priority is to backcast this series. Development of expenditure estimates will commence once the backcast is complete.
Cabo Verde: Quarterly National Accounts are aligned with International Standards and good practices	Improvements in QNA by production approach	TA to identify data sources and develop methods to estimate quarterly Agriculture and Fishing value added	Data sources are identified and methods are developed and documented to produce quarterly agriculture and fishing value added estimates	Completed	The data sources and methods were finalized and agreed in order for the release of the QNA in April 2015. However this will remain an area where future improvements should be investigated.

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Ghana: Quarterly National Accounts are aligned with International Standards and good practices	Development and improvement of quarterly GDP (expenditure) estimates	Develop and assess the GDP(E) estimates and review the sources and methods documentation	Release of QNA estimates of GDP(E) and data sources and methods are documented	In progress	There has been limited progress on the development of the quarterly GDP by expenditure estimates this quarter, mainly focused on identification of data sources. Issues relating to the annual expenditure estimates as identified in the May mission need to be resolved first. Some have been whilst other remain outstanding. It is expected that the first cut of data could be available for review in early 2016.
Liberia					
Nigeria: Quarterly National Accounts are aligned with International Standards and good practices	Development of quarterly GDP by expenditure estimates	TA to review and improve sources and methodology as well as review estimates of GDP	Data sources and methods are identified, implemented and documented	Pending	Expected to commence once the back cast of the annual series is complete.
Sierra Leone: Quarterly National Accounts are aligned with International Standards and good practices	Development of QNA by production and expenditure	TA to assist in determining the feasibility of producing QNA by identifying data sources and methodology. Training as required	Feasibility ascertained	In progress	Mission in July 2015 determined that due to a lack of suitable data sources it is not feasible at this point in time to produce QNA. However the statistics office when meeting with key data providers should push for the required data. Note also that the priority for Sierra Leone should be rebasing the ANA in the coming 3 years.
The Gambia: Quarterly National Accounts are aligned with International Standards and good practices	Development of QNA by production and expenditure	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	Sub-annual indicators are identified and methods documented	In progress	Dependent on the Gambia Revenue Authority industry coding the Value Added Tax data. Assistance is being provided to undertake this task using the results of the Economic Census.

Medium Term Objectives 3: Improved accuracy of price statistics*

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Cabo Verde: Price Statistics are aligned with International Standards and good practices	CPI updated based on 2014/2015 Household Survey	Commence CPI update by assessing the basket and weights in preparation for the final results of the Household Survey	Updated weights and consumer basket, rebasing the CPI	Pending	Will commence early 2016 at the conclusion of the development of the PPI.
Cabo Verde: Price Statistics are aligned with International Standards and good practices	Development of a PPI	TA to assist in the identification of data sources and methods used to create a PPI	Data sources and methods are identified and documented	Cancelled	Statistics Portugal have been working with the Instituto Nacional de Estatística de Cabo Verde (INECV) since 2007 on the development of a PPI. Considerable progress has been made and is nearing completion. Consequently, this activity will not be required as the focus will shift to the CPI.
Ghana: Price Statistics are aligned with International Standards and good practices	Rebase CPI	TA to assist the update of the CPI incorporating the latest GLSS results as well as review the compilation methods and weighting structure.	Rebased CPI has been reviewed and released and documentation produced	In progress	<u>Funded under the EDDI 2 program:</u> A mission is currently being planned for November or early 2016. This activity will follow up the on the progress of the recommendations of the previous AW2 funded missions
Liberia: Price Statistics are aligned with International Standards and good practices	Development of CPI	TA to assist in the identification of data sources and methods used to create a CPI	Data sources and methods are identified and documented for the CPI	In progress	A mission in June made several recommendations on how the CPI should be reweighted. The CPI weights and basket will be updated as soon as the aggregated results of the 6 month Household Income and Expenditure Survey (HIES) become available in November 2015. They will be updated again once the 12 month HIES results become available in 2017. Collection procedures are currently being improved. The current activities are being funded by both AW2 and EDDI 2.
Nigeria: Price Statistics are aligned with International Standards and good practices	Improve CPI and revise weights	TA to assess the revised weighting structure and methods used to create a CPI and assist in the development of an enumerators manual	Weighting structure for the CPI has been reviewed and enumerators manual developed	Pending	Nigeria participated in the opening workshop of the EDDI 2 program on Price Statistics during July. The EDDI 2 program was to fund TA in September, however the authorities did not provide confirmation in time so it has been postponed.

