

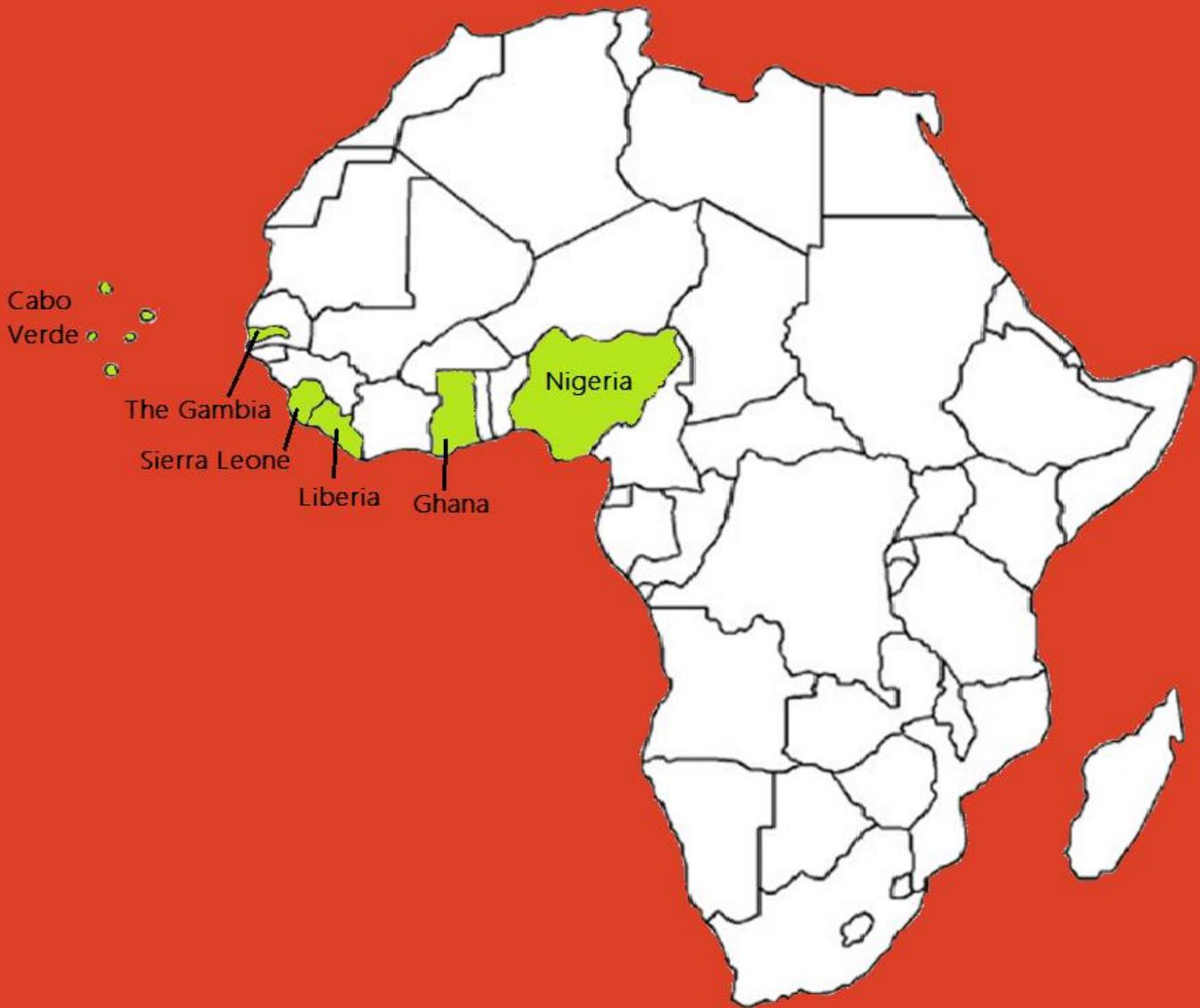


Annual Report FY 2015---ANNEXES

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 Recipient Countries and the following Donors



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ANNEX I: Agenda for AFRITAC West 2: 2nd Steering Committee Meeting

Monday, 13 April, 2015

In the presence of His Excellency Seth Terkper, the Minister of Finance and Economic Planning of Ghana:

Second Steering Committee Meeting (7:45 AM)

Agenda (lunch will be served)

Time	Activity
07.45 - 08.15	Registration of Participants
08.15 - 08.30	Opening Remarks – by Chairman and Adoption of the Minutes of the 1 st Steering Committee Meeting in March 2014
08:30 – 08:45	Brief Donor Remarks
08.45 – 10.00	Reports on the implementation of the FY2015 work plan: Presentation by Center Coordinator Presentation by Resident Advisors Feedback from Steering Committee Members
10.00 - 10.15	<i>Coffee and Tea Break</i>
10.15 - 10.45	Country experience on PFM Reforms (Presentation by Cabo Verde)
10.45 - 12.00	AFRITAC West 2 proposed work plan for FY 2016 Feedback from Steering Committee Members
12.00 - 01.00	Discussion of AFW2's Governance Framework
01.00 - 1.15	Official Group Photograph
01.15 - 2.00	LUNCH –AFW2 Garden
02.00 - 3.00	AFRITAC West 2 Financial Report & Budget presentation (ICD)
	Conference
03.00 - 04.00	Presentation on how capacity building can foster regional integration in ECOWAS—lessons from International Experience
04.15 - 04.30	Press Conference
	Cocktail
05.00– 06.00	Cocktail at Movenpick Hotel

**ANNEX II: MINUTES OF THE FIRST AFRITAC WEST 2 STEERING
COMMITTEE MEETING
24 March 2014
WORLD BANK GROUP BUILDING, ACCRA**

The first Steering Committee (SC) meeting of the Afritac West 2 Technical Assistance Center of the IMF (AFW2) was held on the 24th March 2014 at the World Bank Group Building in Accra. The meeting was chaired by Mr. Seth Terkper, Minister of Finance and Economic Planning of Ghana. The media were invited at the opening ceremony and during the first items on the agenda (Minister Terkper and Ms. Sayeh). Below is the recording of the meeting deliberations.

Agenda Items I and 2: Opening Remarks and Presentation of the Agenda.

The Chairman of the Steering Committee welcomed everyone. When submitting the agenda for approval, he stressed that the discussions on the issues and activities presented in the various documents should take place in the context of the creation of a new institution undergoing its first SC meeting, i.e. the work program was an initial draft based on partial information from reports and preliminary discussions with some of the countries. It would therefore change as missions would take place in the future.

The agenda was adopted.

The chairman said that it was a privilege to welcome members and observers to the first SCM of AFW2. Many years ago, he was a part of the initial discussions to expand technical assistance via Regional Technical Assistance Centers (RTACs) throughout Africa. The opening of AFW2 meant that all sub-Saharan African countries were now covered by an RTAC, with AFW2 covering the non-Francophone countries of West Africa.

He stressed that a significant benefit of the RTAC model was the better collaboration which would result between the IMF, donors, host country and member countries. The model also facilitated discussions while activities would be more constructive with more regular follow-ups over time, as opposed to HQ led missions that were undertaken on a non-permanent basis. The chairman also noted that the facilities at AFW2 had expanded out of a small room in the Resident Representative's office to become a state-of-the-art office hosting the four (and soon five) resident advisors.

Mr. Terkper thanked member countries and the IMF for their support to Ghana, including in the context of the recent Article IV mission, and thanked the donors for contributing to AFW2's financing. He stressed the importance of the SC's role in guiding a successful work program, hoping that the discussions would contribute to the coordination of donors in 2 AFW2 member countries. Also important was the Coordinator's role, and the Minister felt that AFW2 was very fortunate to be led by a coordinator with considerable experience in running RTACs. Finally, in terms of its activities, the Center should have a strong regional focus and work with other regional bodies. It should also provide opportunities to countries to learn from each other, including through ECOWAS.

In closing, the Minister hoped that the deliberations would be fruitful and that all parties would work to make AFW2 a success.

At the invitation of the Chair, **Ms. Sayeh** added a few words to what she had said at the opening ceremony. Her comments focused on the value of RTACs as a key vehicle to build capacity for its member countries. She was pleased that AFW2 was located in Accra, where technical expertise was available; and that the Chairman had worked at the IMF previously.

Out of the three areas of work by the IMF (surveillance, lending, and technical assistance (TA) to support capacity building), sub-Saharan Africa was the largest recipient of TA, and about 40 percent of it was delivered through the RTACs. The reason was that the RTAC model had key advantages, including their flexibility; their ability to respond quickly to the challenges of countries' needs (hence the importance of the guidance provided by the SC), resulting in better value for money; and the quality of the advice, guidance and review by IMF HQ (backstopping) which provides quality assurances and the benefits of cross-country experience.

On their management, Ms. Sayeh noted that all RTACs were operating differently, and that was the way it had to be. Therefore, she was looking forward to observe the way AFW2 would develop its own modus operandi. She also supported the comments made by the Minister on the importance of RTACs in facilitating peer learning and sharing experiences. She thanked all those present and said that she looked forward to working together with SC members and observers in the future.

Meeting in recess as media were asked to leave.

Agenda Item 3: Presentations by the Advisors

After the presentations (included in the documents distributed at the meeting), and a brief description of the AFRITAC model by the coordinator, the Chairman opened the floor for discussions:

Ms. Zabeta Moutafis, First Secretary for Development Cooperation in the Australian High Commission, outlined that Australia contributed \$1.5 million towards the center's budget and would soon be sending a volunteer to join the center. Australia was also contributing to other RTACs. She hoped the center's work program would be aligned to the member countries' priorities which are also aligned to Australia's.

Generally, Australia supported efforts in poverty reduction; in the mining and agricultural sectors; and had granted scholarships to four AFW2 member countries (Ghana, Liberia, Nigeria and Sierra Leone). Two experts had been working with the Ghana Revenue Authority for a year in building audit capacity and setting up the mining unit. She said that she would be meeting with Ms. Faith Mazani, the Revenue Administration Advisor and the GRA to discuss the possibility of extending the assistance in optimizing tax revenue from the mining sector.

Ms Moutafis showed appreciation for the work done by the center in coming up with a work program in a short space of time and appreciated the mapping of regional priorities. She also encouraged the center to build on work already done or being done, to avoid duplication, taking advantage of linkages and synergies with other organizations. She also asked that an attempt be made at costing the work program, even though the figures would necessarily be subject to revision.

Mr. Christian Peters, Head of Macro-Economic & Trade Section of the European Commission in Ghana thanked the Chairman for the invitation to the Steering Committee and indicated that the EU was supporting all the six AFW2 member countries. He said the EU thrived to align its assistance with other existing donors and derive synergies from their work programs, and would do the same with AFW2.

He requested AFW2 to specify the projects they would be undertaking and separate them from the general work plan, thus dividing the work plan into two parts. He also supported the request by Australia to show the costing of the work, and to specify whether the TA provided was long or short term, training or a visit. He promised to send more detailed written comments and outlined some of the areas the EU had been working on in AFW2 member countries:

Sierra Leone: strengthening of the Large Taxpayer Office and Medium Tax Offices

The Gambia: implementation of VAT and this would continue to next year.

Nigeria: enhancing tax revenue and self assessment and joint border protection in Customs.

Ghana: on-going support in developing risk management strategy at customs; and PFM issues related to possible Budget support.

Mr. Rainer Koehler, of the Statistics Department of the IMF, stressed that all countries should produce high quality statistics to ensure sound policy making. However, enhancing statistics was a two way process whereby the authorities needed to support the national statistical offices (NSOs) while the NSOs had to develop credible plans to enhance their capacity. He pointed out that the national accounts and price statistics are typically weak as the NSOs are underfunded, under resourced and the capital equipment is sub-standard. It would only be when the authorities commit to support the NSO's that there would be significant improvements in data production, and then macroeconomic statistics would be on a sustainable path.

Mr. Michel Gottret, the Swiss Ambassador in Ghana, noted that Switzerland was the major donor for the center and would continue supporting it. He warned that the work plan was a very ambitious program and the team should set priorities in case all activities were not implemented. Mr. Gottret also emphasized the need to avoid duplication and overlaps between RTACs and the work being done under the Topical Trust Fund (TPA-TTF) program and requested that the center contribute to the coordination of donors.

Mr. Daniel Arsenault, Acting Director, Development, of CIDA, Canada, congratulated the center Coordinator and the team for bringing AFW2 to life. He emphasized the need for local ownership of the work plan, hoping that countries would take an active part in the design of the plans and noted that only three countries were represented at the first Steering Committee. He said that regional integration was very important for all sectors and should be incorporated in the improved RBM which should also show outcome level reporting. He supported the request of Australia for costing the inputs, even though it would necessarily be subject to revisions.

Mr. Harold Kueppers, head of GIZ in Ghana, praised the good cooperation with FAD and welcomed the creation of AFW2 as it would help following up on the implementation of recommendations by HQ missions. He also mentioned that Germany was working with ECOWAS and assisting Liberia and Sierra Leone. In Ghana, Germany assisted the GRA with the first Modernization Plan ending in 2014 and was working on the preparation of the second plan. He hoped that Ghana could be chosen as a pilot for Tax Administration Diagnostic Assessment Tool (TADAT).

Ms. Marie Laure Akin Olugbade, the Country Director of the AfDB in Ghana, indicated that the bank would contribute \$1.5 million to the center's budget as part of its effort to build up capacity in order to reduce poverty. One important aspect of that effort was to help AFW2 member countries with the management of the financial resources generated by the exploitation of natural resources. Although supportive of regional integration, she cautioned against a "one size fits all" approach, as countries were at different stages of development and had different needs. She noticed some inconsistencies between the RBM Framework and the various presentations. She stressed the importance for the Center to be fully

aware of other donors' on-going projects and requested the Center to become the first point of call for donors, especially in areas where they have less expertise.

The Minister left the room during the discussions and was replaced as chairman by the Governor of the Bank of Ghana.

Acting as **Chairman, Governor Wampah** thanked donors and partners for supporting the Center. It was a very important step in increasing the TA provided in the region, including in the area of consolidation and bank supervision. The Chairman also thanked the Coordinator for the presentation of the RBM. He had three comments on the work program:

- ECOWAS and regional integration should be given more prominence. To the extent possible, the center should act as a focal point for the dissemination of information and take advantage of the expertise and work being done by organizations like ATAF (African Tax Administration Forum) and the World Customs Organization;
- While AFW2 should not coordinate donors, it should ensure good communication and frequent consultation with all stakeholders to avoid duplication of effort and raise awareness about the center's activities; and
- AFW2 should focus on activities that are sustainable, have a lasting effect, and are well integrated with member countries' reform action plans.

Mr. Leruth addressed some of the issues that had been raised:

- Costing: as the Center had only just commenced operations and its missions had just been identified, it was difficult to provide good cost estimates;
- RBM: small discrepancies between the RBM framework and the presentations were caused by the three weeks delay between when the RBM framework was prepared and the SC meeting. Some priorities had changed for some countries in the interval. The final RBM framework would be produced after receiving the comments of all donors;
- Regional focus: this was the primary consideration in all areas and, in the RBM, it was the first item in all sectors;
- Country involvement: all countries were expected to be reactive to the TA provided by AFW2 but the modus operandi of the center also included provisions for member countries to contribute to capacity building in others through various means, including via attachments or participations in case studies;
- Coordination: the Center would help in this effort but would not undertake the role of donors' coordinator. AFW2 was opened to all; advisors were available; a website was being developed to help with the dissemination of information; and the work program would be discussed every six months.
- Topical Trust Funds and HQ coordination with AFW2: this was not an issue because of strong backstopping, which ensured good coordination and prevented any duplication of effort.
- Ownership: it may take a while for all of countries to fully commit and become active in the activities of AFW2. In the context of their missions – especially their first missions - the coordinator and regional advisors would thrive to secure the active participation of member countries and raise awareness about the benefits of AFW2 TA.

