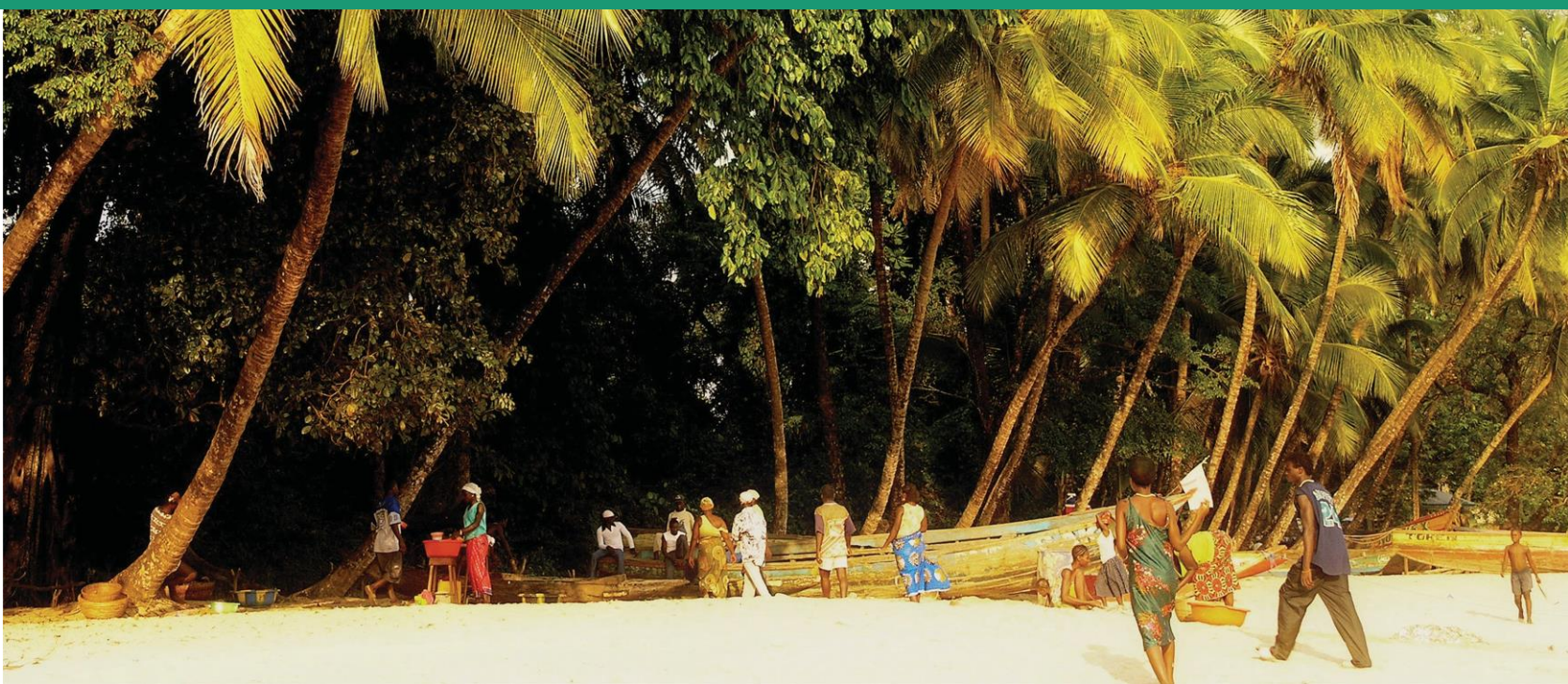


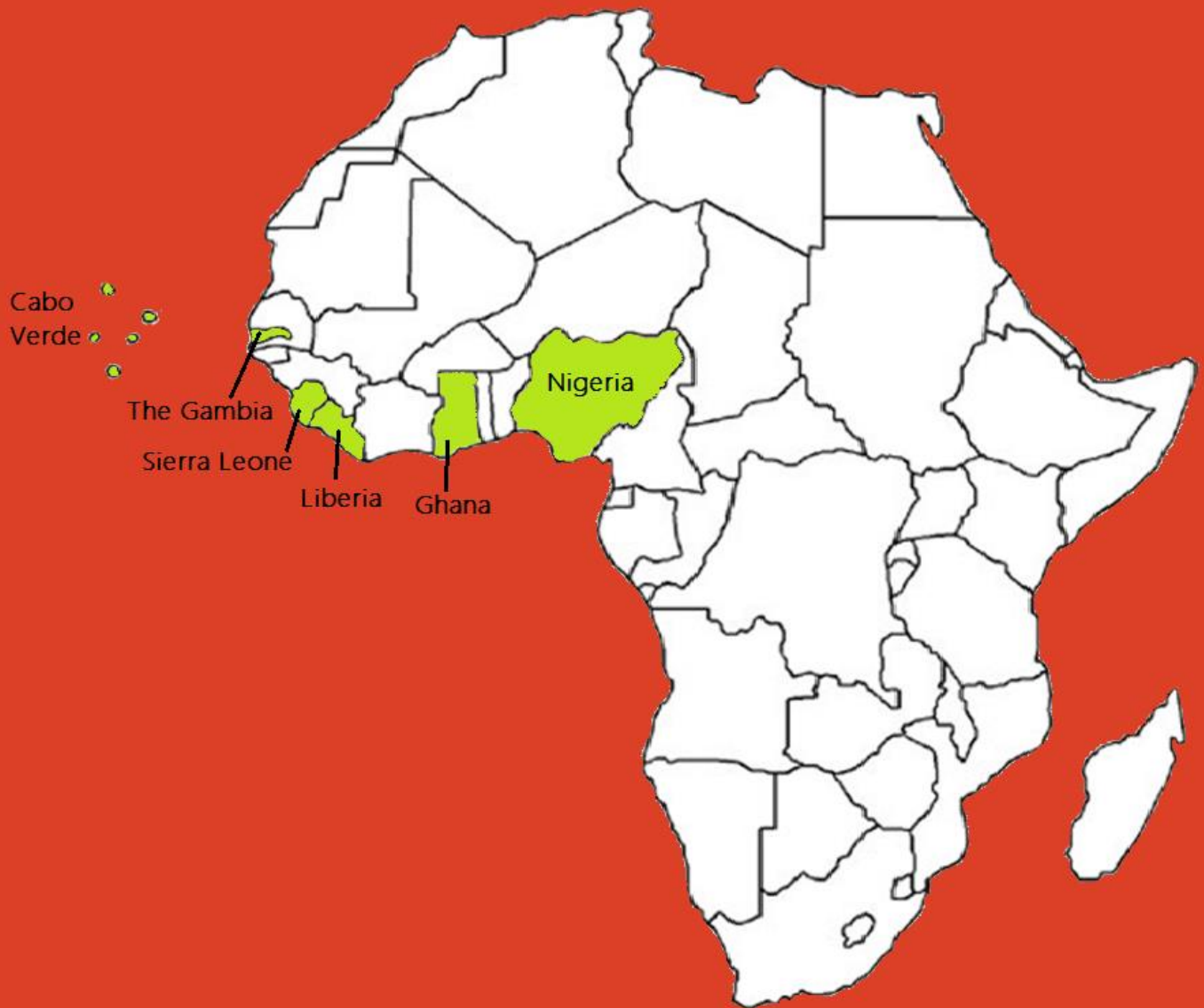


FY 2017 Annual Report---ANNEXES

WEST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER 2 (AFW 2)



AFRITAC WEST 2 MEMBER COUNTRIES



Ghana



Cabo Verde



Liberia



Nigeria



Sierra Leone



The Gambia



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



ANNEXES

ANNEX I.

Agenda for the 5 th Steering Committee Meeting.....	5
--	---

ANNEX II.

Minutes of the 4 th Steering Committee Meeting.....	6
--	---

ANNEX III.

The implementation of the FY 2017 work program	18
--	----

ANNEX IV.

FY 2017 TA Activities.....	51
----------------------------	----

ANNEX V.

Planned TA Activities for FY 2018.....	67
--	----

ANNEX VI.

Completed Technical Assistance Reports in FY 2017.....	87
--	----

ANNEX VII.