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Sierra Leone: Price Statistics are aligned with International Standards and good practices	Improve the compilation methods of the CPI	TA to assess sources and methods documentation as well as review the CPI compilation methods	Revised CPI is released and data sources and methods are documented	Pending	<u>Funded under the EDDI 2 program:</u> A mission will be undertaken in early 2016. AW2 funded activity will be likely in FY2017. To be confirmed
Sierra Leone: Price Statistics are aligned with International Standards and good practices	Development of a PPI	TA to assess methods and sources required to produce a PPI	Data sources and methods are identified and documented	Pending	
The Gambia: Price Statistics are aligned with International Standards and good practices	Development of a PPI	TA to identify methods and sources required to produce a PPI	Data sources and methods are identified and documented	In progress	<u>Funded under the EDDI 2 program:</u> A mission in October prepared a plan for the updating of the PPI which will commence in early 2016 once the results of the Economic Survey become available.
The Gambia: Price Statistics are aligned with International Standards and good practices	Rebase the CPI	TA to assist the update of the CPI incorporating the latest Integrated Household Survey results as well as review the compilation methods and weighting structure	CPI is released and data sources and methods are documented	In progress	<u>Funded under the EDDI 2 program:</u> A new CPI weighting structure has been prepared as well as a revised work plan for the introduction of updated weights and a new elementary index formula. It is expected that these will be introduced from the January 2016 CPI.

* Will be supported by the prices module of the Enhanced Data Dissemination Initiative (EDDI) supported by the UK Department for International Development (DFID) from April 2015 to March 2019.

Afritac West 2 - Logical Framework 2015-2016

Regional Integration—Proposed One-Day Seminar

General Objectives: To facilitate regional integration for the economic progress of ECOWAS member countries

Regional Activities

Objectives	Outcomes	FY 2016 TA Activity	FY 2016 Milestone	Milestone Status	Remarks on progress towards objectives
Strengthening institutional capacity at the country level to foster regional integration.	Institutions are strengthened at the country level to facilitate regional integration in ECOWAS	A one-day regional seminar on regional integration	Seminar held	Postponed to the next Fiscal year	The seminar has been postponed to the next fiscal year to allow adequate time for its preparation.

ANNEX III: Status of Mission Activities in AFW2 Countries and Across Sectors (FY2016 Mid-year)