The Chairman concluded that, in his experience, RTACs usually have a slow start but success will follow.

Agenda Item 4: Recruitment of Advisor in Monetary Policy operations.

Regarding the post of advisor in Monetary Policy Operations, there had been delays in recruiting (two persons refused the offer), but a suitable person has now been identified who was earlier the Governor of the Croatian National Bank. The advisor was expected to join AFW2 in early May. In order to accelerate the process, a work plan in this area had been prepared by IMF staff. Although a comprehensive work program could only be developed after the regional advisor had started his work, comments on this early version were welcome.

Agenda Item 5: Presentation of the Results Based Management Framework

Mr. Leruth drew the attention of the SC to the considerable effort that had gone into developing the RBM logical framework. He indicated that the RBM framework was based on information from countries via the needs assessment process, consultation with IMF Resident experts (when one was in a member country), and recommendations from Technical Assistance mission reports. Ultimately, it had to be tailored to countries' needs and could not be a one size fit all: further adjustments should be expected. It was also difficult to find a template that would fit the requirements of all sectors and that was why the RBM was presented either by country or by objective. This flexibility constituted one of the advantages of the framework but the development of a more integrated framework was on going.

He observed that improvements would occur as member countries were visited. These improvements would include more concrete milestones, outcomes, indicators, and cost projections. Comments were expected as to what should be included in the RBM and how. He stressed however that there would be a physical limit to the number of useful indicators that should be included, otherwise the document would become too large to manage. He then invited questions and comments:

Mr. Gottret, suggested that a possible way to improve the framework would be to develop two logframes: the first one describing short term TA, and the second, more detailed, for long term activities and projects.

Mr. Arsenault, noted some inconsistencies between the RBM and the text and, within the RBM, between the assumptions and risks and some of the indicators. He requested an updated RBM to be circulated. He also asked for a cost estimates based on the best current assumptions, accepting that it would not be accurate and subject to major revisions.

Mr. Leruth indicated that one of the intentions in presenting the draft RBM was to receive comments from the SCM members and take those on board as well as introduce the necessary changes triggered by the information most recently collected.

Action: RBM to be updated and circulated in the next 4-6 weeks

He clarified that the issue with costing was that the type of missions that would be undertaken, i.e. length and by whom, was not yet fully determined, and the nature of the planned workshops was not either.

Ms. Moutafis supported the views of Canada on the issue of costing.

Mr. Leruth agreed to circulate preliminary costing for the rest of the year but warned that there would necessarily be major revisions.

Action: Costings for the next six months to be developed and circulated in the next 4-6 weeks

Mr. Mod K. Ceesay, Ministry of Finance, The Gambia, thanked all those present for attending the meeting. He also supported the costing request and observed that a better prioritization of activities would emerge once countries provided more information about their specific needs. He acknowledged that a lot of work had been done on the revenue side on the basis of more complete information available, but that more support was expected for PFM where all countries had not yet indicated their priorities.

Mr. Dennis K. Vandi, Ministry of Finance, Sierra Leone, echoed the views of his colleague from The Gambia, adding that, while donors' support was important, it was also critical that Resident Advisors visit member countries as soon as possible to have a good evaluation of the situation on the ground. He stressed the importance of sustainability in view of the difficulties faced by authorities to follow up on recommendations made by visiting missions as capacity and funding remain significant problems. A good approach could be through the organization of local workshops on specific issues relevant to each country. His final suggestion was to get all key stakeholders (i.e. Ministry of Finance, Central Banks, Statistic Offices) within a country to discuss the key priorities, rather than doing it per individual areas.

Mr. Leruth thanked all for the comments and addressed the issues that had been raised:

- The work program was only the reflection of the center's knowledge at a certain point in time. AFW2's knowledge of member countries' needs would improve as RAs would undertake more visits and the work program would be adjusted accordingly. This flexibility was the hallmark of an RTAC;
- Visits to every country by the Coordinator and RAs would take place in the coming months;
- Seminars would be organized on a regular basis and the IMF Resident experts (where present) would be expected to be involved; and
- The next six months would be focused on determining the needs of the countries in more detail and make a preliminary assessment of the costs associated with the resulting activities. This would be reflected in the revised (and constantly evolving) version of the RBM.

Agenda Item 6: Financial Report

The financial report was presented by **Ms. Bineta Ba, Senior Technical Officer at ICD**. She detailed the contribution to AFW2's total budget (\$43 million over 5 years) by donors and member countries. Just over \$40 million had been pledged (allowing the center to immediately operate at near full capacity) and she requested those who had not yet honored their pledges to do so at their earliest convenience.

Comments:

- **Several members** questioned the rationale for the Trust management fee of 7 percent. Ms. Ba explained that this was the standard rate charged by the Fund for all Trust funds;
- **Australia** asked for clarifications on the period covered by the budget and the status of actual disbursements. Ms. Ba explained that the budget was for 5 years starting on 1 October, 2013. Discussions were on-going with DfID and with the EU (for some portion of its funds, the other having been released). Some clarification was also provided on the nature of Diagnostic missions (undertaken by IMF HQ to take stock of progress);
- **The USA** asked why member country contributions were identical (all paid the same 5 percent of the budget). It was explained that the assumption was purely tentative;
- **The Gambia** asked for a clarification of the principles guiding the use of the budget, in

particular with respect to the costs of attending the SC meeting. Dr. Wampah intervened to state that this was a contribution members needed to make. SC Meetings would rotate across the membership in order to share travel and other costs;

- **Switzerland** feared that the Work Program might have been over ambitious. **Mr. Floerkemeier of ICD** explained that as a major part of the contributions had been paid up front, the center would be in a position to start at close to full capacity.

The Chairman concluded this agenda item by indicating that Ghana's contribution would be paid by the following day.

Agenda Item 7: Miscellaneous

Date, place and procedures for the next meetings

Mr. Leruth indicated that every RTAC had a different approach to deciding where and how often the SCMs would take place and who would chair them. He proposed to prepare a briefing document outlining the possible options for AFW2. This document would be circulated and discussed with each country as the coordinator visited them. The next meeting could again take place in Ghana and member countries would attend that meeting with a mandate to decide on the important issue of the procedure to be followed.

The SC members decided that their next meeting would take place in Accra in November.

Other

The coordinator informed everyone that there would be a press conference at 6 o'clock and reminded members and observers that they were invited to a cocktail reception at the Moevenpick Hotel hosted by the Bank of Ghana and AFRITAC West 2. Dr. Samir Jahjah, the Resident Representative of the IMF in Ghana would present a talk on *"Managing Volatile Capital Flows: Experiences and Lessons for sub-Saharan African Markets."*

Agenda Item 8: Closing Remarks: The Chairman thanked everyone for a successful SC Meeting.

ANNEX III: THE RBM FRAMEWORK AND THE WORK PROGRAM¹ IN AFW2 COUNTRIES ACROSS SECTORS

RBM Revenue Administration

Afrifac 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 1: 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	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Specific Risks
Cabo Verde: Facilitate faster clearance of goods through risk based clearance procedures.	Risk based preferred trader programs implemented.	Customs clearance processes are very slow.	STX mission to finalize the risk-based compliance management strategy and help prepare to implement the WCO Authorized Economic Operator Program.	Q2	Efficient border operations in place.	Faster clearing times.	Lack of cooperation from importers and low uptake of program.
Liberia: Strengthen customs administration through the development of a compliance risk management framework.	A customs compliance risk management framework is developed.	Liberia Revenue Authority did not receive any assistance in customs from AFW2 but have implemented the ASYCUDA World system with assistance from the World Bank.	Two STX missions to develop a customs Compliance Risk Management Framework and then train staff.	Q1/Q3	Risk-based clearance procedures in place and preferred trader programs implemented.	Improved clearance times and higher detection of risky imports.	Training may not be possible until after Ebola.

Medium Term Objective 2: Enhancing revenue collections from improved and cost effective operational procedures and strengthened compliance strategies.

¹ In developing the work program for FY 2016, Resident Advisors clearly delineated what they view as short-term objectives and what are deemed to be medium-term priorities. Reflecting peculiarities and heterogeneity across the sectors, there are some variations in the outlook in the RBM. In the case of Revenue Administration, the indicated specific objectives have a short-term view but they are geared towards a broad medium-term objective. In PFM, the indicated specific objectives have a medium-term perspective while the specific objectives for Monetary Operations and Payment System are mix of short-term and medium term objectives.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Regional Workshop on indirect taxes: Enhance domestic revenue through effective VAT and excise tax collection and enforcement.	Improved VAT and excise tax compliance.	A number of AFW2 member countries are experiencing declining VAT revenue collections due to declining compliance and ineffective collection procedures. The new Liberia Revenue Authority intends to introduce VAT during FY2015/16.	A Regional indirect tax workshop to address challenges in collection enforcement for member countries.	Q2	Strengthened VAT and excise administrations in member countries.	A regional framework on effective indirect tax compliance enforcement and improved VAT and excise revenue collections for member countries.	Experiences of member countries different and so solutions may not be applicable across member administrations.
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 on Customs Risk Management was held in FY2014/15 and countries have been assisted through missions to set up risk management structures in Customs. In domestic taxes there is very little appreciation or application of risk management in compliance work.	A Regional workshop to assist member country administrations to develop organization wide risk based compliance enforcement frameworks.	Q4	Effective compliance strategies are implemented in member countries.	Member countries have developed risk based compliance strategies.	Revenue administrations do not have the required IT based facilities to manage risk or resist change to new methods.
Cabo Verde: Develop Operational manuals and tools to support modern customs business processes and procedures.	Standard operating procedures in use.	Cabo Verde customs intends to roll out ASYCUDA World and needs to develop modern operational processes to be implemented with the new system.	Two STX assignments to develop and update customs procedures and train staff in preparation for the implementation of ASYCUDA World.	Q1/Q3	Effective customs operations in place.	Updated manuals developed.	It may be difficult to get a resource to develop manuals in Portuguese.
Cabo Verde: To Strengthen customs controls of importation of petroleum products.	Improved revenue from imports of petroleum products.	Cabo Verde Customs lacks the skills and tools to do proper valuation of petroleum products.	STX assignment to train staff on valuation of petroleum products.	Q4	Effective controls of imports of petroleum products in place.	Increased compliance and revenue.	There are very few experts in this field.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Ghana: Build audit capacity through the development of a pool of audit trainers to train other officers on modern audit techniques.	Improved audit coverage.	Audit capacity is very low, especially in the LTO. With Self-assessment fully implemented there is need for stronger audit and effective compliance strategies.	Two STX missions to train LTO and MTO auditors on modern audit techniques and develop audit manuals.	Q2 & Q4	Improved audit operations.	Number of trained auditors.	LTO Staff may not have the required IT skills to assimilate new audit techniques.
Ghana: Improve performance of Indirect Taxes.	An effective Excise Management Function	Excise duties are underperforming. A new Excise law was introduced in early 2013 but is not being correctly implemented. GRA does not have skills and equipment to monitor the Excise companies.	Two STX missions to develop Excise materials and train GRA staff on critical Excise compliance monitoring procedures.	Q1/Q3	Excise management functions in GRA are strengthened.	Improved Excise revenue performance.	Excise revenue not given the prominence it deserves.
Liberia: Update customs Operational manuals and tools to support modern business processes and procedures.	Updated procedures manuals developed.	The LRA needs to update procedures to align to the processes in ASYCUDA World.	Two STX missions to develop and update customs manuals and train staff.	Q2/Q4	Effective operational systems in place.	Quality operational manuals developed.	Missions may be delayed by the Ebola situation.
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.	Self Assessment was implemented and audit performance needs improvement. A targeted and cross-functional compliance risk management strategy is required.	STX assignment to help with developing a compliance strategy for the FIRS and train staff.	Q1	A strengthened compliance risk management framework in place.	Increased compliance and revenue collections.	STXs may not be willing to travel to Nigeria due to security reasons.
Sierra Leone: Update Operational tax manuals and tools to support modern business processes and procedures.	Effective operational processes.	The NRA does not have updated procedures for tax and customs.	Two STX assignments to update operational procedure manuals and train staff.	Q1/Q3	Operational tax functions strengthened.	Quality manuals in place.	Skills levels rather low and may affect progress on work to be done.
Sierra Leone: Strengthen compliance audit and enforcement Framework for tax and customs.	Compliance audit and enforcement is improved.	Audit capacity is weak and fragmented.	Two STX missions to develop a compliance management strategy and train staff for joint audits.	Q2/Q4	Compliance functions strengthened.	Increased revenue from audit recoveries and improved compliance.	Staff too busy and unavailable for mission.

The Gambia: Develop strengthened compliance audit and enforcement Framework for tax and customs.	Compliance audit and enforcement is improved.	Audit capacity is weak and under resourced.	Two STX missions to develop a Compliance Management Strategy and train staff for joint audits.	Q2/Q4	Compliance functions strengthened.	Increased revenue from audit recoveries and improved compliance.	Staff too busy and unavailable to give inputs to mission.
The Gambia: Develop strengthened audit manuals for tax and customs procedures.	Audit functions are improved and modernized.	No documented audit guidelines are in use and very little audit is being done in both tax and customs.	Two STXs missions to develop audit manuals and train staff.	Q1/Q4	A strong audits function is in place.	High revenue inflows and recoveries from audits.	Audit teams may not be adequately resourced.
Medium Term Objective 3: Implement efficient organizational structures and effective governance programs.							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Regional: Assist member countries in implementing the RA-FIT and TADAT tools.	Effective revenue and operational reporting in place.	The web-based RA-FIT was launched in 2014 but members are having challenges in implementing it. The TADAT was piloted in 2014 and is due to be launched in a number of countries.	Advisor's RA-FIT visit to member countries.	Q1	RA-FIT completed correctly in all member countries.	Correct reports on the system.	A number of countries do not have revenue systems to provide the data needed for the RA-FIT reports.
Cabo Verde: Develop management capacity for the integrated revenue administration.	Improved management skills.	Cabo Verde is in the process of integrating its tax and customs operations and most managers appointed from Government do not have the expected management capacity for the integrated operations.	A STX mission to train the different levels of management. (3 weeks)	Q1 to Q3	Improved and effective management in place in tax and customs operations.	Management training delivered to three layers of managers.	Integration may not be fully completed on time.
Cabo Verde: Develop planning implementation, monitoring and evaluation framework for the DNRE.	Effective planning and evaluation tools developed.	The DNRE has not had exposure to effective planning and budgeting and so managers do not monitor the costing of their operational activities. This is key to measure the effectiveness of the new organization.	Two STX missions to develop planning and budgeting as well as performance monitoring and evaluation capability for the DNRE management.	Q2&Q4	Strong management reporting.	Clear plans against budgets developed.	TA may not be provided in time for the Ministry of Finance budgeting cycle due to other commitments in the integration process.
Ghana: Develop project management framework for GRA.	Projects delivered on time.	The GRA Modernization Program Office (MPO) is currently under staffed and not fully trained on project management. Managers in operations do not have project management training and so projects are not being delivered on time.	Two STX assignments to develop Project Management tools and train GRA Managers and staff.	Q2 & Q4	Improved delivery of reform projects.	Timely implementation of projects.	Management support to the reforms may not be given.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Ghana: Strengthen performance monitoring and evaluation (M&E) of the Strategic Plan.	Timely implementation of strategic plan deliverables.	GRA is drafting a Strategic Plan for 2015 to 2017 and needs strong structures to ensure implementation of the Strategic Plan.	A STX to help develop performance monitoring and evaluation system.	Q2	Effective monitoring and evaluation and reporting.	Improved delivery of strategic objectives.	Lack of leadership commitment to performance monitoring.
Liberia: Develop a robust performance measurement function.	Improved performance monitoring.	The LRA received TA to develop a suite of operational and management reports for tax and customs. They are expecting to develop their first strategic plan. The developed reports will be used to monitor performance against targets.	STX mission/attachment to develop a performance management system.	Q1	Effective performance management system implemented.	Timely and informative performance reports	Though critical for the new LRA, mission may not happen soon enough due to Ebola. Attachment to another administration a considered option.
Liberia: Strengthen reforms in customs administration.	Improved customs operations.	The LRA was formed in July 2014 bringing together customs and tax administration, with assistance from FAD under the TPA-TTF program. TA has been given to tax administration, but there have been no missions in Customs since 2010.	An FAD-led Customs diagnostic mission will be conducted to identify key customs reform priorities for the LRA.	Q3	Reform priorities identified.	Mission report.	Mission depends on Ebola situation.
Nigeria: Assist the FIRS in developing a new strategic plan for the period 2016 to 2019.	Efficient organizational functions in place.	The current plan comes to an end and the FIRS does not have a strong planning structure	Two STX visits to assist with the development of the plan and develop the necessary planning tools.	Q1/Q3	A robust planning process established.	Quality plan developed.	Mission depends on the security situation and the process is likely to receive limited cooperation from management.
Nigeria: Deliver a joint tax and customs policy and administration reforms review mission.	Clear reform priorities identified.	The Nigeria team requested a joint mission to review tax and customs policy to identify ways of improving non-oil revenue in the wake of falling oil prices.	A joint HQ-led mission on tax policy and administration.	Q2	Reform priorities identified.	Mission report	Mission may be affected by the security situation in Nigeria.
Sierra Leone: Strengthen the Monitoring Research and Planning (MRP) department.	Performance monitoring and research functions are improved.	The MRP department was set up but is still under resourced and functions are not clearly defined.	STX mission/attachment to assist in establishing an effective MRP function.	Q2	A strong MRP function established.	Comprehensive research and performance reports produced.	Lack of appreciation of role of MRP function by the rest of management.