AFRITAC West 2 (AFW2) Staff.....	89
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ANNEX I: AGENDA FOR THE 5TH STEERING COMMITTEE MEETING

Agenda for AFRITAC West 2: 5th Steering Committee Meeting

Friday, April, 28, 2017, Oasis Hotel, Praia, Cabo Verde

In the presence of Honorable Olavo Correia, Minister of Finance of Cabo Verde:

Time	Topic
8.00 - 8.30	Registration of Participants
8.30 - 8.45	Opening Remarks by Chairman and Adoption of the Minutes of the 4 th Steering Committee Meeting in April 2016
8:45 – 9:05	Brief Remarks by AFW2 Development Partners
9:05– 9: 20	Video Presentation: AFW2 Member Country Representatives' Views on the Center's Capacity Building Work
9.20 – 11:10	Report on the implementation of the FY 2017 work plan and the presentation of the FY 2018 work plan Presentation by the Center Coordinator Presentation by Resident Advisors Feedback from Steering Committee Members
11.10 - 11.20	Official Group Photograph
11.20 - 11.40	<i>Coffee and Tea Break</i>
11.40 - 12.10	FY 2018 Financial Report & Budget presentation (ICD)
12.10 - 1.00	Presentation of AFW2 Mid-Term Evaluation Timeline and Inception Note; Discussion of Role of the Evaluation Subcommittee and SC Expectations
1.00 - 2.00	LUNCH
2.00 - 3.00	Key Issues for Discussion
3.00 - 4.30	Presentation on the new Fund-wide Results-Based Management (RBM) framework
7.00 - 9.00	DINNER

**ANNEX II: MINUTES OF THE FOURTH AFRITAC WEST 2 STEERING
COMMITTEE MEETING
APRIL 26, 2016
COCO OCEAN HOTEL, BIJILO, THE GAMBIA**

The fourth Steering Committee (SC) meeting of AFRITAC West 2 (AFW2), Regional Technical Assistance Center of the IMF was held on Tuesday, April 26th 2016 at the Coco Ocean Hotel, Bilijo in The Gambia. The meeting was chaired by Mr. Abdou Kolley¹, Minister of Finance and Economic Affairs for The Gambia.

I. Chairman's Opening Remarks and Adoption of the Minutes of the 3rd Steering Committee Meeting held in December 2015

The meeting opened at 8:30 am.

The Chair and Minister of Finance for The Gambia Honorable Abdou Kolley, welcomed the Steering Committee (SC) to The Gambia and to the meeting.

In his opening remarks, the Chair was pleased that after a very challenging first year of operations, the Center had made significant strides in its second year, as evidenced by a significant increase in its activities. He welcomed the innovative modes on TA delivery employed by the Center over the past fiscal year; notably the use of peer-to-peer learning and professional attachments. He indicated that the capacity building provided by the Center was not only useful in the management of the current macroeconomic challenges faced by member countries, but also was critical for building institutions for macroeconomic resilience.

Minister Kolley cited some of AFW2's success stories in its capacity development work for its members including the support to The Gambia that had been well-appreciated by the government; such as the support to The Gambian Revenue Authority to strengthen tax and customs administration, the intensive round of trainings to the Central Bank of The Gambia on the International Financial Reporting Standards (IFRS) and risk-based supervision as well as the technical support for the economic census which will underpin the rebasing of the country's GDP in 2017. He also acknowledged the inroads made by the Center in the delivery of Technical Assistance (TA) in the areas of Public Financial Management (PFM) and Revenue Administration to its largest member country, Nigeria, and in the case of Liberia and Sierra Leone; the foundations laid by the Center for an elevated level of capacity development intervention in the near future.

While he called on the Center to continue employing flexible and hands-on approaches to capacity development, he also emphasised the need for member countries to effectively collaborate with the Center in its capacity development, especially in carrying forward the recommendations of TA missions. The Minister expressed appreciation to development partners for supporting the work of the Center. He further commended the initiated collaboration between Center and the regional institutions; i.e. the Economic Community of West African States (ECOWAS), the West African Institute of Financial and

¹ The Minister was excused after the first part of the meeting to attend to other urgent matters and was replaced as Chair by Mr. Amadou Colley (Governor, Central Bank of The Gambia).

Economic Management (WAIFEM) and the West Africa Monetary Institute (WAMI) and hoped that this would be effectively harnessed for the benefit of integration in the region.

The Agenda for the meeting was adopted.

The Minutes of the 3rd SC meeting, held on December 2, 2015 were also approved.

2. Brief Development Partners Remarks

Remarks were given by the representatives of the European Union (EU), the State Secretariat for Economic Affairs (SECO) -Switzerland, and Canada.