REVENUE ADMINISTRATION											
No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Total	No. of Planned Resources	Status	Comments
						Start	End				
	Cabo Verde	15FA07501	AFW2: Assist Customs in Developing a Compliance Management Policy and Enhancing the Risk Framework	Corbari Jackson		11-Jan-16	22-Jan-16	6		Pending	
	Cabo Verde	16FA73100	AW2: Management Training (2)	STX		15-Feb-16	26-Feb-16	12		Pending	
	Cabo Verde	16FAJ5600	AW2: Develop Customs Operating Manuals (1)	STX		11-Jan-16	22-Jan-15	12		Pending	
	Cabo Verde	16FA72800	AW2: Develop Customs Operating Manuals (2)	STX		18-Apr-16	29-Apr-16	12		Pending	
	Cabo Verde	16FA73200	AW2: Develop Organization-wide Taxpayer Service Strategy	STX		7-Dec-15	18-Dec-15	12		Pending	
	Cabo Verde	15FA68310/ 16FAJ4300	AW2: Develop Planning and Budgeting Tools	Mazani Faith/STX		11-Jan-16	22-Jan-16	12		Pending	
	Cabo Verde	16FA72600	AW2: Develop Planning and Budgeting Tools (2)	STX		7-Mar-16	18-Mar-16	12		Pending	
	Cabo Verde	16FA73000/ 15FA68309	AW2: Management Training	Mazani Faith/STX		11-Jan-16	22-Jan-15	12		Pending	
	Cabo Verde	16FAJ5700	AW2: Training on Valuation of Petroleum Products	STX		18-Apr-16	29-Apr-16	12		Pending	
	Cabo Verde	16FAJ5500	Finalize the Risk-based Compliance Management Strategy and help Prepare to Implement the WCO Authorities	Corbari Jackson		26-Oct-15	6-Nov-15	12		Completed	
	Cabo Verde	15FA68304	RA-FIT Visits to Member Countries	Mazani Faith		16-Jan-16	29-Jan-16	12		Completed	
	The Gambia	16FA73300	AW2: Develop a GRA-wide Compliance Management Strategy and Train Staff (1)	Joseph Musumba		17-Aug-15	28-Aug-15	12		Completed	
	The Gambia	16FA73600	AW2: Develop a GRA-wide Compliance Management Strategy and Train Staff (2)	STX		18-Apr-16	29-Apr-16	12		Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Total	No. of Planned Resources	Status	Comments
						Start	End				
	The Gambia	15FA68322/ 16FA73500	AW2: Develop a GRA-wide Taxpayer Service Strategy	Mazani Faith/Stew		15-Feb-16	26-Feb-16	12		Confirmed	
	The Gambia	16FAJ5000/ 15FA68321	AW2: Develop Performance Monitoring and Evaluation System	Mazani Faith/Hebert Barbara		11-Aug-15	21-Aug-15	12		Completed	
	The Gambia	16FAJ8600	AW2: Strengthen Post Clearance Audit and train staff	Gillan John		15-Jun-15	26-Jun-15	12		Completed	
	The Gambia	16FA72900	AW2: Strengthen Post Clearance Audit and train staff (2)	Gillan John		7-Dec-15	18-Dec-15	12		Confirmed (To confirm date after manual is completed)	
	The Gambia	15FA68305	RA-FIT Visits to Member Countries	Mazani Faith		22-Jun-15	26-Jun-15	5		Completed	
	Ghana	15FA68324/ 16FA81000	AW2: Workshop on VAT Management	Mazani Faith/STXs		16-Nov-15	20-Nov-15	5		Confirmed	
	Ghana	16FA74000/ 15FA68334	AW2: Workshop on Compliance Risk Management	Mazani Faith/STXs		7-Mar-16	11-Mar-16	12		Pending	
	Ghana	16FAJ6100	AW2: Develop Excise Materials and Train Staff	McLester Philip James		3-Aug-15	14-Aug-15	12		Completed	
	Ghana	16FA73700	AW2: Develop Excise Materials and Train Staff (2)	STX		11-Jan-16	22-Jan-16	12		Pending	
	Ghana	16FAK1900/ 15FA68312	AW2: Develop Performance Monitoring and Evaluation Framework	Mazani Faith/Hebert Barbara		31-Aug-15	11-Sep-15	12		Completed	
	Ghana	16FAK1800/ 15FA68311	AW2: Develop Project Management Framework	Mazani Faith/B. Nkambule		24-Aug-15	28-Aug-15	5		Completed	
	Ghana	16FA73900	AW2: Develop Project Management Framework (2)	STX		26-Oct-15	6-Nov-15	12		Completed	
	Ghana	16FAJ5900	AW2: Train Audit Trainers and Develop Audit Manual	STX		23-Nov-15	4-Dec-15	12		Confirmed	
	Ghana	16FA73800	AW2: Train Audit Trainers and Develop Audit Manual (2)	STX		7-Mar-16	11-Mar-16	12		Confirmed	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Total	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	15FA68303	RA-FIT Visits to Member Countries	Mazani Faith		25-May-15	5-Jun-15	12		Completed	
	Liberia	16FAJ6600	AW2: Develop and Update Customs Operational Manuals (1)	Brimble Brian		27-Jul-15	7-Aug-15	12		Completed	
	Liberia	16FA74300	AW2: Develop and Update Customs Operational Manuals (2)	Brimble Brian		11-Jan-16	22-Jan-16	12		Confirmed	
	Liberia	15FA68313/ 16FAK2100	AW2: Develop Customs Compliance Risk Management Framework (1)	STX		16-Jan-16	29-Jan-16	5/ 12		Pending	
	Liberia	16FA74200	AW2: Develop Customs Compliance Risk Management Framework (2)	STX		7-Mar-16	11-Mar-16	12		Pending	
	Liberia	16FA74100	AW2: Develop Performance Measurement System	STX		30-Nov-15	11-Dec-15	12		Pending	
	Liberia	15FA68316/ 15FAA4100	AW2: Develop Taxpayer Registration Strategy	Mazani Faith/Joseph Musumba		23-Sept-15	6-Oct-15	12		Cancelled	
	Liberia	16FAK2000/ 15FA68315	FAD-led Customs Diagnostic Mission to Review Customs Reform	Mazani Faith/STX		25-Nov-15	7-Dec-15	12		Confirmed	
	Liberia	15FA68308	RA-FIT Visits to Member Countries	Mazani Faith		23-Sept-15	6-Oct -15	5		Cancelled	
	Nigeria	16FAJ4700	AW2: Assist FIRS in Developing Strategic Plan	STX		15-Feb-16	26-Feb-16	12		Pending	
	Nigeria	15FA68318/ 16FA74400	AW2: Assist FIRS in Developing Strategic Plan	Mazani Faith/STX		7-Mar-16	18-Mar-16	12		Pending	
	Nigeria	15FA68317/ 16FAJ4600	AW2: Develop Compliance Risk Management Strategy	Aslett		27-Jul-15	7-Aug-15	12		Completed	
	Nigeria	16FA72700	AW2: Develop Compliance Risk Management Strategy (2)	Mazani Faith/STX		11-Jan-16	11-Jan-16	12		Pending	
	Nigeria	16FAJ6500	AW2: Develop Tax Guidelines for Taxpayers	STX		18-Apr-16	29-Apr-15	12		Pending	
	Nigeria Nigeria	16FAJ4800/ 15FA68319	HQ-Led Joint Tax and Customs Policy and Administration Reforms Mission	Mazani Faith/STX		20-Jul-15	31-Jul-15	12		Completed	
	Sierra Leone	15FA10200	AFW2: Strengthening Performance Management	STX		30-Nov-15	11-Dec-15	12		Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Total	No. of Planned Resources	Status	Comments
						Start	End				
	Sierra Leone	16FAJ6700	AW2: Assist in Developing an effective Monitoring Research and Planning	STXs from Sierra Leone		28-Sept-15	8-Oct-15	12		Completed	
	Sierra Leone	16FAJ4900	AW2: Develop Risk Management Strategy for Customs and Training	Shai Kebede		9-Nov-15	20-Nov-15	12		Confirmed	
	Sierra Leone	15FA68320	AW2: Develop an Organization wide Taxpayer and Stakeholder Engagement Strategy	Mazani Faith		8-Feb-16	19-Feb-16	12		Pending	
	Sierra Leone	16FA74700	AW2: Strengthen compliance audit and enforcement framework for customs and tax and train staff on joint audits	STX		7-Mar-16	18-Mar-16	12		Pending	
	Sierra Leone	15FA68335	Outreach Mission to Sierra Leone	Mazani Faith		31-Aug-15	2-Sept-15	3		Completed	
	Sierra Leone	16FA74500	AW2: Update Customs Operational Manuals (1)	Brian Brimble		18-Apr-16	29-Apr-15	12		Pending	
	Sierra Leone	16FA74600	AW2: Update Customs Operational Manuals (2)	STX		15-Feb-16	26-Feb-16	12		Pending	
	Sierra Leone	15FA68306	RA-FIT Visits to Member Countries	Mazani Faith		30-Aug-15	3-Sep-15	5		Completed	
	Sierra Leone	16FAJ8400	Strengthen compliance audit and enforcement framework for customs and tax and train staff on joint audits	Joseph Musumba		12-Oct-15	23-Oct-15	12		Completed	