The Gambia: Strengthen Performance monitoring and evaluation (M&E) of the Strategic Plan.	Improved delivery of strategic objectives.	GRA is drafting a Strategic Plan for 2015 to 2019 and needs strong structures to ensure implementation of the Strategic Plan.	STX to help develop performance monitoring and evaluation system.	Q3	Effective monitoring, evaluation and reporting.	A clear MRP structure developed.	IT systems not ready to provide the required performance tools for monitoring.
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	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Cabo Verde: Develop an organization-wide taxpayer service strategy.	Improved taxpayer service and voluntary compliance.	Cabo Verde is integrating tax and customs operations and so needs an integrated taxpayer engagement program.	STX assignment to develop a taxpayer service strategy.	Q3	Effective taxpayer service.	Increased compliance rates.	Integration taking too long and so program may not start.
Liberia: Develop a taxpayer registration program.	Wider tax base.	Liberia integrated their tax and Customs operations under the LRA in July 2014 and requested TA to carry out a nation-wide taxpayer registration program. This was suspended due to Ebola. The work is still to be done to support the major revenue requirements.	Two STX assignments to develop taxpayer registration program.	Q2	A wider taxpayer and importer register.	Growth in tax payer register and increased revenue.	Program involves going into the field and depends on the Ebola situation.
Nigeria: Develop guidelines and procedures for taxpayers.	Simplified compliance systems.	Tax policies have changed in the past years and the FIRS indicated an urgent need to provide clear guidelines to taxpayers on the tax changes.	STX assignment to develop procedures and guidelines for taxpayers.	Q3	Improved compliance procedures and guidelines for taxpayers.	Improved compliance levels, reduced queries and error rates.	STXs may not want to travel to Nigeria.
Sierra Leone: Develop an organization-wide communication and stakeholder engagement strategy.	Improved taxpayer service and transparency with taxpayers.	There is no focused and coordinated engagement approach to taxpayers and stakeholders between tax, customs and corporate functions.	STX assignment to develop a taxpayer and stakeholder engagement strategy for the NRA.	Q3	Open and transparent communication with the public.	Improved perception survey results.	Resource limitations.
The Gambia: Develop an organization-wide taxpayer service strategy.	Improved taxpayer service and voluntary compliance.	A taxpayer service strategy was developed and piloted for Domestic Tax and procedures and responsibilities incorporated into Operations manual.	STX assignment to develop a GRA wide taxpayer service policy and program.	Q2	Improved service and taxpayer compliance.	Taxpayer Service policy and Program developed and implemented.	Project may not get the desired attention due to focus on internal procedures.

RBM Public Financial Management

Africitac 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	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
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.	Program budgeting is in its infancy in Ghana and Capo Verde. Other member countries have demonstrated commitment to introduce PBB as a medium-to-long term reforms. A forum is required to enhance the understanding of the concepts, share experiences of early reformers and build consensus on the prerequisites.	Organization of five day seminar with LTX, HQ Staff and STXs.	Q2	-Development of the seminar materials -Seminar delivered	Seminar assessment forms show positive feedback	
Fiscal Reporting	To promote best accounting and reporting practices.	All countries of the region are in the process of improving their reporting framework and adopting better accounting standards. However accounting reforms are a slow process that requires complex sequencing.	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.	Q4	-Development of the seminar materials -Seminar delivered	Seminar assessment forms show positive feedback	

Country: Cabo Verde							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
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.	The current reform process is not guided by an overarching PFM reform strategy and has sequencing issues. Implementation of PFM reforms is coordinated by the PFM Coordination Unit that currently lacks capacity and strategic direction. The March 2015 mission provided an inventory of ongoing reforms that need to be further discussed for establishing the baseline to be used for the monitoring of ongoing activities and development of a new PFM strategy.	Assessment of ongoing PFM reforms: This mission is the second of two STX missions.	Q1	Seminar on the consolidation of ongoing PFM reforms	Ongoing reforms are documented in one single document and measures are identified to address bottlenecks.	Loss of documents does not allow understanding fully the rationales for ongoing reforms or leave important loopholes in the documentation of reforms.
Objective 2: Comprehensive, credible and policy-based budget preparation	Better alignment of budget appropriation on Government's medium term economic and social objectives.	A new budget law has been drafted and the authorities plan to introduce appropriation by program for 2016 budget. The key prerequisites are the PBB manual to support the rollout of program-based budgeting that has already been introduced on a piloted basis.	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	Q1	PBB manual is finalized and instructions to MDAs are issued	Roadmap for PBB rollout is fully developed.	Substantial gaps in the PBB framework still remain and cannot be closed for lack of consensus.
			2) Revision of the performance framework and of the monitoring and evaluation system: 2 STX missions of two weeks each	Q2- Q3	Guiding principles for revising the performance framework are formalized in a Concept Paper.	The revised performance framework is approved by all stakeholders.	Too many performance indicators might remain irrelevant making program monitoring inefficient.

Country: Ghana							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
Objective 1: Improved laws and effective PFM institutions	Revision of legislative and regulatory framework to support broad PFM reforms.	The Ministry of Finance is currently reviewing its legislative and regulatory framework but needs assistance to translate reforms into legislation. While FAD will provide assistance for the revision of the PFM legal framework in FY15 AFW2 will provide TA for the drafting of regulation and secondary legislation.	3 STX missions of 2 weeks each for the revision of secondary legislation and of the regulatory framework.	Q2 + Q3 +Q4	A calendar for the complete revision of the legal framework is approved.	Draft of secondary legislation	Scope of the legislative review might be too ambitious. The revision process needs to be sequenced, coordinated, prioritized and executed.
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.	As identified in the 2013 PEFA, budget credibility remains in Ghana a major issue with scores for PI-I, PI-3 and PI4 respectively of C, C and D. This low performance is due to weak revenue forecasts, an inflated wage bill, a high amount of unplanned expenditures and a high borrowing cost. Better methods of macroeconomic forecasting need to be introduced with a more robust medium term economic framework. Among the reasons for the amount of unplanned expenditures, the AFW2 September identified the fragmentation of the budget preparation process with multiple decision centers. The attention should shift to strengthening the MTFE, centralizing budget preparation, and defining new budget priorities.	Strengthening of the medium term fiscal framework: 2 STX missions of 2 weeks each	Q2-Q3	Budget framework paper	The deviation between the approved budget and the executed budgets is reduced and reflected in an improvement of PEFA indicator PI-I.	Lack of political will to present a realistic budget to the Parliament and to address systemic issues in budget preparation that might prevent the MTFE from capturing all information required for setting realistic expenditure ceilings.

Objective 5: Improved integration of assets, and liability management framework	Effective cash management makes budget execution more predictable.	Cash ceilings issued to MDAs do not guarantee the availability of cash and are in fact commitment ceilings. A complicated system of warrants issued by the budget department and the Office of the Controller General makes budget execution cumbersome and unpredictable	Streamlining of the budget execution process in preparation for better cash management: 1 STX mission of 2 weeks.	Q2	Revised budget execution manual.	Number of cash release during the year. PEFA indicator PI-1 and PI-2	Staff resistance to a change of procedures.
		Cash ceilings are not based on accurate information and there is confusion between cash ceilings and commitment ceilings. Better cash management tools need to be put in place to guide budget execution, including expansion of the TSA.	Development of a set of cash management tools for the Ministry of Finance and MDAs: 2 STX missions of 2 weeks each.	Q3	-TSA strategy agreed. -Institutional arrangements for cash management agreed. -Instructions for MDAs' cash plan are communicated.	Number of bank accounts in TSA	Existing budget execution procedures continue to undermine effective cash management

Liberia

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
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While at the time of printing this document, IMF missions to Liberia are still suspended, considering progress made in fighting the EDV epidemic, it is expected that missions might resume within a few months, at which stage the following program will be implemented.

Objective 1: Strengthening PFM institutions	A post-Ebola TA strategy coordinated with other development partners.	The EVD epidemic has been a shock for the PFM system that forces reconsidering priorities in PFM reforms. The economic fundamentals have changed affecting significantly fiscal flows. The macro- fiscal model need to be revised and assessment should be made of how PFM processes have been affected by the crisis.	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions A 3 days mission by the Advisor	Q1 Depending on evolution of the EVD epidemic	Post-Ebola assessment of the PFM system with priorities for AFW2 missions	Calendar of AFW2 missions	Lack of availability of authorities and conflicting priorities.
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Objective 2: Comprehensive, credible and policy-based budget preparation	A revised MTEFF that takes into account post-Ebola realities, with a more robust process for the development of the MTEF.	The assumption underlying the MTEF need to be revised to take into account the impact of the EVD epidemic. Progress on strengthening the MTEF has stalled and need to be resumed with new objectives defined,	Revision of the MTEFF assumptions with the objective of providing a better linkage between the MTEF and budget formulation to ensure better expenditure management.2 STX missions of 2 weeks each	Q2 Depending on evolution of the EVD epidemic	MTEFF reflect accurately resources available	.PEFA indicator PI-I (aggregate expenditure out-turn compared to original approved budget) and PI-2 (Composition of expenditure out-turn compared to original approved budget)	Availability or quality of data might be a risk factor.
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.	Expenditure management and cash management functions remain weak and are the cause of disruption in the budget execution process.	Revision of the cash management procedures and improvements in TSA management 2 STX missions of two weeks	Q1 Depending on evolution of the EVD epidemic	New procedures for MDAs presenting their cash plan	Budget execution follows the monthly cash plan with limited deviation	Training MDAs in developing cash plan might require more input presently planned.

Nigeria

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
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.	Nigeria is at a very early stage of Program-Based Budgeting. The PBB is still in the design phase and must be adapted to the federal structure of the country. The authorities will receive through Dfid technical assistance for designing the PBB framework. AFW2 will provide short term experts for two missions to review the final draft of the BBP Concept Paper prepared by the BOF.	Program-Based Budgeting: 2 STX missions of 2 weeks each.	Q2 + Q4	The concept paper is ready for review.	The pilot project is on track.	Difficulty to find a consensus between stakeholders on the PBB model.

	- Exchange of experience between the two largest countries of the region. -Creation of a long term partnership between the two budget departments.	This activity was put in AFW2 work program at the request of the Nigerian authorities that are preparing a strategy for implementing Program-Based Budgeting and would like to benefit from the experience of the Ghanaian authorities.	Organization of a meeting between the budget department of Nigeria and Ghana for a peer-to-peer exchange of experience on program-based budgeting	June 2014 2 days	Agreement between the Nigerian and Ghanaian authorities on the meeting agenda.	Meeting assessment forms	Lack of availability of the Ghanaian authorities
Objective 5: Improved integration of assets, and liability management framework	Improved utilization of cash through better planning.	The OAGF is facing large fluctuations in the TSA/CRF balance at the Central Bank. Analysis of the balances shows that reasons for these fluctuations are the lack of visibility on revenue collection, variation between capital budget appropriation and warrants issued existence of a number of MDAs not on the TSA. Better information on revenue collection and cash forecasts from MDA are critical to improve cash management.	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.	Q2 +Q3+Q4	A revised cash plan is introduced. • The cash plan includes the balance of non-TSA MDAs. • Cash and debt operations are fully integrated.	Revised cash plan is rolled over on a monthly basis. • Analysis of trends, seasonality and variance between the cash forecast and the out-turn is produced on a monthly basis. • Variance between cash forecasts and outturn is improved.	Severe cash shortage due to falling oil revenues might force the authority into cash rationing with better cash management having a limited impact on budget execution.

Country: Sierra Leone

*Due to the Ebola Epidemic all TA mission activities have been suspended until the IMF resumes missions to EVD-affected countries.
Activities below are only indicative of what is planned when TA missions resume in the country*

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
Objective 1: effective PFM institutions	A post-Ebola TA strategy coordinated with other development partners.	While the Government of Sierra Leone has an agreed PFM Reform Strategy, its implementation has been disrupted by the EVD epidemic and priorities for delivering TA need to be reconsidered in consultation with other development partners.	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions A 3 days mission by the Advisor	Q2 Depending on evolution of the EVD epidemic	Post Ebola assessment of the PFM system with priorities for AFW2 missions	Calendar of AFW2 missions	Too many conflicting objectives and not enough human resources to manage TA.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
Objective 1: effective PFM institutions	A post-Ebola TA strategy coordinated with other development partners.	While the Government of Sierra Leone has an agreed PFM Reform Strategy, its implementation has been disrupted by the EVD epidemic and priorities for delivering TA need to be reconsidered in consultation with other development partners.	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions A 3 days mission by the Advisor	Q2 Depending on evolution of the EVD epidemic	Post Ebola assessment of the PFM system with priorities for AFW2 missions	Calendar of AFW2 missions	Too many conflicting objectives and not enough human resources to manage TA.
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	The draft law has been approved by the Cabinet and is in the process of being passed by the Parliament.	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	TA will be provided remotely and will start as soon as the authorities are ready.	Work program showing the articulation of the secondary legislation that needs to be developed.	Draft regulation approved	Difficulties in working remotely could not be overcome resulting in insufficient consultation with the authorities.
Objective 2: Comprehensive, credible and policy-based budget preparation	To produce a revised MTEF that takes into account post-Ebola realities.	Following changes in the economic fundamentals, the assumption underlying the MTEF need to be revised to take into account the impact of the EVD epidemic	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.	Q3 Depending on evolution of the EVD epidemic	MTEF reflect accurately revenue projections	Deviation between actual revenue and MTEF.	Availability or quality of data might be a risk factor.
Objective 5: Improved integration of assets, and liability management framework	Better utilization of existing cash resources	Expenditure management and cash management functions remain weak and are one of the causes of disruption in the budget execution process.	2 STX missions for the revision of the cash management procedures	Q1 Depending on evolution of the EVD epidemic	New procedures for MDAs presenting their cash plan	Budget execution follows the monthly cash plan with limited deviation.	

