

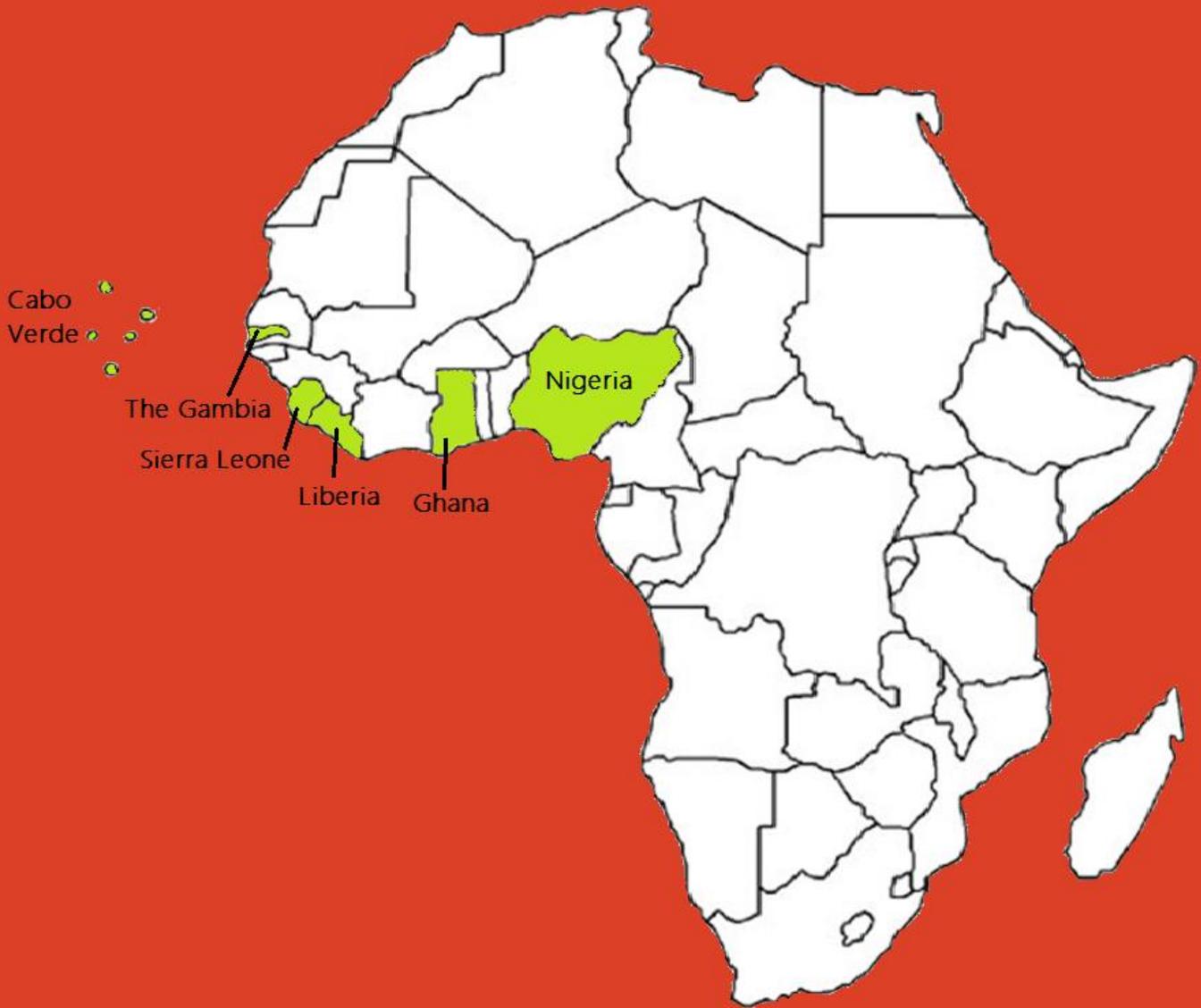


FY 2016 Mid Year Report---ANNEXES

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

Afritag 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.

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|--|--|--|---|---------|--------------------------------------|
| 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. |
|--|--|--|---|---------|--------------------------------------|

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 |

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|---|--|---|---|---------------------------|---|
| 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. |
|---|--|---|---|---------------------------|---|

| 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 MTFF 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 MTEF that takes into account post-Ebola realities, with a more robust process for the development of the MTEF. | Revision of the MTEF assumptions with the objective of providing a better linkage between the MTEF and budget expenditure management. 2 STX missions of 2 weeks each | MTEF reflect accurately resources available | <p>AFW2 provided support to a seminar on budget preparation organized by FAD that discussed fiscal planning, budget preparation and investment policy.</p> <p>The Ministry of Finance has already received TA in the area of macro-fiscal planning from other development partners.</p> | 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 II) An outreach workshop to sensitize other states about the ongoing AFW2 work on the TSA at the sub Federal level (new activity): | An operational TSA and a cash management framework in place. At least 5 states express an interest in implementing a TSA. | All accounts in commercial banks have been closed. A Fiscal Agency Agreement with the Central Bank of Nigeria has been drafted. Pending | 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. 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

Afrifac 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. | <p>Increased dialogue and sharing of information among the authorities</p> <p>Both group and individual entity risks identified, monitored and addressed at an early stage</p> <p>Home and Host Supervisor collaboration improved.</p> | Regional Workshop/Seminar | <p>At least four countries within AFW2 participate in planned seminar by end FY 2016.</p> <p>Discussions initiated on enhancing supervisory colleges as per international guidelines.</p> | Pending | In planning. Consultants agreed for delivery in January 2016. |
| To educate authorities on conceptual framework, building blocks to Bank Resolution/ Deposit Insurance. | <p>Authorities gain enhanced understanding of key concepts and requirements.</p> <p>Authorities initiate measures to implement relevant recommendations</p> | Regional Workshop/Seminars | <p>At least four countries within AFW2 participate in the planned seminar by end FY 2016.</p> <p>Discussions initiated at supervisory level on implementing relevant recommendations.</p> | 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> | <p>In Progress</p> | <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> | <p>Completed</p> | <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> | <p>In Progress.</p> | <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 procedures for 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 | Grerman 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 | Grerman Donna Marie | Q2 | 14-Oct-15 | 27-Oct-15 | 14 | 1 | Completed | Complete |
| | The Gambia | 15STN8124 | AW2: Quarterly National Accounts | Grerman 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 | Grerman 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 | Grerman 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 | | | |