PUBLIC FINANCE MANAGEMENT											
No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	15FA68925	Peer-to-peer seminar Nigeria Ghana on PBB	Lepain Jean-Marc Pierre		2-Jul-15	3-Jul-15	2		completed	
	Ghana	15FA68924	Workshop: PBB its prerequisites models and issues	Lepain Jean-Marc Pierre		23-Nov-15	27-Nov-15	5		Pending	
	Ghana	15FA68926	Workshop: Fiscal Reporting	Lepain Jean-Marc Pierre		8-Feb-16	12-Feb-16	5		Pending	
	Cabo Verde	16FAN0400	2nd mission on the review of the PFM Reform Strategy	Langhoff Søren O.		21-Sep-15	02-Oct-15	12		postponed	
	Cabo Verde	15FA68911	1st Mission on the Preparation of PBB Manual	Lepain Jean-Marc Pierre		16-Nov-15	27-Nov-15	12		pending	
	Cabo Verde	16FAJ3100	2nd Mission on the Preparation of PBB Manual	Reite Torun		21-Dec-15	1-Jan-15	12		pending	
	Cabo Verde	15FAE9901	AFW2: Review and update of the legislative and regulatory	Reite Torun		09-Nov-15	20-Nov-15	12		Pending	
	Cabo Verde	16FAK2300	1st Mission on the Development of the Performance framework	-----		7-Dec-15	18-Dec-15	12		pending	
	Cabo Verde	16FAJ3200	2nd mission on the Development of performance framework	-----		11-Jan-16	22-Jan-16	12		Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	The Gambia	15FA68927	HQ Led Mission : Strengthening Commitment Control and Management	Lepain Jean-Marc Pierre		29-Apr-15	12-May-15	14		Completed	
	The Gambia	15FA68913	Development of the cash management framework(1)	Lepain Jean-Marc Pierre		04-Jan-16	15-Jan-16	12		Pending	
	The Gambia	15FA68932	Piloting of Program Based Budgeting in Number of Selected ministries(1)	Lepain Jean-Marc Pierre		07-Dec-15	18-Dec-15	12		Pending	
	The Gambia	16FAJ4200	Development of the cash management framework(1)	-----		21-Dec-15	31-Dec-15	12		Pending	
	The Gambia	16FAJ3400	Development of a macro fiscal model drawing on the IMF Financial Programming Framework(2)	-----		14-Dec-15	25-Dec-15	12		Pending	
	The Gambia	16FAU1900	Piloting of Program Based Budgeting in Number of Selected ministries(1)	-----		07-Dec-15	18-Dec-15	12		Pending	
	The Gambia	16FAU2000	Medium Term Expenditure Framework: rollout to ministries (1)	-----		30-Nov-15	11-Dec-15	12		Pending	
	The Gambia	16FAK2500	Piloting of Program Based Budgeting in Number of Selected ministries(2)	-----		11-Jan-16	22-Jan-16	12		Pending	
	The Gambia	16FAJ4500	Development of the cash Management framework (2)	-----		08-Feb-16	19-Feb-16	12		Pending	
	The Gambia	16FAU2100	Medium Term Expenditure Framework: rollout to ministries (2)	-----		7-Dec-15	18-Dec-15	12		Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	The Gambia	16FAJ3800	Development of Macro-fiscal model drawing on IMF Financial Programming Framework (1)	-----		8-Feb-16	19-Feb-16	12		Pending	
	The Gambia	16FAX3600	Piloting of Program-Based Budgeting in number of selected ministries (3)	-----		15-Feb-16	26-Feb-16	12		Pending	
	Ghana	16FA67500	AW2: Revision of the PFM Reform Strategy	Muwanga Robert Henry		6-Jul-15	17-Jul-15	12		Completed	
	Ghana	16FA67502	AW2: Revision of the PFM Reform Strategy	Muwanga Robert Henry		20-Jul-15	26-Jul-15	7		completed	
	Ghana	16FAJ6200	Support to the revision of the revenue forecasting methodology	-----		15-Feb-16	26-Feb-16	12		Pending	
	Ghana	16FAJ7100	Strengthening of Macro fiscal Policy Formulation	Jensen, Mads Diness		10- Aug-15	21-Aug-15	12		completed	
	Ghana	16FAJ6900	Revision of the Regulatory Framework (1)	-----		15-Feb-15	26-Feb-15	12		Pending	
	Ghana	16FAJ6000	Revision of the Regulatory Framework (3)	-----		11-Jan-16	22-Jan-16	12		Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	15FA68910	Introduction visit by the resident Advisor and TA need assessment with a special focus on formulation	Lepain Jean-Marc Pierre		20-Jul-15	24-Jul-15	5		completed	
	Liberia	15FA68916	Introductory and TA assessment visit	Lepain Jean-Marc Pierre		8-Jun-15	10-Jun-15	3		Completed	
	Liberia	15FA68934	Capacity Building (FAD) training	Lepain Jean-Marc Pierre		10-Jun-15	12-Jun-15	3		Completed	
	Liberia	16FAK3100	Strengthening of the expenditure management process	-----		18-Jan-16	29-Jan-16	12		Pending	
	Liberia	16FAJ7300	Medium Term Expenditure frameworks	-----		28-Dec-15	8-Jan-16	12		Pending	
	Nigeria	16FAN2100	Review of accounting policy and procedure and enhancement of reporting quality (1)	-----		22-Feb-16	04-Marc-16	12		Pending	
	Nigeria	16FAK3400	Development of the cash Management Framework	Mike Williams		03-Sep-15	11-Sep-15	9		Completed	
	Nigeria	16FAN2000	Review of accounting policy and procedure and enhancement of reporting quality (2)	-----		11-Jan-16	22-Jan-16	12		Pending	
	Nigeria	15FA689:35	Assessment of Treasury and Budget Reforms	Lepain Jean-Marc Pierre		31-Aug-15	10-Sep-15	11		Completed	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Nigeria	16FA83800	Assessment of Treasury and Budget Reforms	Mike Williams		31-Aug-15	02-Sep-15	03		Completed	
	Nigeria	16FAL8900	Review of accounting policy and procedure and enhancement of reporting quality (3)	-----		14-Dec-15	25-Dec-15	12		Pending	
	Nigeria	15FA689:37	Review of TSA Arrangements	Lepain Jean-Marc Pierre		19-Oct-15	23-Oct-15	5		Completed	
	Sierra Leone	15FA689:36	Medium Term Expenditure Framework(1)	-----		14-Sep-15	25-Sep-15	12		Cancelled	
	Sierra Leone	16FAK3600	Program - Based Budgeting	----- ---		16-Nov-15	27-Nov-15	12		Pending	
	Sierra Leone	16FAJ8300	Medium Term Expenditure Framework(2)	-----		7-Dec-15	18-Dec-15	12		Pending	