Country: The Gambia							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
Objective 2: Comprehensive, credible and policy-based budget preparation	The macro-fiscal model provides a realistic basis for budget allocations.	A new Macro-Fiscal Planning and Analysis Unit has been put in place with the support of FAD of the BAD. Despite these efforts, data used for the Budget Framework Paper are inconsistent with other macro-fiscal projections and the macro-fiscal model used for budget preparation shows weaknesses.	2 STX missions of 2 weeks each for the strengthening of the macro-fiscal model in consultation with other development partners.	Q2-Q3	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	Budget framework paper (BFP) PEFA Indicators PI-1, 2, 3, 4.	Macro-economic database remain disconnected from the MTEF. BFP does not capture the complete fiscal situation and does not benefit from a broad consensus among stakeholders.
	More strategic allocation of budget resources.	A pilot project was conducted in 2014 to introduce a MTEF based on program budgeting in two ministries which has highlighted the lack of readiness of MDAs to adopt program-based budgeting. The emphasis should be put on more strategic allocation of fiscal resources based on sector plans with a medium term perspective.	2 STX missions to support the formulation of medium-term strategic plan for 2016-2018 and for 2016 budget in three ministries.	Q1 –Q2	Pilot project concept note and identification of the three pilot ministries.	Instructions to pilot ministries for MTEF Preparation	MTEF ceiling projections remain disconnected from reality weakening the transition to multi-year budgeting. BPP rollout is undertaken prematurely and is undermined by weak budget credibility.
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.	Accumulation of arrears is undermining budget credibility. A mechanism should be put in place to monitor the stock of existing arrears, and a strategy should be developed to progressively reduce that stock and control arrears accumulation.	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	Q1	Tools for monitoring the stock of arrears are in place	Quarterly arrears report and PEFA indicator PI-4	FMIS might require customization Lack of political will to enforce fiscal discipline

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Specific Risks
Objective 5: Improved integration of assets, and liability management framework	Revenue flows can be anticipated and cash release prepared accordingly. Monthly cash releases are issued on time in a predictable manner that makes expenditure planning easy for MDAs. Volume of arrears is reduced.	Expenditure management remains weak with increasing levels of domestic arrears, unplanned expenditures, and virements. MDAs are unable to communicate reliable cash plans. The TA will provide a set of cash management tools for the Ministry of Finance and MDAs and support their adoption.	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.	Q1 + Q2	Cash management framework with cash management tables with different time horizon. Instructions to MDAs for the preparation of their cash management plan	<ul style="list-style-type: none"> • Reduction of the volume of new arrears • Reduction of the number of virements 	The gap between the approved budget and the cash flows is too wide to implement properly cash management.

RBM Monetary Operation and Payment System

Africap 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	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
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.	Fiscal dominance is a problem in a lot of countries which complicates monetary policy decision making. Increasing the understanding of the role of each of those macro policies and their interconnectedness should improve efficiency of macroeconomic management.	Regional workshop organized for representatives of central banks and finance ministries of AFW2 countries.	Q4 2015	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.	Deeper understanding of principles of interaction between monetary and fiscal policy and finally increase the efficiency of monetary policy making.	Success will depend on the appropriate staff being sent from central banks and finance ministries.

Country: Cabo Verde

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines/	Milestones	Indicators	Specific Risks
Increase the efficiency of the monetary transmission mechanism	Strengthened interest rate transmission mechanism in Cabo Verde	Request by authorities and the need to assess progress in previous TA recommendations in this area	Mission	Q3 2015	Monetary policy efficiency is increased due to better functioning of interest rate transmission mechanism	Better transmission of monetary policy rate changes to real sector activities	Willingness of authorities to implement recommendations

Country: Ghana							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
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	So far the project delivered tangible results. This regular assistance proved as key for maintaining, appropriate usage and further strengthening of the newly build capacity so there is a need for continuation to cement progress and have further improvements. Bank of Ghana requested continuation of this project.	Regular missions in cooperation with IMF's Research (RES) department (four missions)	Q2 2015 – Q2 2016	Improved quality of FPAS applications in decision making at MPC	Materials prepared for MPC are of higher professional standard	BoG should continue to focus on this task as an important basis for professional decision making in monetary policy
Strengthen liquidity forecasting framework	A more robust liquidity forecasting framework to facilitate monetary operations	BoG is using liquidity forecasts based on aggregate forecasts of reserve money. What they need are disaggregated forecasts by components of liquidity and improvement in overall forecast accuracy	TA mission	Q4 2015	Improved liquidity forecasts, which could be used as guidance for monetary operations	Disaggregate liquidity forecasts with improvement in overall forecast accuracy	
Country: Liberia							
<i>Due to the Ebola Epidemic all TA mission activities have been suspended until the IMF resumes missions to EVD-affected countries. Activities below are only indicative of what is planned when TA missions resume in the country</i>							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
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.	Central Bank of Liberia (CBL) expressed the need to develop a new process for monetary policy decision making.	Series of missions with hands-on exercise to prepare a forward looking framework)	Q1 2016. –Q2 2016	Progress toward building a useful framework for better monetary policy decision-making	Measurable progress toward a new framework	This mission will crucially depend on the capacity level of the CBL after the EVD. Central bank will have to devote resources, staff, personnel and implement recommendations Main risk remains the travel restrictions due to EVD and initial conditions at the CBL after the EVD

Improve the quality of liquidity forecasting	Better liquidity forecasts to help in monetary policy decision making	Central bank of Liberia expressed needs to have a separate mission on improved inflation forecasting techniques	Mission in Liberia on liquidity forecasting techniques and their implementation.	Q2 2016	Increased capacity at the Central bank to forecast liquidity	Liquidity forecasts with less errors in them.	Main risk is travel restrictions due to EVD
Modernization of national payment system	Proposal of a new organization for payment system department and recommendations on communication policies in payment system.	Liberia invested a lot into the modernization of payment system. Authorities requested reorganization recommendations: training of staff and communication policies on payment system,	TA to CBL	Q1 2016	Better efficiency of the payment system.	Progress in payment system modernization	Finding STX to fulfill countries needs and travel to Liberia
Country: Nigeria							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Reassess the monetary policy framework and propose changes in the framework for monetary policy	Improved monetary framework for Nigeria as a resource rich country	MCM mission is planned on this topic for some time already. Monetary policy framework for a resource rich country needs special assessment.	Joint mission with MCM department of the IMF	Q3 2015	Monetary framework more appropriate for a resource rich country	Improvements in monetary policy in Nigeria	Willingness of authorities to discuss and cooperate on this and possibly other topics
Country: Sierra Leone							
<i>Due to the Ebola Epidemic all TA mission activities have been suspended until the IMF resumes missions to EVD-affected countries. Activities indicated below are only indicative of what is planned when TA missions resume in the country</i>							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Increase the efficiency of liquidity forecasting techniques	New improved liquidity forecasting model with analysis of liquidity components at the Bank of Sierra Leone (BSL)	Previous TA recommendations were not implemented so this mission should focus mainly on the implementation of recommendations only	Mission and work with central bank staff hands on at implementation of recommendations.	Q4 2016	Improved liquidity forecasting at the Central bank and better monetary policy decisions.	Most of previous recommendations in TA in this area implemented.	The mission will depend on the level of capacity at the BSL after the EVD. Furthermore the timing of the mission will depend on lifting travel restrictions to Sierra Leone

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	Bank of Sierra Leone expressed the need to develop a new process for monetary policy decision making	Series of missions with hands-on exercise to prepare a forward looking framework to monetary policy	Q1 2016. –Q2 2016	Progress toward building a useful framework for better monetary policy decision-making	Measurable progress toward a new framework	This mission will crucially depend on the capacity level of the BSL after the EVD. Central bank will have to devote resources, staff, personnel and implement recommendations Main risk remains travel restrictions due to EVD and initial conditions at the BSL after the EVD
Country: The Gambia							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Specific Risks
Increase the efficiency of existing liquidity forecasting techniques	New improved liquidity forecasting model implemented at the Central Bank of The Gambia	Previous TA recommendations were not implemented so this mission should focus on implementation of past recommendations only.	Mission and work with central bank staff hands on at implementation of recommendations.	Q2 2015	Improved liquidity forecasting at the Central bank and better monetary policy decisions.	Most of the previous TA recommendations in this area implemented.	Authorities' determination to implement previous recommendations.
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	Central Bank of The Gambia expressed need to develop a macroeconomic model as the ultimate objective.	Series of missions to assess and prepare a work program for build-up of a more robust forward looking data-based monetary policy decisions.	Q2 2016.	Progress toward building a useful framework for better monetary policy decision-making	Measurable progress toward working on more efficient framework	Central bank will have to devote resources, staff, and personnel and implement recommendations faster than before.

RBM Banking Supervision and Regulation

Africitac 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	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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>	<p>Growing spread and linkages among banks within the region.</p> <p>Possibility of contagion given inter-group linkages.</p> <p>Lack of sound resolution frameworks.</p>	Regional Workshop/Seminar	End FY 2016.	<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>	<p>Minutes of supervisory colleges more reflective of ideals.</p> <p>Data and reports reflect group /shared information</p>	<p>Legal and administrative confidentiality clauses prevent sharing of information</p> <p>Unwillingness to share sensitive information.</p> <p>Personnel and financial resource constraints limit participation in colleges.</p>
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>	<p>Presence of weak/failing banks within jurisdictions.</p> <p>Weak fiscal budgets and lack of deposit insurance.</p> <p>Need to minimize moral hazard and maintain/build consumer confidence</p>	Regional Workshop/Seminars	End FY 2016.	<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>	<p>Authorities more conversant with basic principles.</p> <p>Roadmaps for implementation incorporate key facets of recommended framework.</p>	<p>Countries push for implementation before addressing pre-requisites.</p> <p>The need to minimize risk of moral hazard.</p> <p>Area of focus de-prioritized on account of more pressing needs.</p>

Country: Cabo Verde							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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.	Authorities seeking to conduct self assessments but lack the know-how to effectively assess same.	Guided expert review. Desk review of policies and procedures.	End First Quarter FY 2016.	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.	Reports to reflect need for improvements Changes/updates to policies/procedures.	The authorities do not complete their own self assessments effectively. Inability to secure experts.
To enhance onsite and offsite supervision within a risk-based framework.	Examiners better placed to monitor, identify and address key risks.	Though BCV received prior TA, there is a need to improve analysis and implementation of risk based supervision. Fit and Proper Analysis not as deep as required. Needs strengthening.	Missions Case Studies Sharing/Exchange of Best Practices	End Q4 2016	By end FY 2016 at least 30percent of examiners trained in risk based supervision	Onsite /Offsite monitoring/visits /reports reflect risk-focused approach	Examiners fail to grasp/implement key concepts Resource constraints and/or timing conflicts limit ability to conduct/attend workshops
Country: Ghana							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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.	Authority seeking to conduct its own self assessments but lack the know-how to effectively assess same.	Guided expert review. Desk review of policies and procedures. Onsite or VTC guidance as appropriate.	End First Quarter FY 2016.	By end of FY 2016, authorities complete at least 80percent review of principles. Authorities implement measures to improve areas where they fall short.	Reports to reflect need for improvements. Changes/ updates to policies/ procedures.to reflect recommendations	Authorities do not complete their own self assessments effectively. Inability to source expert.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
<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>Authorities have a wide range of reporting forms which are in need of updating and streamlining.</p> <p>Industry also requires updated guidelines on the same.</p> <p>Authorities need to enforce sound classification of non-performing loans and assess capital impact.</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>End FY 2016</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>Updated forms and guidelines</p> <p>More rigorous classification/analysis of data including non-performing loans</p>	<p>IT challenges with incorporating recommendations limit progress.</p> <p>Guidelines/Forms enhanced but not issued /implemented</p> <p>Lack of cross-over to newer methodologies as recommender.</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>Authorities are currently using a Basel I framework and are not equipped for a full Basel II framework, nor are banks equipped for such a move. However, the authorities would benefit from a greater understanding of Basel II and should adopt some aspects of the new framework.</p>	<p>STX guidance on implementation</p> <p>Workshops on conceptual framework and key concepts</p>	<p>End FY 2016.</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>Enhanced understanding of key concepts</p> <p>Well charted road-map</p> <p>Case studies</p>	<p>Authorities adopt too ambitious plans for implementation</p> <p>Examiners fail to grasp key concept</p> <p>Facilitators fail to adapt concepts to region.</p>
<p>To strengthen the ability of examiners to analyze financial sector data 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>Information collected and compiled manually.</p> <p>Examiners lack ability to conduct in-depth analysis of same.</p>	<p>Missions on developing an effective offsite supervisory framework.</p>	<p>End Q3 FY 2016</p>	<p>By end FY2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.</p>	<p>Examination reports reflect more in-depth analysis</p>	<p>Lack of data to effectively determine trend</p> <p>Manual compilations limit effective Monitoring</p> <p>Authorities prioritize other needs.</p>

Country: Liberia							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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.	Authorities seeking to conduct self assessments but lack the know-how to effectively assess same.	Guided expert review-provision of STX Desk review of policies and procedures. Onsite or Video Tele Conference (VTC) guidance as appropriate	End First Quarter FY 2016.	By end of FY 2016, authorities complete at least 80 percent review of principles.	Reports to reflect need for improvements. Changes/ updates to policies/procedures.	VTC failures. EVD limits expert presence Authorities do not complete their own self assessments effectively.
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.	Financial Institutions do not maintain accepted practices in the classification of loans; or adhere to principles related to restructured loans/ impaired assets.	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.	End Second Quarter FY 2016	By end of FY 2016, authorities update policies; make recommendations for improved legislation.	More detailed regulation on loan classifications and the treatment of restructured loans. Closer monitoring and enforcement of loan classifications	VTC failures. EVD limits expert presence Financial Institutions/Authorities do not act on recommendations and/or ensure compliance with newer framework
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	Information collected and compiled manually. Examiners lack ability to conduct in-depth analysis of same.	Missions on developing an effective offsite supervisory framework.	End Q3 FY 2016	By end FY 2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.	Examination reports reflect more in-depth analysis	Lack of data to effectively determine trend Manual compilations limit effective monitoring Authorities prioritize other needs.