MONETARY OPERATIONS AND PAYMENT SYSTEMS

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
1	The Gambia	14MMS8412	Implementation of liquidity forecasting and liquidity management past recommendations	Marko Skreb		2-Jun-15	11-Jun-15			Completed	
2	Liberia	16MMJ9400/16MMJ9500	Liquidity Forecasting Mission (Implementation of Past Recommendations) and Scoping Mission for MONOPS	STX		17-Aug-15	31-Aug-15			Completed	
4	Ghana	16MMB9400/16MMB5400	Further Improvement in FPAS Framework at Bank of Ghana	STX		28-Oct-15	20-Nov-15			Completed	
5	Sierra Leone	16MMF7803/16MMB9800	Work plan to have a Forward looking Robust Framework for Monetary Policy Decision in the Medium Term	Zsolt Ersek/STX		16-Nov-15	27-Nov-15			Pending	
6	Liberia	16MMB4900	Modernization of national payment system	STX		16-Nov-15	27-Nov-15			Pending	
7	Sierra Leone	14MMS8410/16MMB4000	Liquidity forecasting mission(implementation of past recommendations) and scoping mission for MONOPS	Zsolt Ersek/STX		16-Nov-15	27-Nov-15			Pending	
8	Ghana	16MMB9500	Further Improvement in FPAS Framework at Bank of Ghana	STX		7-Dec-15	16-Dec-15			Pending	

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
9	Cabo Verde	16MMF7802/ 16MMB6000	Increase the Efficiency of Monetary Transmission Mechanism and Scoping mission for MONOPS	Zsolt Ersek/STX		18-Jan-16	29-Jan-16			Pending	
10	Nigeria	16MMF7807	Monetary Policy Framework	Zsolt Ersek		8-Feb-16	19-Feb-16			Pending	
11	Liberia	16MMB9900	AW2: Liquidity Forecasting	STX		22-Feb-16	4-Mar-16			Pending	
12	Liberia	16MMF7806/ 16MMB4800	Work plan to have a forward looking robust framework for monetary policy decisions in the medium term	Zsolt Ersek/STX		22-Feb-16	4-Mar-16			Pending	
13	Ghana	16MMB9600	Further Improvement in FPAS Framework at Bank of Ghana	STX		7-Mar-16	16-Mar-16			Pending	
14	The Gambia	16MMF7804/ 16MMB5300	Deliver a work plan to build a forward looking data-based robust framework for monetary policy formula	Zsolt Ersek/STX		14-Mar-16	28-Mar-16			Pending	
15	Ghana	16MMF7805/ 16MMB5600	AW2: Strengthen Liquidity Forecasting Framework	Zsolt Ersek/STX		4-Apr-16	15-Apr-16			Pending	

FINANCIAL SUPERVISION

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Cabo Verde	16MME3400	Assessment of BCPs	-----		26-Oct-15	30-Oct-15	5	3	Pending	Regional workshop. Due February 2016.
	Cabo Verde	16MMB4200	Enhancing Risk Based Supervision	-----		30-Nov-15	11-Dec-15	12	-	Pending	Authorities appear to be well served in terms of securing other TA.
	Cabo Verde	15MMY7716	Enhancing Risk Based Supervision	Bruce Cheryl Theresa		7-Dec-15	11-Dec-15	5	-	Pending	Authorities appear to be well served in terms of other TA.
	Cabo Verde	16MMB2500	Enhancing Offsite Supervision	-----		7-Mar-16	18-Mar-16	12	-	Pending	Authorities appear to be well served in terms of other TA.
	The Gambia	15MM42002	Enhancing offsite Supervision	Shapiro Joel David		4-May-15	13-May-15	10	1	Completed	Completed. Key goals achieved

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	The Gambia	15MMY7704	Assessment of BCPs	Bruce Cheryl Theresa		14-Sep-15	18-Sep-15	5	3	Pending	Regional workshop. Due February 2016.
	The Gambia	16MMB2400	AW2: Assessment of BCPs	Pruntel Jan Rein		14-Sep-15	18-Sep-15	5	3	Pending	Regional workshop. Due February 2016.
	The Gambia	15MMY7707	Enhancing IFRS principles	Bruce Cheryl Theresa		27-Jul-15	31-Jul-15	5	2	Completed	Average 25 participants . Key goals achieved
	The Gambia	16MMB2700	Enhancing IFRS Principles	Thetford Susan		27-Jul-15	7-Aug-15	12	2	Completed	Average 25 participants . Key goals achieved
	The Gambia	15MMY7712	IFRS Part II	Bruce Cheryl Theresa		28-Sep-15	02-Oct-15	5	2	Completed	Average 25 participants . Key goals achieved
	The Gambia	16MMB3300	IFRS Part II	Thetford Susan		14-Sep-15	25-Sep-15	12	2	Completed	Average 25 participants . Key goals achieved
	Ghana	15MMY7713	Basel II Training - part 1	Bruce Cheryl Theresa		15-Jun-15	19-Jun-15	5	3	Completed	Around 40 participants Key goals achieved.
	Ghana	16MMG0100	Basel II/III Part I	Cole Rebel A.		15-Jun-15	19-Jun-15	5	3	Completed	Around 40 participants . Key goals achieved.

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	15MMY7730	Regional Workshop: Basel Core Principles	Bruce Cheryl Theresa		02- Feb-16	12-Feb-16	5	3	Pending	Set for February 2016.
	Ghana	16MMI7000	Basel II Training-Part 1	Baneke Paulus Johannes Joseph		15-Jun-15	19-Jun-15	5	3	Completed	Around 40 participants Key goals achieved.
	Ghana	15MMY7709	Enhancing Offsite Supervision	Bruce Cheryl Theresa		6-Jul-15	17-Jul-15	12	2	In progress	Two of three missions completed. Third due in December 2015
	Ghana	16MMB2900	AW2: Enhancing offsite Supervision	Andrews Alfred Michael		6-Jul-15	17-Jul-15	12	2	In Progress	Two of three missions completed. Third due in December 2015.
	Ghana	16MMB9400	Further Improvement in FPAS Framework at Bank of Ghana	-----		09-Nov-15	20-Nov-15	10			
	Ghana	16MME3800	Review of Prudential Reports - WAH	Andrews Alfred Michael		10-Aug-15	21-Aug-15	12	2	In Progress	Initial comprehensive review undertaken Recommendations to be formalized in writing then acted upon.
	Ghana	16MME3700	Regional Workshop: Basel Core Principles	Pruntel Jan Rein		08-Feb-16	12-Feb-16	5	3	Pending	Planned for January 2016