To promote the conduct of risk-based supervision.	Examiners better placed to monitor, identify and address key risks.	Though Central Bank of Liberia (CBL) received prior TA require assistance in implementing earlier recommendations, and address gaps in the implementation of risk based supervision.	Missions Case Studies Sharing/Exchange of Best Practices	End Q4 2016	By end FY 2016 at least 30percent of examiners trained in risk based supervision	Onsite monitoring/ visits /reports reflect risk-focused approach	EBV limits travel Examiners fail to grasp/implement key concepts Resource constraints and/or timing conflicts limit ability to conduct/attend workshops
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Country: Nigeria

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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	Authorities review a host of data and statistics and would benefit from more forward looking processes.	Conduct of three staged workshops	End FY2016	By the end of FY 2016, a combined Model/Reference Data Pool for Predictive Model constructed .	Data Pool with recommended variables compiled and maintained.	Expert fails to tailor concepts to needs of the authorities. Concepts too complex to effectively grasp on a wide scale. Failure to act on information disseminated Data quality limits progress

Country: Sierra Leone

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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.	Authority seeking to conduct its own self assessments but lack the know-how to effectively assess same.	Guided expert review-provision of STX. Desk review of policies and procedures. Mission or VTC guidance as appropriate.	End First Quarter FY 2016.	By end of FY 2016, authorities complete at least 80 percent review of principles.	Reports to reflect need for improvements. Changes/ updates to policies/procedures	VTC failures. EVD limits expert presence Authorities do not complete their own self assessments effectively
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	Information collected and compiled manually. Examiners lack ability to conduct in-depth analysis of same.	Mission on developing an effective offsite supervisory framework.	End Q3 FY 2016	By end FY 2016 at least 30 percent of examiners trained in conducting effective off-site surveillance.	Examination reports reflect more in-depth analysis	VTC failures EBV limits expert presence Lack of data to effectively determine trend Manual compilations limit effective Monitoring Authorities prioritize other needs.

Country: The Gambia							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
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.	Authorities seeking to conduct self assessments but lack the know-how to effectively assess same.	Guided expert review. Desk review of policies and procedures. Onsite or VTC guidance as appropriate.	End First Quarter FY 2016.	By end of FY 2016, authorities complete at least 80 percent review of principles. Authorities implement measures to improve areas where they fall short.	Reports to reflect need for improvements. Changes/ updates to policies/procedures.	VTC failures. EBV limits expert presence Authorities do not complete their own self assessments effectively. Inability to source expert.
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.	Financial Institutions do not maintain accepted practices in the classification of loans; or adhere to principles related to restructured loans/ impaired assets.	Desk assessment of work conducted so far. Missions.	End Second Quarter FY 2016	By end of FY 2016, the authorities update policies; make recommendations for improved legislation and	More detailed regulation on loan classifications and the treatment of restructured loans. Closer monitoring and enforcement of loan classifications	Financial Institutions/Authorities do not act on recommendations and/or ensure compliance with newer framework
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	Information collected and compiled manually. Examiners lack ability to conduct in-depth analysis of same.	Missions on developing an effective offsite supervisory framework.	End Q3 FY 2016	By end FY 2016 at least 30% of examiners trained in conducting effective off-site surveillance.	Examination reports reflect more in-depth analysis	Lack of data to effectively determine trend Manual compilations limit effective Monitoring Authorities prioritize other needs.

Afrítac 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 (GDSS)

Regional Activities

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Harmonization of National Accounts Statistics (annual and quarterly) across AFRITAC West 2 (AFW2)	National Accounts statistics across AFW2 are harmonized	A harmonized approach to the production of National Accounts within the region will ensure consistency in methods, build regional capacity and a network of national account experts within the region	Regional seminar on harmonization of national accounts across the region	Q3	Seminar held	A harmonization plan is developed and agreed	Assume all countries will send representatives
Harmonization of Price Statistics (CPI and PPI) across AFW2	Price statistics across AFW2 are harmonized	A harmonized approach to the production of price statistics within the region will ensure consistency in methods, build regional capacity and a network of national account experts within the region	Regional seminar on harmonization of national accounts across the region	Q3	Seminar held	A harmonization plan is developed and agreed	Assume all countries will send representatives

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

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Cabo Verde: Annual National Accounts (ANA) are aligned with International Standards and good practices	Annual National Accounts are rebased	ANA should be rebased every 5 years. The current base year is 2007 and is to be updated to 2015.	Development of action plan and preliminary preparations for rebasing ANA, including SNA 2008 implementation	Q3 Commencing new activity	Develop action plan and commence preparations for the rebasing of the ANA	Dissemination of rebased annual GDP at an acceptable level of quality and documentation produced	Staff and resources are available
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks

Ghana: Annual National Accounts are aligned with International Standards and good practices	Annual National Accounts are rebased	ANA should be rebased every 5 years. The current base year is 2006 and is to be updated to 2013. Will be released in 2017.	Assist in the processing of the economic survey data to produce rebased GDP estimates	Q3 New activity	Assist in the processing of the economic survey data to produce rebased GDP estimate	Benchmark estimates for all industries are produced at an acceptable level of quality and documentation produced	Economic Survey to be undertaken in 2014/15 so a benchmark can be estimated. National Accounts personnel are focused solely on national accounts work
Ghana: Annual National Accounts are aligned with International Standards and good practices	Strategy for estimation of the Annual National Accounts is prepared	ANA should be estimated every year independently to which the QNA can be benchmarked	Assistance to develop the strategy and assess its feasibility on an ongoing basis	Q1 Carry over from FY2015 as GSS delayed its updating of their National Statistics Development Strategy	ANA strategy paper developed and approved within GSS management	Strategy paper developed and approved and the strategy is sustainable over time	GSS management support and approve the strategy
Liberia: Annual National Accounts are aligned with International Standards and good practices	Development of annual GDP estimates by production approach	A GDP time series from 2008 to 2015 based on the National Accounts Annual Survey (NAAS) 2010, 2011 and 2012 is to be developed	TA to assess results of ANA time series from 2008-2015. Develop methodologies for ongoing ANA compilation. Training as required	Q1 and Q3 Carry over from FY2015 due to lack of data to assess	NAAS results are finalized for incorporation in the ANA	Estimates are published at an acceptable level of quality and data sources are reliable	Consultant who developed the time series is available to resolve queries and finalize estimates. Capacity to conduct surveys, collect data from administrative records and process and validate survey results and administrative data is enhanced
Liberia: Annual National Accounts are aligned with International Standards and good practices	Development of annual GDP estimates by expenditure approach	Develop GDP estimates by expenditure ensuring all available data sources are used, including the latest Household Income and Expenditure Survey (HIES)	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	Q4 Carry over from FY2015 dependent on HIES results	Preliminary GDP (expenditure) estimates are produced and reviewed	Estimates are published at an acceptable level of quality and data sources are reliable	HIES results are available to collect data from administrative records
Nigeria: Annual National Accounts are aligned with International Standards and good practices	Backcast the annual GDP time series	The national accounts is a time series, therefore the rebased GDP needs to be backcast	TA to assist with the techniques used to backcast the times series	Q1 New activity	Time series of GDP estimates are released	Estimates are published at an acceptable level of quality	Staff and resources are available to undertake the backcasting
Sierra Leone: Annual National Accounts are aligned with International Standards and good practices	Strengthen the compilation of GDP using the production and expenditure approaches	Need to improve data collection ensuring all available data sources are used, and sound compilation techniques are implemented	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	Q1 Carry over from FY2015 due to Ebola	ANA estimates are released and data sources and methods are documented	Estimates are published at an acceptable level of quality and data sources are reliable	Capacity and funding to conduct surveys. Improved cooperation from administrative data providers.

The Gambia: Annual National Accounts are aligned with with International Standards and good practices	Annual National Accounts are rebased	The collection of source data (including the implementation of a regular annual establishment survey) in order to produce GDP (production and expenditure) estimates in time series is required	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.	Q1/Q2 and Q4 Continuation of activity	Assist in the processing of the economic survey data to produce rebased GDP estimate and ensure documentation is produced	Estimates are published at an acceptable level of quality and data sources are reliable	Comprehensive annual establishment surveys are available for compilation. Detailed administrative data are obtained. A resident national accounts advisor (funded by the World Bank) will be stationed here for 2014-2016.
Medium Term Objectives 2: Compilation and dissemination of Quarterly National Accounts following international standards							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Cabo Verde: Quarterly National Accounts are aligned with International Standards and good practices	QNA by expenditure and sector estimates are developed	Quarterly GDP estimates by demand/sector are developed	TA to identify data sources and commence development of methods to estimate quarterly GDP estimates by demand/sector	Q2 New activity	Release of QNA estimates of GDP by demand/sector and data sources and methods are documented	Estimates are published at an acceptable level of quality within three months of the reference quarter	Staffing and resources are available.
Cabo Verde: Quarterly National Accounts are aligned with International Standards and good practices	Improvements in QNA by production approach	QNA estimates by production approach released April 2015 but need to develop ongoing methods for quarterly Agriculture and Fishing value added	TA to identify data sources and develop methods to estimate quarterly Agriculture and Fishing value added	Q2 New activity	Data sources are identified and methods are developed and documented to produce quarterly agriculture and fishing value added estimates	Estimates are published at an acceptable level of quality within three months of the reference quarter	Staffing and resources are available.
Ghana: Quarterly National Accounts are aligned with International Standards and good practices	Development and improvement of quarterly GDP (expenditure) estimates	GDP estimates (expenditure) in current and constant prices are developed	Develop and assess the GDP(E) estimates and review the sources and methods documentation	Q1 and Q3 Carry over from FY2015	Release of QNA estimates of GDP(E) and data sources and methods are documented	Estimates are published at an acceptable level of quality within three months of the reference quarter	National Accounts personnel are focused solely on national accounts work

Liberia							
Nigeria: Quarterly National Accounts are aligned with International Standards and good practices	Development of quarterly GDP by expenditure estimates	GDP estimates by expenditure in current and constant prices are being developed	TA to review and improve sources and methodology as well as review estimates of GDP	Q3 Carryover as concentration on rebasing of ANA in FY2015	Data sources and methods are identified, implemented and documented	Estimates are published at an acceptable level of quality within three months of the reference quarter	Annual National Accounts are rebased and released. Staffing and resources can be made available to resume this work
Sierra Leone: Quarterly National Accounts are aligned with International Standards and good practices	Development of QNA by production and expenditure	Investigate available sub-annual indicators to establish their suitability for the compilation of quarterly GDP estimates	TA to assist in determining the feasibility of producing QNA by identifying data sources and methodology. Training as required	Q1 and Q3 Carry over from FY2015 due to Ebola	Feasibility ascertained	Identification of data sources of quarterly indicators	Capacity and funding is available such that resources are available to undertake annual national accounts work as well as QNA
The Gambia: Quarterly National Accounts are aligned with International Standards and good practices	Development of QNA by production and expenditure	Investigate available sub-annual indicators (including VAT which has been recently introduced) to establish their suitability for the compilation of quarterly GDP estimates	TA to assist in development of methodologies, including identification of sources; and to review and assess results. Training as required	Q2 and Q4 Continuation of activity	Sub-annual indicators are identified and methods documented	Documented findings and decision on feasibility of compiling QNA estimates	Capacity of staff to be developed. Primary data sources (i.e. VAT and Ag data) have to be made available on a regular basis. VAT is industry coded.
Medium Term Objectives 3: Improved accuracy of price statistics*							
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Cabo Verde: Price Statistics are aligned with International Standards and good practices	CPI updated based on 2014/2015 Household Survey	Results of the Household Survey are used to reweight and update the CPI	Commence CPI update by assessing the basket and weights in preparation for the final results of the Household Survey	Q3 New activity	Updated weights and consumer basket, rebasing the CPI	CPI compiled and disseminated at an acceptable level of quality; deficiencies identified and plans to remedy them are developed.	Resources are available to support the CPI rebase, update methodology and index improvements
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Cabo Verde: Price Statistics are aligned with International Standards and good practices	Development of a PPI	Commence development of a PPI	TA to assist in the identification of data sources and methods used to create a PPI	Q4 New activity	Data sources and methods are identified and documented	PPI compiled and disseminated at an acceptable level of quality	Resources are available to support the development of a PPI

Ghana: Price Statistics are aligned with International Standards and good practices	Rebase CPI	CPI is rebased using the latest Ghana Living Standards Survey (GLSS) results.	TA to assist the update of the CPI incorporating the latest GLSS results as well as review the compilation methods and weighting structure.	Q3 Continuation of activity from FY2015	Rebased CPI has been reviewed and released and documentation produced	CPI compiled and disseminated at an acceptable level of quality; deficiencies identified and plans to remedy them are developed.	Resources are available to support the CPI rebase, update methodology and index improvements
Liberia: Price Statistics are aligned with International Standards and good practices	Development of CPI	CPI is developed using the Household Income and Expenditure Survey results.	TA to assist in the identification of data sources and methods used to create a CPI	Q4 New activity	Data sources and methods are identified and documented for the CPI	CPI compiled and disseminated at an acceptable level of quality	Resources are available to support the development of a CPI
Nigeria: Price Statistics are aligned with International Standards and good practices	Improve CPI and revise weights	Develop new CPI weights using data from the 2009/10 expenditure survey	TA to assess the revised weighting structure and methods used to create a CPI and assist in the development of an enumerators manual	Q4 New activity	Weighting structure for the CPI has been reviewed and enumerators manual developed	CPI compiled and disseminated at an acceptable level of quality; deficiencies identified and plans to remedy them are developed	Resources are available to support the CPI corrections to methods and index improvements
Sierra Leone: Price Statistics are aligned with International Standards and good practices	Improve the compilation methods of the CPI	Review the CPI with respect to the correction of the errors in compilation methods that were identified in 2010.	TA to assess sources and methods documentation as well as review the CPI compilation methods	Q2 Carry over from FY2015 due to Ebola	Revised CPI is released and data sources and methods are documented	CPI compiled and disseminated at an acceptable level of quality	Adequate resources are made available for CPI work
Sierra Leone: Price Statistics are aligned with International Standards and good practices	Development of a PPI	PPI needs to be developed consistent with international standards	TA to assess methods and sources required to produce a PPI	Q4 Carry over from FY2015 due to Ebola	Data sources and methods are identified and documented	PPI compiled and disseminated at an acceptable level of quality	Adequate resources are made available for PPI development and survey work; and an adequate sampling frame and production data are available
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks

The Gambia: Price Statistics are aligned with International Standards and good practices	Development of a PPI	PPI needs to be developed once the economic census is complete	TA to identify methods and sources required to produce a PPI	Q4 Continuation of activity, dependent on economic survey results being available	Data sources and methods are identified and documented	PPI compiled and disseminated at an acceptable level of quality	Adequate resources are made available for PPI development and survey work; and an adequate sampling frame and production data are available
The Gambia: Price Statistics are aligned with International Standards and good practices	Rebase the CPI	CPI is rebased using the latest Integrated Household Survey results.	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	Q2 Continuation of activity	CPI is released and data sources and methods are documented	CPI compiled and disseminated at an acceptable level of quality	There is statistical capacity and expertise. Adequate resources are made available for CPI development and survey work.

* 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.

RBM Regional Integration

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	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Specific Risks
Strengthening institutional capacity at the country level to foster regional integration.	Institutions are strengthened at the country level to facilitate regional integration in ECOWAS	AFW2's capacity building activities at the country level can contribute to easing some of the bottlenecks to regional integration; including, facilitating trade, enhancing payment systems interconnectivity and advancing financial inclusion	A one-day regional seminar on regional integration	Q3 2016	Seminar held	A roadmap developed on the practical steps for using capacity building to foster regional integration	Lack of the cooperation of the various regional institutions and also national authorities as well as the language barriers within ECOWAS

ANNEX IV: Status of Mission Activities in AFW2 Countries and Across Sectors in FY2015

REVENUE ADMINISTRATION										
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1.	Advisor	Introductory and TA Assessment Visit	Gambia	Q1	5-May-14	10-May-14	Completed	1	6	Completed
2.	STX	Design Collection Manual and Training	Gambia	Q1	5-May-14	16-May-14	Completed	1	12	Completed
3.	Advisor	Introductory and TA Assessment Visit	Cabo Verde	Q1	12-May-14	16-May-14	Completed	1	5	Completed
4.	STX	Reviewing the Tax Administration Act for FIRS	Nigeria	Q1	12-May-14	19-May-14	Completed	1	8	Completed
5.	Advisor	Introductory and TA Assessment Visit	Sierra Leone	Q1	16-Jun-14	20-Jun-14	Completed	1	5	Completed
6.	STX	Strengthening Customs Compliance Enforcement and Risk Management (Visit 1)	Sierra Leone	Q1	16-Jun-14	27-Jun-14	Completed	1	12	Completed
7.	STX/Advisor	Follow up TA in Strategic Planning	Ghana	Q1	21-Jul-14	1-Aug-14	Completed	2	12	Completed
8.	HQ-Led/FAD	Diagnostic Customs and Strategic Planning	Gambia	Q2	6-Aug-14	19-Aug-14	Completed	3	14	Completed
9.	STX	Fine-tune Risk Management Framework and Training	Ghana	Q1	2-Sep-14	16-Sep-14	Completed	1	15	Completed

10.	STX	Customs Diagnostic Mission	Cabo Verde	Q2	29-Sep-14	10-Oct-14	Completed	1	12	Completed
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
11.	Advisor	Monitoring LTO Reform Implementation	Ghana	Q2	29-Sep-14	3-Oct-14	Completed	1	5	Completed
12.	Advisor	Customs Diagnostic Mission	Cabo Verde	Q2	7-Oct-14	10-Oct-14	Completed	1	4	Completed
13.	STX	Developing Risk Management Framework and Strengthening Customs Compliance Enforcement	Cabo Verde	Q2	27-Oct-14	7-Nov-14	Completed	1	12	Completed
14.	Advisor	Customs Risk Management and Outreach Mission	Cabo Verde	Q2	7-Oct-14	10-Oct-14	Cancelled	1	2	Completed
15.	STX	Developing a Client Service Strategy and Reviewing the Strategic Plan for GRA	Gambia	Q3	24-Nov-14	12-Dec-14	Completed	1	19	Completed
16.	STX/Advisor	Assist GRA with Developing a Strategic Plan for 2015-17	Ghana	Q3	17-Nov-14	28-Nov-14	Completed	2	12	Completed
17.	Advisor	Advisor Introductory and Outreach Visit	Nigeria	Q3	25-Nov-14	27-Nov-14	Completed	1	5	Completed
18.	STX	Strengthening Customs Compliance Enforcement and Risk Management (Visit 2- Remote Mission)	Sierra Leone	Q3	17-Nov-14	30-Dec-14	Completed	1	12	Completed
19.	STX	Developing Risk Management Framework	Gambia	Q3	1-Dec-14	12-Dec-14	Completed	1	12	Completed
20.	Advisor	Reviewing the Strategic Plan for GRA	Gambia	Q3	8-Dec-14	12-Dec-14	Completed	1	5	Completed

21.	STX	LTO Training on Telecommunication Audit	Ghana	Q3	24-Nov-14	5-Dec-14	Completed	1	12	Completed
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
22.	STX	Strengthening Customs Risk Management	Nigeria	Q3	20-April-15	23-April-15	Cancelled	1	4	Cancelled
23.	STXs	Developing Customs management reports for the LRA	Liberia	Q4	16-Feb-15	28-Feb-15	Completed	2	12	Remote Mission requested by Authorities
24.	Advisor/ FAD	Diagnostic Mission on Indirect Taxes (VAT and Excise Duties)	Ghana	Q3	22-Jan-15	4-Feb-15	Completed	4	14	FAD/HQ-led mission Completed
25.	STX	TA in Customs Classification and Valuation	Nigeria	Q4	9-Feb-15	20-Feb-15	Cancelled	1	12	Cancelled
26.	Advisor/ STX	Follow up on LTO Training	Ghana	Q4	23-March-15	3-April-15	Pending	1	12	Confirmed
27.	Advisor	Strengthening Compliance and self assessment	Nigeria	Q4	23-Mar-15	3-April-15	Cancelled	1	12	Cancelled
28.	STX	Strengthening Customs Risk Management	Liberia	Q4	27-April-15	8-May-15	Pending	1	12	Mission depends on Ebola.
29.	STX	Strengthening Research planning and monitoring	Sierra Leone	Q4	13-April-15	17-April-15	Cancelled	1	12	Cancelled
30.	STX	Strengthening Customs Processes and Post Clearance Audit	Cabo Verde	Q4	6-Apr-15	17-Apr-15	Pending	1	12	confirmed
31.	Advisor/ STX	Assist FIRS in developing strategic plan	Nigeria	Q4	20-April-15	23-Apr-15	Pending	1	12	Pending

32.	Advisor	Review Customs operations under LRA	Liberia	Q4	27-Apr-15	29-Apr-15	Pending	1	5	Mission will depend on Ebola situation
33.	STX	Preparing Taxpayer Registration Strategy and Registration Program	Liberia	Q4	27-Apr-15	8-May-15	Pending	1	12	Mission will depend on Ebola situation
34.	STX	Workshop on Customs Risk Management	AFW2 Countries	Q4	16-Mar-15	20-Mar-15	Pending	4	5	Pending
PUBLIC FINANCIAL MANAGEMENT										
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1	Advisor	Budget and MTEF progress review	Gambia	NA	5-Mar-14	12-Mar-14	Completed	1	8	FAD/HQ-led mission
2	Advisor	TSA and cash management Program budgeting and IFMIS	Nigeria	NA	13-Mar-14	20-Mar-14	Completed	1	8	This mission was used as an introductory mission to discuss AFW2 work program
3	Advisor	Formulation of PFM reforms	Ghana	NA	14-Apr-14	18-Apr-14	Completed	1	5	Completed
4	Advisor	Introductory and TA assessment visit with a special focus on formulation of PFM reforms	Cabo Verde	Q1	19-May-14	21-May-14	Completed	1	3	Completed
5	Advisor + STX	Regional workshop on Medium Term Budget Framework	Ghana	Q2	2-Jun-14	6-Jun-14	Completed	5	5	Completed
6	Advisor	Introductory visit and TA assessment	Liberia	Q2	12-Jun-14	15-Jun-14	Postponed	1	4	Postponed
7	Advisor	AFW2: Budget Execution and Expenditure	Gambia	Q2	2-Jul-14	16-Jul-14	Completed	4	15	Joint-HQ-AFW2 mission

8	Advisor	Introductory visit and TA assessment	Sierra Leone	Q2	23-Jul-14	25-Jul-14	Postponed	1	3	Postponed
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
9	Advisor	Strategy meeting for all PFM Regional Resident Advisors	USA	Q2	21-Jul-14	30-Jul-14	Completed	1	10	Defining regional strategy in the context of FAD Africa Strategy
10	Advisor + STX	AFW2: Review of the Hyperion Sys. setup & of the configuration of COA	Ghana	Q2	17-Sep-14	30-Sep-14	Completed	3	14	Completed
11	Advisor + STX	Strengthening of the expenditure management process	Liberia	Q3	6-Oct-14	17-Oct-14	Cancelled	2	12	Cancelled
12	Advisor + STX	Assistance to the roll-out of program-based budgeting (phase 1)	Cabo Verde	Q3	10-Nov-14	21-Nov-14	Completed	2	12	Completed
13	Advisor + STX	Roll-out of program-based budgeting	Sierra Leone	Q3	10-Nov-14	21-Nov-14	Cancelled	2	12	Cancelled
14	Advisor	Outreach mission on budget reform and fiscal reporting	Nigeria	Q3	25-Nov-14	28-Nov-14	Completed	1	4	Completed
15	Advisor	Joint mission with the World Bank "Implementation Review and Support Mission, Ghana: Integrated Financial Management Information Systems Project"	Ghana	Q3	9-Dec-14	19-Dec-14	Completed	1	10	Completed
16	Advisor	Regional Seminar on Program Budgeting and its prerequisites	Ghana	Q3	1-Dec-14	5-Dec-14	Cancelled	4	5	Postponed due to the travel ban for EVD countries. The seminar is tentatively rescheduled for September 2015
17	Advisor + STX	Medium Term Expenditure Framework	Liberia	Q3	8-Dec-14	19-Dec-14	Postponed	2	12	Postponed

18	STX	Development of PFM regulation and secondary legislation	Sierra Leone	Q3	8-Dec-14	23-Dec-14	Postponed	1	16	The mission was postponed at the request of the authorities
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
19	STX	Medium term expenditure frameworks 1 of 2	Ghana	Q3	5-Jan-15	16-Jan-15	Postponed	2	12	The Ministry received TA from GIZ in the same area in December and ToR need to be redefined
20	STX	Formulation of Program-Based Budgeting guidelines	Gambia		12-Jan-15	23-Jan-15	Postponed	1	12	Subject to better definition of ToR after a mission in the same area undertaken by ADB
21	HQ-led mission + Advisor	Review of the implementation of PFM reforms	Cabo Verde	Q4	20-Jan-15	31-Jan-15	Completed	1	10	HQ Led mission
22	HQ-led mission + Advisor	Program-Based Budgeting, treasury reforms and accounting reforms	Nigeria	Q4	1-Feb-15	5-Feb-15	Completed	1	5	HQ Led mission
23	Advisor	Regional workshop on Budget credibility and macro-fiscal planning	Ghana	Q4	16-Feb-15	20-Feb-15	Postponed	3	5	Might be rescheduled due to the travel ban in the region
24	STX	Strengthening of the Medium Term Expenditure Framework	Sierra Leone	Q4	23-Feb-14	6-Mar-14	Postponed	1	12	Postponed
25	STX	Medium Term expenditure frameworks 2 of 2	Ghana	Q4	1-Mar-15	13-Mar-15	Postponed	1	13	Due similar TA provided by another donor ToR need to be redefined
26	Advisor + STX	Review of accounting policy and procedures, and enhancement of reporting quality	Nigeria	Q4	1-Mar-15	13-Mar-15	Postponed	2	13	The mission is postponed to September 2015 at the request of the authorities
27	STX	TSA/Cash Management/FRLs	Nigeria	Q4	23-Mar-15	3-Apr-15	Postponed	1	12	First of three missions. The mission is postponed to July 2015 due to lack of availability of the STX
28	STX	Assessment of ongoing PFM reforms	Cabo Verde	Q4	10-Mar-15	22-Mar-15	Completed	1	12	First of two peripatetic missions

29	Advisor	Review of the legal framework	Ghana	Q4	8-April-15	23-April-15	Confirmed	2	12	HQ Led mission scheduled to start on April 8 April
30	STX + Advisor	Assistance to the roll-out of program based budgeting (phase 2)	Cabo Verde	Q4	27-April-15	8-May-14	Pending	2	12	Second peripatetic mission

MONETARY POLICY, OPERATIONS AND PAYMENT SYSTEM (MONOPS)

LIC	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1	Advisor	Scoping Mission to Nigeria for Monetary Operations and Payments System (with AFW2 team)	Nigeria	Q4 2014	24-Nov-14	28-Nov-14	Approved	1	5	completed
2	Advisor	Scoping Mission to Ghana for Monetary Operations and Payments System	Ghana	Q3 2014	8-Dec-14	10-Dec-14	cancelled	1	3	Due to two missions to BoG no need for a scoping one
3	Advisor and RES IMF mission	Scoping mission to BoG on developing a Forecasting and Policy Analysis System (FPAS) to support Monetary Policy Analysis and Communications Policy	Ghana	Q1 2015	16-Feb-2015	20-Feb-2015	Approved	1	5	Completed
4	Advisor and MCM IMF mission	TA mission on Monetary Policy implementation, deepening domestic debt market and debt management	Ghana	Q1 2015	23-Feb-2015	05-March-2015	Approved	1	9	Completed
5	Advisor	Scoping Mission to Gambia for Monetary Operations and Payments System	Gambia	Q1	12-Jan-15	16-Jan-15	Approved	1	5	Completed
6	Advisor	Scoping Mission to Cabo Verde for Monetary Operations and P. Systems	Cabo Verde	Q4	16-Feb-15	20-Feb-15	Postponed	1	5	scoping to be part of a broader mission

7	Advisor	AFW2 Scoping	Sierra Leone	Q4	22-Feb-15	27-Feb-15	Postponed	I	5	scoping to be part of a broader mission
8	Advisor	AFW2 Scoping	Liberia	Q4	8-Mar-15	13-Mar-15	Postponed	I	5	scoping to be part of a broader mission
BANKING SUPERVISION										
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
2	Advisor	Banking Supervision	Cabo Verde	NA	15-Apr-14	17-Apr-14	Completed	3	3	HQ Led mission
3	Advisor	Banking Supervision Visit to Washing D.C.	USA	NA	23-Apr-14	24-Apr-14	Complete	1	2	Completed
4	STX	Training on Forex Risk Operations	Ghana	Q2	11-Aug-14	15-Aug-14	Completed	1	5	Completed
5	STX	Enhancing Banking Supervision	Gambia	Q2	11-Aug-14	22-Aug-14	Completed	1	12	Completed
6	Advisor	AFW2: Strengthen Banking Supervision	Sierra Leone	Q2	10-Sep-14	25-Sep-14	Pending	1	16	Postponed due to EVD situation
7	STX	Enhancing Banking Supervision	Gambia	Q3	3-Nov-14	14-Nov-14	On-going	1	12	On-going

8	STX	Basel II	Ghana	Q3	08-Dec-14	12-Dec-14	Approved	I	5	Pending
9	Advisor	IFRS Compliant Accounting by Banks and Regulatory Data Issues	Liberia	Q3	26-Jan-15	30-Jan-15	Pending	I	5	Mission will depend on Ebola situation
10	STX	Enhancing Banking Supervision	Gambia	Q4	09-Feb-15	20-Feb-15	Pending	I	12	Pending
11	STX	Basel II Implementation	Ghana	Q4	16-Feb-15	27Feb-15	Approved	I	12	Pending

REAL SECTOR STATISTICS

No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1	Advisor	Real Sector Statistics Advisor to AFW2 - HQ Briefing	USA	NA	6-Jan-14	10-Jan-14	Completed	I	5	Completed
2	Advisor	Training: National Accounts Workshop	Ghana	NA	24-Feb-14	28-Feb-14	Completed	I	5	Completed
3	Advisor	AFW2: National Accounts	Nigeria	NA	18-Mar-14	20-Mar-14	Completed	I	3	Completed

4	Advisor	AFW2: National Accounts	Cabo Verde	NA	8-Apr-14	9-Apr-14	Completed	I	2	Completed
5	Advisor	AFW2: National Accounts	Ghana	Q1	12-May-14	20-May-14	Completed	I	9	Completed
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
6	Advisor	AFW2: Training: National Accounts Quarterly IMF-DFID Workshop	Uganda	Q1	26-May-14	30-May-14	Completed	I	5	Completed
7	STX	AFW2: National Accounts	Nigeria	NA	12-May-14	20-May-14	Completed	I	9	Completed
9	Advisor	National Accounts Statistics: Introductory & Assessment	Liberia	Q1	14-Jul-14	18-Jul-14	Completed	I	5	Completed
10	Advisor	AFW2: National Accounts	Gambia	Q2	29-Sep-14	10-Oct-14	Completed	I	12	Completed
11	STX	Prices	Ghana	NA	1-Dec-14	12-Dec-14	Approved	I	12	On schedule
12	STX	Prices	Gambia	NA	1-Dec-14	12-Dec-14	Cancelled	I	12	Moved to EDDI funded mission and undertaken in April 2015
13	Advisor	AFW2: National Accounts	Ghana	Q4	2-Feb-15	13-Feb-15	Cancelled	I	12	Benchmarks not met by authorities from previous mission