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	16MMB2800	Enhancing Offsite Supervision -Part 3	-----		30-Nov-15	11-Dec-15	10	2	Pending	Due December 2015
	Ghana	15MMY7702 16MME3600	Basel II Training -part 2	Bruce Cheryl Theresa / STX		23-Nov-15	27-Nov-15	5	-	Cancelled	
	Ghana	16MMB3400 16MMB3400	Basel II Training - part 1	-----		5-Oct-15	9-Oct-15	5	-	Cancelled	
	Ghana	16MMB5400	Further improvements in FPAS framework at Bank of Ghana	-----		14-Dec-15	25-Dec-15	12			
	Ghana	16MMB2200	AW2:Offsite Supervision Part II	Andrews Alfred Michael		30-Nov-15	11-Dec-15	12	2	Completed	Quarterly reports of each examiner reviewed and enhancements proposed
	Ghana	16MMB5600	AW2: Strengthen Liquidity Forecasting Framework	-----		30-Nov-15	11-Dec-15	12			
	Ghana	15MMY7728 16MMM1400	Consolidated Supervision			18-Jan-16	22-Jan-16	5	3	Pending	January 2015
	Ghana	16MMB9500 16MMB9600	Further Improvement in FPAS Framework at Bank of Ghana	-----		7-Dec-15	16-Dec-15	10			
	Ghana	16MMB4300	Assist the update of the CPI incorporating the latest GLSS results as well as review the compilation	-----		14-Dec-15	25-Dec-15	12			

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Liberia	15MMY7726 16MME4000	Review of IFRS Manual	Bruce Cheryl Theresa / STX		26-Oct-15	06-Nov-15	12	1	In Progress	To be completed by January 2016.
	Liberia	15MMY7722 16MME3900	IFRS Part I	Bruce Cheryl Theresa/ Thetford Susan		26-Oct-15	6-Nov-15	12	1	In Progress	To be completed by January 2016.
	Liberia	15MMY7714	IFRS Part II	Bruce Cheryl Theresa/		2-Nov-15	13-Nov-15	12	2	Pending	Due February 2016.
	Liberia	16MMB3500	IFRS Part II	Thetford Susan		23-Nov-15	4-Dec-15	12	2	Pending	Due February 2016.
	Liberia	15MMY7710	Assessment of BCPs	Bruce Cheryl Theresa		9-Nov-15	13-Nov-15	5	3	Pending	Due February 2016
	Liberia	16MMB3000	Assessment of BCPs	-----		21-Dec-15	25-Dec-15	5	3	Pending	Due February 2016
	Nigeria	16MMB2300	Building a Dynamic Predictive Model for Banking Supervision	-----		03-Dec-15	14-Dec-15	12	2	Pending	Due November 2015 to April 2016
	Nigeria	15MMY7703	Building a Dynamic Predictive Model for Banking Supervision	Bruce Cheryl Theresa		03-Dec-15	14-Dec-15	12	2	Pending	Due November 2015 to April 2016
	Nigeria	15MMY7706	Training on Predictive Modeling – Part II	Bruce Cheryl Theresa		25-Jan-16	05-Feb-16	12	2	Pending	Due November 2015 to April 2016

	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Dates	No. of Planned Resources	Status	Comments
						Start	End				
	Nigeria	16MME4100	Training on Predictive Modeling -Part II	-----		25-Jan-16	05-Feb-16	12	2	Pending	Due November 2015 to April 2016
	Nigeria	15MMY7719 16MME4200	Regional Workshop on Consolidated Supervision	Bruce Cheryl Theresa / STX		04-April-15	15-April-15	12	3	Pending	Due January 2016
	Nigeria	15MMY7717 16MMB3800	Training on Predictive Modelling - part III	Bruce Cheryl Theresa / STX		15-Feb-16	26-Feb-16	12	2	Pending	Date tbd.
	Nigeria	15MMY7720 16MMB2600	Regional Workshop on Deposit Insurance	Bruce Cheryl Theresa / STX		26-Feb-16	0-Mar-16	5	4	Pending	Date tbd.
	Sierra Leone	16MMB3100	Assessment of BCPs	Pruntel Jan Rein		13-Nov-15	17-Nov-15	5	3	Pending	Due February 2016
	Sierra Leone	15MMY7715 16MMB3600	Enhancing offsite Supervision	Bruce Cheryl Theresa/ Andrews Alfred Michael		11-Jan-16	22-Jan-16	12	3	Pending	Due February 2016
	Sierra Leone	16MMB3900	Enhancing risk Based supervision	-----		21-Mar-16	1-Apr-16	12	3	Pending	Due April 2016
	Sierra Leone	15MMY7718	Enhancing risk Based supervision	Bruce Cheryl Theresa		28-Mar-16	1-Apr-16	5	3	Pending	Due April 2016