14	Advisor	AF2: National Accounts	Gambia	Q4	23-Feb-15	6-Mar-15	Completed	1	12	Completed
15	Advisor	AFW2: Training: National Accounts	Ghana	Q4	23-Feb-15	27-Feb-15	Cancelled	1	5	Ebola situation did not improve sufficiently will carry over into FY2016
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
16	STX	Prices	Nigeria	NA	16-Mar-15	27-Mar-15	Cancelled	1	12	Moved to EDDI funded mission and undertaken in April 2015
17	Advisor	AFW2: National Accounts	Nigeria	Q4	16-Mar-15	27-Mar-15	Cancelled	1	12	Authorities did not want this mission, note also election time
18	Advisor	AF2: Steering Committee Meeting	Ghana	Q4	13-Apr-15	13-Apr-15	Completed	1	1	Completed
19	Advisor	AFW2: National Accounts	Sierra Leone	Q4	13-Apr-15	25-Apr-15	Completed	1	20	Mission undertaken remotely in Ghana
20	Advisor	AFW2: National Accounts - Quarterly	Gambia	Q4	13-Apr-15	24-Apr-15	Cancelled	1	12	Authorities recommended as results of survey will not be available – still in field
21	STX	AFW2: National Accounts	Cabo Verde	Q4	13-Apr-14	24-Apr-14	Completed	1	12	Completed
22	Advisor	AFW2: National Accounts	Cabo Verde	Q4	20-Apr-14	24-Apr-14	Completed	1	5	Completed

ANNEX VI: Planned Mission Activities in AFW2 Countries and Across Sectors (FY2016)

REVENUE ADMINISTRATION										
No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
	Advisor	RA-FIT Visits to member countries	ALL	Q1				1	3 days per country	
	STX	Finalize the risk-based compliance management strategy and help prepare to implement the WCO Authorized Economic Operator Program.	Cabo Verde	Q2				1	12	
	STX	Develop customs operating manuals	Cabo Verde	Q1/Q2				1	24	
	STX	Training on valuation of Petroleum products	Cabo Verde	Q4				1	12	
	Advisor/STX	Management training	Cabo Verde	Q1 to Q3				2	24	
	Advisor/STX	Develop planning and budgeting tools	Cabo Verde	Q2/Q4				2	24	
	STX	Develop organization-wide taxpayer service strategy	Cabo Verde	Q3				1	12	

No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
	STX	Train audit trainers and develop audit manual.	Ghana	Q2/Q4				1	24	
	STX	Develop Excise materials and train staff	Ghana	Q1/Q3				1	24	
	Advisor/STX	Develop project management framework	Ghana	Q2/Q4				2	24	
	Advisor/STX	Develop performance monitoring and evaluation system	Ghana	Q2				2	12	
	Advisor/STX	Develop customs compliance risk management framework	Liberia	Q1/Q3				2	24	
	STX	Develop and update customs operational manuals and train staff	Liberia	Q2/Q4				1	24	
	STX or Attachment	Develop performance measurement system	Liberia	Q1				3	12	
	Advisor/STXs	FAD-led Customs Diagnostic mission to review customs reforms	Liberia	Q3				3	14	

No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
	Advisor/STX	Develop taxpayer registration program	Liberia	Q2				2	12	
	Advisor/STX	Develop compliance risk management strategy	Nigeria	Q1/Q3				2	24	
	Advisor/STX	Assist FIRS in developing Strategic Plan	Nigeria	Q1/Q4				2	24	
	Advisor/STXs	HQ-led joint tax and customs policy and administration reforms mission	Nigeria	Q2				3	14	
	STX	Develop tax guidelines for taxpayers	Nigeria	Q3				1	12	
	STX	Update customs operational manuals	Sierra Leone	Q1/Q3				1	24	
	STX	Strengthen compliance audit and enforcement framework for customs and tax and train staff on joint audits	Sierra Leone	Q2/Q4				1	24	

No.	TA Type	Description	Country	Milestone Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
	STX or attachment	Assist in developing an effective Monitoring, Research and Planning function	Sierra Leone	Q2				3	12	
	Advisor/STX	Develop an organization-wide taxpayer and stakeholder engagement strategy	Sierra Leone	Q3				2	12	
	STX	Develop a GRA-wide compliance management strategy and train staff	The Gambia	Q2/Q4				1	24	
	STX	Strengthen Post Clearance Audit and train staff	The Gambia	Q1/Q3				1	24	
	Advisor/STX	Develop performance monitoring and evaluation system	The Gambia	Q2				2	12	
	Advisor/STX	Develop a GRA-wide taxpayer service program	The Gambia	Q3				2	12	

REGIONAL ACTIVITIES / WORKSHOP										
	Regional Workshop	Regional Workshop on Administration of Excise and VAT	The Gambia or Liberia	Q2				25	6	
	Regional Workshop	Regional Workshop on Administration of Excise and VAT	Ghana	Q4				25	6	
PUBLIC FINANCIAL MANAGEMENT (PFM)										
No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments	
1	STX	Assessment of ongoing PFM reforms	Cabo Verde		May		1	12	Second of 2 peripatetic missions	
	STX+Advisor	3 rd Mission on the preparation of PBB Manual	Cabo Verde		June		2	12	This will be the last mission before the delivery of the PBB Manual	
2	STX	Development of performance framework	Cabo Verde		September + January		1	24	2 peripatetic missions	
3	Joint AFW2-HQ mission	Cash Management	Gambia		May		0	12		
	STX	Development of the cash management framework	Gambia		June + August		1	24	2 peripatetic missions with the advisor joining on the first one	
	STX	Development of a strategy and mechanism for preventing the formation of new arrears and reducing the stock of existing arrears.	Gambia		June		1	12		

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
	STX	Strengthening of the macro-fiscal model	Gambia		July + October		1	24	2 peripatetic missions
4	STX	Support to the formulation of medium-term strategic plan for 2016-2018 and for 2016 budget in three ministries	Gambia		March + July		1	24	2 peripatetic missions
	STX	Development of secondary legislation	Ghana		Q2 + Q3 +Q4		1	36	3 peripatetic missions
9	STX	Strengthening of the medium term fiscal framework	Ghana		September + October		1	24	2 peripatetic missions
10	STX + Advisor	Streamlining of the budget execution process.	Ghana		September		2	12	
11	STX	Development of the cash management framework	Ghana		November		1	24	2 peripatetic missions This mission is in the continuity of the mission on budget execution
12	Advisor	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions	Liberia		Q1 Depending on evolution of the EVD epidemic		1	3	
13	STX + Advisor	Revision of the MTEF assumptions with the objective of providing a better linkage between the MTEF and budget formulation.	Liberia		Q2 Depending on evolution of the EVD epidemic		2	24	2 peripatetic missions
14	STX + Advisor	Development of the cash management framework	Liberia		Q1 Depending on evolution of the EVD epidemic		2	24	2 peripatetic missions with the advisor joining on the first one
15	Advisor	Peer-to-peer meeting between the authorities of Nigeria and Ghana to discuss Program-Based Budgeting	Nigeria		June		0	2	

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
	STX + Advisor	Development of the cash management framework	Nigeria		August + October		1	36	3 peripatetic missions with the advisor joining on the first one
16	HQ-led mission + 2 AFW STX	Gap Analysis of 2014 Financial Report on the basis of IPSAS cash accounting	Nigeria		September		3	12	HQ-led mission + 2 AFW STX
17	STX + Advisor	Assisting in the development and implementation of new accounting and reporting standards.	Nigeria		October + December + February		1	36	3 peripatetic missions with the advisor joining on the first one
18	STX	Support to the introduction of Program-Based Budgeting	Nigeria		June + December		1	24	2 missions to review progress on development of the PBB framework.
19	Advisor	Post-Ebola Support mission: Reassessment of TA needs and prioritization of actions	Sierra Leone		Q2 Depending on evolution of the EVD epidemic			3	Post EVD crisis introductory visit
20	STX	Development of secondary legislation for the new PFM Law	Sierra Leone		May onward		1	30	TA will be provided remotely and will start as soon as the authorities are ready
21	STX	Revision of the MTEF assumptions with the objective of providing a better linkage between the MTEF and budget formulation to ensure better expenditure management	Sierra Leone		Q3 Depending on evolution of the EVD epidemic		1	24	2 peripatetic missions with the advisor joining on the first one
	STX	Revision of the cash management procedures	Sierra Leone		Q3 Depending on evolution of the EVD epidemic		1	24	2 peripatetic missions

REGIONAL ACTIVITIES / WORKSHOP

	Workshop	Regional seminar on PBB, its prerequisites, models and issues			September		3	5 days	
	Workshop	Regional Seminar on Fiscal Reporting and accounting reforms			February		3	5 days	

MONETARY POLICY, OPERATIONS AND PAYMENT SYSTEM (MONOPS)

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
1	Advisor and STX	Liquidity forecasting mission (implementation of past recommendations) and scoping mission for MONOPS	Sierra Leone	Q2 2016			2	10	Work on implementation of most of previous TA recommendations (VTC request by authorities) and scoping mission
2	Advisor and STX	Work plan to have a forward looking robust framework for monetary policy decisions in the medium term	Sierra Leone				2	10	Two missions to work with authorities on a medium term program to have a robust framework for monetary policy decision making. Request from authorities.
3	Advisor and STX	Work plan to have a forward looking robust framework for monetary policy decisions in the medium term	Liberia	Q3 2015-Q1 2016			2	10	Two missions to work with authorities on a medium term program to have a robust framework for monetary policy decision making. Request from authorities.

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
4	Advisor and STX	Liquidity forecasting mission (implementation of past recommendations) and scoping mission for MONOPS	Liberia	Q2 2016			2	10	Work on implementation of most of previous TA recommendations (VTC request by authorities) and scoping mission
5	STX	Modernization of national payment system	Liberia				2	5	Proposal by HQ and request from authorities (CBL requested four missions on payment system, which is not realistic in FY 2016)
6	Advisor and two STX	Implementation of liquidity forecasting and liquidity management past recommendations	The Gambia	Q2 2015			3	10	Work on implementation of previous TA recommendations (requested by authorities)
7	Advisor and STX	Deliver a work plan to build a forward looking data- based robust framework for monetary policy formulation process	The Gambia	Q1 2016			2	10	Request from authorities Mission goal will be to have a workable plan for medium term monetary framework with forward looking and robust basis.
8	STX/RES	Further improvements in FPAS framework at Bank of Ghana	Ghana				1	40	Tangible results were delivered. Regular missions in the future are needed to solidify progress so far.
9	Advisor and STX	Strengthen liquidity forecasting framework	Ghana				2	10	Disaggregated liquidity forecasts will improve overall forecasts accuracy
10	IMF MCM and Advisor	Monetary policy framework	Nigeria				1	10	Long-planned mission to Nigeria to reassess their monetary policy framework. Advisor to participate in
11	Advisor and STX	Increase the efficiency of monetary transmission mechanism and scoping mission for MONOPS	Cabo Verde				1	10	Request by authorities. Assess BCV progress in implementation of previous recommendations and scoping mission for medium term plans.

REGIONAL ACTIVITIES / WORKSHOP									
II	Regional Workshop, Advisor and two STX	Regional workshop on relations between monetary and fiscal policy	Nigeria/ Ghana	October 2015			26	5	Deeper understanding between the two policies is needed for both with the aim to increase monetary policy efficiency (fiscal dominance)
BANKING SUPERVISION AND REGULATION									
No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
1	Advisor + 2 STXs	Workshop on Basel 2- Part I	Ghana	QI			3	5	Request from authorities, postponed from last year. Authorities anticipating delivery.
2	Advisor + 2 STXs	Workshop on Predictive Modeling – Part I	Nigeria	QI			3	5	Resident Adviser and HQ seeks key need for authorities to implement a more forward looking approach to supervision.
3	Advisor + STX	Assessment of BCPs	Gambia	QI			2	5	Key priority of identified among regional group of supervisors
4	STX	Assessment of BCPs	Cabo Verde	QI			1	5	Key priority of identified among regional group of supervisors
5	STX	Assessment of BCPs	Ghana	QI			1	5	Key priority of identified among regional group of supervisors
6	Advisor + STX	Mission on Offsite Monitoring	Cabo Verde	QI			2	10	Key priority of identified among regional group of supervisors

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
7	Advisor + 2 STX	Workshop on Predictive Modeling- Part II	Nigeria	Q2			3	5	Second of Series of three planned workshops
9	Advisor + STX	Mission on IFRS	The Gambia	Q2			2	5	Authorities requested assistance in streamlining processes and identifying/addressing gaps.
9	STX	Desk Review/ Mission on enhancing Prudential Reporting	Ghana	Q2			1	10	Authorities interested in finessing the host of reports, utilized to gather regular information.
10	Advisor + STX	Mission on enhancing Off-site monitoring	Ghana	Q2			2	10	Authorities identified need for complete review and upgrade of processes used.
11	Advisor + STX	Assessment of BCPs	Liberia	Q3			2	5	Key priority of identified among regional group of supervisors
12	STX	Assessment of BCPs	Sierra Leone	Q3			1	5	Key priority of identified among regional group of supervisors
13	Advisor + STX	Mission on Enhancing offsite monitoring and in particular Non-performing Loans	Liberia	Q3			2	10	Need identified by authorities and HQ assessments
14	Advisor + STX	Mission on Enhancing Risk-based supervision	Gambia	Q3			2	10	Need identified by authorities and HQ assessments

No.	TA Type	Description	Country	Milestone Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
15	Adviser + 2 STX	Workshop on Basel 2 – Part II	Ghana	Q3			3	5	Intermediate lessons on key concepts of theory with focus on policies and procedures for implementation.
16	Advisor + STX	Mission on Offsite Monitoring	Liberia	Q4			2	10	Authorities identified need for complete review and upgrade of processes used
17	Advisor + STX	Mission on Offsite Monitoring	Sierra Leone	Q4			2	10	Authorities identified need for complete review and upgrade of processes used
18	Adviser + STX	Mission on Enhancing On-Site Monitoring/ Risk-based supervision	Cabo Verde	Q4			2	10	Need identified by authorities to strengthen processes
19	Advisor + 2 STX	Regional Workshop on Predictive Modelling- Part III	Nigeria	Q4			3	5	Final in three part series aimed at improving prediction and identification of risk.
20	Adviser + STX	Mission on Enhancing On-Site Monitoring/ Risk-based supervision	Sierra Leone	Q4			2	10	Need identified by authorities to strengthen processes
REGIONAL ACTIVITIES / WORKSHOP									
21	Advisor + 2 STX	Regional Workshop on Consolidated Supervision	Nigeria	Q2			3	5	Key need given spread of banks within region and systemic risks.
22	Advisor + 2 STX	Regional Workshop on Deposit Insurance	Nigeria	Q3			3	5	Authorities desirous of pursuing given failing banks, Seminar will present basic frameworks

REAL SECTOR STATISTICS

No.	TA Type	Description	Country	Milest one Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1.	STX	Development of action plan and preliminary preparations for rebasing ANA, including SNA 2008 implementation	Cabo Verde	Q3				1	12	
2.	STX	Identify data sources and commence development of methods to estimate quarterly GDP estimates by demand/sector and agriculture and fishing value added	Cabo Verde	Q4				1	12	
3.	STX	Commence CPI update by assessing the basket and weights in preparation for the final results of the Household Survey	Cabo Verde	Q2				1	12	
4.	STX	Assist in the identification of data sources and methods used to create a PPI	Cabo Verde	Q4				1	12	
5.	Advisor	Assist in the processing of the economic survey data to produce rebased GDP estimates	Ghana	Q3				1	12	
6.	Advisor	Assistance to develop the ANA strategy and assess its feasibility on an ongoing basis and develop and assess the GDP(E) estimates and review the sources and methods documentation	Ghana	Q1				1	12	

REAL SECTOR STATISTICS									
No.	TA Type	Description	Country	Milest one Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
7.	STX	Assist the update of the CPI incorporating the latest GLSS results as well as review the compilation methods and weighting structure	Ghana	Q3			I	12	May be included in the EDDI* program, tbd
8.	STX	Assessment of results of ANA time series from 2008-2012. Develop methodologies for ongoing ANA compilation.	Liberia	Q1 and Q3			I	36	
9.	Advisor or STX	Development of methodologies, including identification of sources; and to review and assess results for GDP by expenditure.	Liberia	Q4			I	12	
10.	STX	Assist in the identification of data sources and methods used to create a CPI	Liberia	Q3			I	12	May be included in the EDDI* program, tbd
11.	Advisor	Assist in the backcasting of the rebased GDP estimates	Nigeria	Q1			I	12	
12.	Advisor	Development of methodologies, including identification of sources; and to review and assess results for quarterly GDP by expenditure.	Nigeria	Q3			I	12	
13.	STX	Compilation methods of the CPI are reviewed and assess the revised weighting structure as well as assist in the development of an enumerators guide	Nigeria	Q4			I	12	May be included in the EDDI* program, tbd

No.	TA Type	Description	Country	Milest one Date	Activity Dates	Status	No. of Planned Resources	No. of Days	Comments
14.	Advisor	Assessment of methodologies, data sources and final results including a review of the SUT	Sierra Leone	Q2			I	12	May be included in the EDDI* program, tbd
15.	Advisor	Assist in determining the feasibility of producing QNA by identifying data sources and methodology.	Sierra Leone	Q4			I	12	May be included in the EDDI* program, tbd
16.	STX	Assess sources and methods documentation as well as review the CPI compilation methods	Sierra Leone	Q3			I	12	
17.	STX	Assess sources and methods used to produce the PPI	Sierra Leone	Q4			I	12	
18.	Advisor	Assist in the processing of the economic survey data to produce rebased GDP estimate	The Gambia	Q1 and Q2			I	36	
19.	Advisor	Assist in development of methodologies, including identification and assessment of sources; and to review and assess results for QNA	The Gambia	Q4			I	12	
20.	STX	Assist the update of the CPI incorporating the latest Integrated Household Survey results as well as review the compilation methods and weighting structure	The Gambia	Q2			I	12	May be included in the EDDI* program, tbd
21.	STX	Identify methods and sources required to produce a PPI	The Gambia	Q4			I	12	May be included in the EDDI* program, tbd

REGIONAL SEMINARS/WORKSHOPS										
1.	Regional Workshop	Harmonization of National Accounts Statistics (annual and quarterly) across AFRITAC West 2	ALL	Q2				20	6	
2.	Regional Workshop	Harmonization of Price Statistics across AFRITAC West 2	ALL	Q3				15	6	
REGIONAL INTEGRATION: Proposed Seminar										
No.	TA Type	Description	Country	Milest one Date	Activity Dates		Status	No. of Planned Resources	No. of Days	Comments
					Start	End				
1.	Regional Workshop	AFW2's role in fostering regional integration	ALL	Q3				x	1	Cost of the regional seminar has not been factored into the FY2016 Budget as yet as this is subject to Steering Committee approval.

* Enhanced Data Dissemination Initiative (EDDI) supported by the UK Department for International Development (DIFD) from

ANNEX VI: LIST OF STEERING COMMITTEE MEMBERS FOR AFRITAC WEST 2

Countries	Principal	Alternative
Cabo Verde	Ms. Cristina Duarte Minister Of Finance and Planning Cristina.Duarte@minfin.gov.cv	Ms. Esana Carvalho State Secretary of Finance and Planning Esana.carvalho@minfin.gov.cv
Ghana	Dr. Alhassan Iddrisu Director, Economic Research & Forecasting Division Ministry of Finance & Economic Planning +233202030280 aiddrisu@mofep.gov.gh . aiddrisu370@gmail.com	Mrs. Nelly Mireku Senior Economist, Economic Research & Forecasting Division Ministry of Finance & Economic Planning +233202030356 Nmireku@mofep.gov.gh
Liberia	Mr. Bernard Jappah PFM Reforms Coordinator Ministry of Finance +231 886 512462 bjappah@mfdp.gov.lr ; bernardjap@gmail.com	Mr. Mussah A. Kamara Director, Regulation and Supervision Central Bank of Liberia +231886556033 / +231770175041 makamara@cbl.org.lr kamaramusa@yahoo.com
Nigeria ²		
Sierra Leone	Mr. Edmund Koroma Financial Secretary Ministry of Finance and Economic Development +23276124340 edkoroma@hotmail.com	Mr. Alimamy Bangura Director, Economic Policy and Research Unit Ministry of Finance and Economic Development + 23276625621 banguraalim@gmail.com Dr. Ibrahim Stevens Deputy Governor Central Bank of Sierra Leone ibrahimstevens@gmail.com
The Gambia	Mr. Mod K. Ceesay Perm. Secretary II Ministry of Finance The Gambia modceesay@yahoo.com	Mr. Ismaila Jarjue Director of Research Central Bank of The Gambia ijarju@cbg.gm

² Nigeria's representatives at the Steering Committee have not yet been appointed.

Annex VII: List of AFRITAC West 2 Staff (Coordinator, Resident Advisors and the Local Economist)



Lamin Leigh joined AFRITAC West 2 on September 15, 2014. Prior to this he served as a Deputy Division Chief in the Southern 2 Division of the IMF African Department, where his responsibilities included mission chief for Botswana and Namibia and coordinating the department's work on small middle-income countries in sub-Saharan Africa. Prior to joining the African Department in 2007, he worked on a wide range of countries, including China, Hong Kong SAR, Sri Lanka, Romania and Kyrgyz Republic. He holds a Ph.D. in Economics from Nuffield College, University of Oxford and earned his B.A. from Corpus Christi College, Cambridge University.



Faith Mazani joined AFRITAC West 2 as Regional Advisor in Revenue Administration on 13 January, 2014. Her 31 years career in Revenue Administration started in her home country in Zimbabwe where she served at different levels in tax administration and for seven years as one of the Revenue Commissioners of the Zimbabwe Revenue Authority from its inception in September 2001. In that position she administered both taxes and customs, led the VAT implementation team in 2004 and coordinated World Customs Organization programs for ZIMRA. Faith also worked for three years as Senior Manager for the South African Revenue Service (SARS) in Taxpayer Service (TPS) from November 2007. She left to join the Swaziland Revenue Authority in November 2010 as Commissioner VAT/Sales Tax and assisted with the setting up of the Authority operations in January 2011. She implemented VAT for Swaziland on 1 April 2012, led the Reform and Modernization function and was Commissioner Domestic Taxes before she left in December 2013 to join the Fund.



Jean-Marc Lepain holds a post-graduate degree from the Institute of Political Sciences of Paris with a specialization in development economics and two post-graduate degrees from the Institute of Higher Studies in Banking and the Institute of Treasury Management. After a few years in banking, he started PFM consulting in 1992 in the field of cash management and treasury systems and gradually expanded the scope of his work to include macro-fiscal modeling and budget formulation, mainly in post-communist countries of Europe. In 1996 he joined Oracle Corp. to assist in the development and implementation of FMIS and Central Bank systems, first, in central Europe and Central Asian, and later in Africa. From 2002 he resumed his career as an independent PFM consultant working on different projects with the World Bank, DfID, ADB, USAID, GIZ, and the EU, in Europe, Asia and Africa. During these years he focused on the development of macro-fiscal models for fiscal decentralization, central and sectoral MTEF (Education and Health), program/performance-based budgeting, and natural resource revenue management. In January 2014 he joined AFRITAC West 2 as Resident Regional PFM Advisor.



Cheryl Bruce was appointed as the AFW2 Resident Advisor in Financial Supervision and Regulation in December 2014. Ms. Bruce has broad experience in financial sector supervision as well as in managing TA projects. For the past nine years, she has been employed at the Commonwealth Secretariat as an Economic Advisor, helping regulatory authorities build compliance with international standards and recommended frameworks. She assumed duty at AFW2 on January 19, 2015.



Donna Grcman before her assignment as a Regional Adviser on national accounts and price statistics at the West AFRITAC 2 in January 2014, Donna Grcman was working for more than twenty years in the Australian Bureau of Statistics. She worked in various economic statistical areas but the majority of time was spent working on the production of the Australian National Accounts. She has also been engaged as an expert in the IMF missions on national accounts statistics: to Botswana, Namibia and Mauritius in Africa; and Laos in South-East Asia.



Marko Skreb was the Chief Economist and Strategist of the 2nd largest commercial bank in Croatia before joining AFRITAC West II. He started his career teaching at the Faculty of Economics of the University of Zagreb. After a distinguished academic career, he joined the Croatian Central Bank, first as Research and Statistics Director, then as Governor (from 1996 to 2000). At the central bank, he initiated major reforms in monetary policy and bank supervision. In 1997, he was awarded the Central European Annual Awards for Excellence – Best Central Bank Governor by the Banker. Since then, he has worked as consultant for the IMF and the World Bank in numerous countries. During the last three years, he has been teaching Money and Banking at the Zagreb School of Economics and Management. He has published a lot of articles and edited books, most of them on transition economies, with a focus on financial issues.



Valeria B. Mensah was appointed as the Special Projects Officer for AFRITAC West 2 (equivalent of a local economist) in December 2014. She was previously a Program Officer at the EU Office in Accra. She graduated with First Class Honors from University of Ghana, Legon and earned her Master's degree from Queens College, University of Cambridge, U.K. She assumed duty at the Center on February 9, 2015.

AFRITAC West 2 Administrative Staff



Janice Norman
Office Manager



Selse Kofi Dusi
IT/Admin Staff



Maria Adam
Admin Assistant



Araba Blankson
Receptionist



Peter Nii Laryea
Driver

Annex VIII: Technical Assistance (TA) Reports Across Sectors

REVENUE ADMINISTRATION			
No.	Title	Country	Date Sent to The Authorities
1	Strengthening Debt Management and Compliance Enforcement	Ghana	May 2014
2	Design Collection Manual and Training	Gambia	June 2014
3	Follow up TA in Strategic Planning	Ghana	October 2014
4	Strengthening Customs Compliance Enforcement and Risk Management (Visits 1)	Sierra Leone	Under preparation
5	Diagnostic Customs and Strategic Planning	Gambia	Under preparation
6	Fine-tune Risk Management Framework and Training	Ghana	Under preparation
7	Customs Risk Management and outreach mission	Cabo Verde	Under preparation
8	Developing Risk Management Framework and strengthening Risk management for Customs Compliance Enforcement	Cabo Verde	Under preparation
9	Assist GRA with Developing a Strategic Plan for 2015-17	Ghana	Under preparation
10	Strengthening Customs Compliance Enforcement and Risk Management (Part 2 –remote mission)	Sierra Leone	Under preparation
11	LTO Training on Telecommunication Audit	Ghana	Under preparation
12	Developing Client Service Strategy and Reviewing the Strategic Plan for GRA	Gambia	Under preparation
13	Developing Compliance Enforcement Strategy and Risk Management Framework	Gambia	Under preparation
14	Developing Customs Reports for Liberia	Liberia	Under preparation
PUBLIC FINANCE MANAGEMENT			
No.	Title	Country	Date Sent to The Authorities
1	AFW2: Budget Execution and Expenditure	Gambia	October 2014
2	AFW2: Review of the Hyperion System Setup and of the Configuration of COA	Ghana	Under preparation
3	AFW2: Assessment of ongoing PFM reforms	Cabo Verde	Under preparation
4	AFW2: First draft version of the Program-Based Budgeting Manual	Cabo Verde	Under preparation
BANKING SUPERVISION AND REGULATION			
No.	Title	Country	Date Sent to The Authorities
1	Training on Forex Risk Operations	Ghana	October 2014
2	Enhancing Banking Supervision	Gambia	September 2014
3	Enhancing Banking Supervision	Gambia	December 2014
REAL SECTOR STATISTICS			
No.	Title	Country	Date Sent to The Authorities
1	AFW2: National Accounts	Ghana	June 2014
2	AFW2: Introductory & Assessment	Nigeria	June 2014
3	National Accounts Statistics: Introductory & Assessment	Liberia	August 2014
4	AFW2: National Accounts	Gambia	November 2014
5	AFW2: National Accounts	Nigeria	Under preparation
6	AFW2: Consumer Prices/Producer	Ghana	Under preparation
7	AFW2: Annual Accounts	Gambia	Under preparation

Annex XI: List of Short Term Experts, FY 2014

Public Finance Management					
	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ghana	19-Sep-14	26-Sep-14	Gurr Stephen Leonard	Australia
2	Ghana and Cabo Verde	20-Sep-14	27-Sep-14	Langhoff Soren O.	Denmark
3	Cabo Verde	10-Nov-14	21-Nov-14	Reite Torun	Norway
4	Cabo Verde	16-Jan-14	30-Jan-14	Reite Torun	Norway
5	Cabo Verde	1-Mar-14	12-Mar-14	Reite Torun	Norway
Real Sector Statistics					
	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Cabo Verde	13-Apr-14	24-Apr-14	Ramos Roberto	Brazil
2	Gambia	5-Jan-14	16-Jan-14	Lane Walter	United States
3	Ghana	1-Dec-14	12-Dec-14	Lane Walter	United States
4	Nigeria	1-Dec-14	12-Dec-14	Varjonen, Seppo Mikael	Finland
Banking Supervision					
	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ghana	8-Dec-14	12-Dec-14	Baneke Paulus Johannes Joseph	Netherlands
2	Ghana	11-Aug-14	15-Aug-14	Carvalho Ana Paula Castro	Brazil
3	The Gambia	11-Aug-14	22-Aug-14	Shapiro Joel David	United States
4	The Gambia	3-Nov-14	14-Nov-14	Shapiro Joel David	United States
5	The Gambia	5-Mar-14	16-Mar-14	Shapiro Joel David	United States
Revenue Administration					
	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Cabo Verde	29-Sep-14	10-Oct-14	Checucci Filho Ernani Argolo	Brazil
2	Cabo Verde	27-Oct-14	7-Nov-14	Corbari Jackson Aluir	Brazil
3	Gambia	1-Dec-14	12-Dec-14	Brimble Brian	Canada
4	Gambia	24-Nov-14	12-Dec-14	Scott Stewart	Canada
5	Ghana	15-Mar-15	20-Mar-15	Brimble Brian	Canada
6	Ghana	2-Sep-14	16-Sep-14	Brimble Brian	Canada
7	Ghana	21-Jul-14	1-Aug-14	Maganga Mary Ngelela	Tanzania
8	Ghana	17-Nov-14	28-Nov-14	Maganga Mary Ngelela	Tanzania
9	Ghana	15-Mar-15	20-Mar-15	Musumba Mwogeza Joseph	Uganda
10	Ghana	24-Nov-14	5-Dec-14	Musumba Mwogeza Joseph	Uganda
11	Ghana	15-Mar-15	20-Mar-15	Shai Kebede Lidetu	Ethiopia
12	Liberia	17-Feb-15	28-Feb-15	Brimble Brian	Canada
13	Liberia	17-Feb-15	28-Feb-15	Komso Andja	Slovenia
14	Liberia	13-Apr-15	24-Apr-15	Musumba Mwogeza Joseph	Uganda
15	Sierra Leone	16-Jun-14	27-Jun-14	Shai Kebede Lidetu	Ethiopia
16	Sierra Leone	17-Nov-14	28-Nov-14	Shai Kebede Lidetu	Ethiopia