STATISTICS											
No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Days	No. of Planned Resources	Status	Comments
						Start	End				
	Ghana	16STX9500	AW2: Training: National Accounts	Grcman Donna Marie		08-Feb-16	12-Feb-16	5			
	Ghana	16STX9500	AW2: Training: National Accounts	EXPERT		08-Feb-16	12-Feb-16	5			
	Ghana	16STX9200	AW2: Training: Price Statistics	EXPERT		11-Apr-16	15-April-16	5			
	Ghana	16STX9200	AW2: Training: Price Statistics	EXPERT		11-Apr-16	15-April-16	5			
	Ghana	15STN8123	AW2: Steering Committee Meeting	Grcman Donna Marie		14-Mar-16	14-Mar-16	1			
	Cabo Verde	16STX8200	AW2: Consumer Price Index	EXPERT		29-Feb-16	11-Mar-16	12	1		
	Cabo Verde	16STX8000	AW2: National Accounts	EXPERT		14-Dec-15	25-Dec-15	12	1		
	Cabo Verde	16STX8100	AW2: Quarterly National Accounts	EXPERT		07-Mar-16	18-Mar-16	12	1		

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Days	No. of Planned Resources	Status	Comments
						Start	End				
	Cabo Verde	15STY0200	AW2: Producer Price Index	EXPERT		04-Apr-16	15-Apr-16	12	1		
	The Gambia	15STN8117	AW2: National Accounts	Grcman Donna Marie	Q2	26-Aug-15	23-Sep-15	29	1	Completed	Complete
	The Gambia	16STX8700	AW2: Consumer Price Index	EXPERT		19-Oct-15	30-Oct-15	12		Cancelled	EDDI 2 DFID funded mission
	The Gambia	15STN8118	AW2: National Accounts	Grcman Donna Marie	Q2	14-Oct-15	27-Oct-15	14	1	Completed	Complete
	The Gambia	15STN8124	AW2: Quarterly National Accounts	Grcman Donna Marie		17-Feb-16	02-Mar-16	15	1		
	The Gambia	16STX8800	AW2: Producer Price Index	EXPERT		11-Apr-16	22-Apr-16	12	1		
	Ghana	15STN8111	AW2: Quarterly National Accounts	Grcman Donna Marie	Q1	20-May-15	02-Jun-15	14	1	Completed	Complete
	Ghana	16STX9800	AW2: Consumer Price Index	EXPERT		02-Nov-15	13-Nov-15	12		Cancelled	EDDI 2 DFID funded mission
	Ghana	15STN8110	AW2: National Accounts	Grcman Donna Marie		07-Mar-16	18-Mar-16	12	1		

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Days	No. of Planned Resources	Status	Comments
						Start	End				
	Liberia	16ST19100	AW2: National Accounts (15 Work at home days)	Youll Robin	Q1/2	01-Jun-15	30-Sep-15	122	1	Completed	Complete
	Liberia	15STN8122	AW2: National Accounts	Grcman Donna Marie	Q1	22-Jun-15	03-Jul-15	12	1	Completed	Complete
	Liberia	16ST18500	AW2:Consumer Price Index	Hellman Jaana	Q1	22-Jun-15	03-Jul-15	12	1	Completed	Complete
	Liberia	16STX9300	AW2: National Accounts	Peter Lee	Q3	16-Nov-15	20-Nov-15	5		Ongoing	
	Liberia	15STN81:25	AW2: National Accounts	Grcman Donna Marie	Q1	27-Jul-15	31-July-15	5	1	Completed	Complete
	Liberia	16STX9900	AW2: National Accounts	EXPERT		11-Apr-16	15-Apr-16	5			
	Nigeria	16ST23500	AW2: National Accounts	Seppo Varjonen	Q2	26-Oct-15	30-Oct-15	5		Completed	Complete
	Nigeria	15STN8114	AW2: Quarterly National Accounts	Grcman Donna Marie		11- Apr-16	22-Apr-16	12			
	Nigeria	16STX8400	AW2: Consumer Price Index	EXPERT		04-Apr-16	15-Apr-16	12			

No.	Country	Mission id	Description	TA Type	Milestone Date	Activity Dates		No. of Days	No. of Planned Resources	Status	Comments
						Start	End				
	Sierra Leone	15STN8115	AW2: National Accounts	Grcman Donna Marie	Q1	13-Jul-15	17-Jul-15	5		Completed	Complete
	Sierra Leone	16STX8500	AW2: Consumer Price Index	EXPERT		07-Dec-15	18-Dec-15	12		Cancelled	EDDI 2 DFID funded mission
	Sierra Leone	15STN8116	AW2: Quarterly National Accounts	Grcman Donna Marie		25-Jan-16	05-Feb-16	12			
	Sierra Leone	16STX8600	AW2: Producer Price Index	EXPERT		07-Mar-16	18-Mar-16	12			