Mr. Daniel Lauchenauer, of the Switzerland State Secretariat for Economic Affairs (SECO), Ghana spoke of the usefulness of the RTACs decentralized approach to capacity development (CD). By bringing CD closer to beneficiary countries, RTACs were able to not only address individual country needs but also capitalize on synergies that existed between countries in a region. He noted that SECO was pleased with the Center's re-engagement with Liberia and Sierra Leone over the past year. On work planning and budgeting, he urged to Center to be more rigorous and realistic to avoid low execution rate at the end of the fiscal year. He also encouraged the Center to utilize available diagnostic works such as the Tax Administration and Diagnostic Assessment Tool (TADAT) in planning its work. Mr. Lauchenauer added that Center could do more to improve its results-based reporting. While this was difficult in achieve in practice, he indicated that structured reporting focusing on results at the outcome level would be desirable.

Mr. Moreno Padilla of Foreign Affairs, Trade and Development, Canada, commended The Gambia for hosting the 4th Steering Committee Meeting. He indicated that Canada was satisfied particularly with results in Revenue Administration, and Monetary operations and called for a scaling in the areas of PFM, Statistics and Financial Supervision where the uptake of TA could be improved. He highlighted Canada's strong support for enhancing data for better macroeconomic policies.

Mr. Josselin Amalfi, European Union (EU) Delegation to The Gambia stated that as a strong supporter of AFRITAC West and AFRITAC West 2, the focus on regional economic integration by these RTACs was paramount for the EU. The EU thus deemed the involvement of the ECOWAS Commission in AFW2 as crucial for improving the ownership of ECOWAS in the program and also urged the Center to enhance the focus of its work on ECOWAS-related policies. Mr. Amalfi reiterated the call for the Center to enhance its reporting to showcase more outcomes than activities. He also entreated the Center to boost the pace of implementation and absorption of its work program especially in Nigeria. He observed that the in The Gambia, EU's support for PFM reforms had been well-complemented by the work AFW2 and encouraged more of such complementarity between national and regional projects in the other countries. The EU complimented The Gambia for hosting the SC meeting indicating that this gesture reaffirmed the ownership of The Gambian Government in the operations and Governance of the Center. The EU hoped that the next SC meeting would be held in Nigeria; the security situation permitting and entreated the Center to involve the member states and donors in the upcoming mid-term evaluation.

3. Reports on the Implementation of the FY 2016 Work Plan

Mr. Lamin Leigh (Center Coordinator -CC, AFW2) gave a presentation² which focused on the broad strategic themes for the Center and also summarized the Center's progress in implementing the FY 2016 work program.

He emphasized that the macroeconomic context of AFW2 countries as well as the efforts towards attaining the Sustainable Development Goals (SDGs) were a cornerstone of the CD provided by the Center. His presentation highlighted the increased momentum gained by the Center in FY 2016 and showcased some outcomes and success stories of the Center's capacity building work. He further noted the importance of strong country ownership and donor coordination in the Center's work and also briefed the meeting on the IMF-wide Results-Based Management (RBM) system as well as work on regional integration.

This was followed by a presentation by the five AFW2 Regional Advisors on the implementation of the FY 2016 work program in the following order: **Ms. Faith Mazani** (Revenue Administration), **Mr. Ashni Singh** (Public Financial Management -PFM), **Mr. Zsolt Ersek** (Monetary Policy Operations and Payment Systems -MONOPs), **Ms. Cheryl Bruce** (Financial Sector Supervision) and **Ms. Donna Grcman** (Real Sector Statistics). The sector presentations covered the TA outcomes for FY 2016, proposed interventions for FY 2017 work program and also highlighted some challenges in the sectors.

Feedback and discussion

The discussions centered on the following:

Regional Integration

Ms. Faith Mazani, Revenue Advisor, AFW2, indicated that she had reached out to the Customs Directorate of ECOWAS as well as GIZ which was supported the Directorate. They had exchanged work programs with plans to hold further discussions on working together after the AFW2 FY 2017 work program had been approved by the SC. She used the opportunity to appeal to governments in the region to make good of protocols of ECOWAS to facilitate information sharing among revenue administrations for the purpose of audits to boost revenue in the various countries.

Mr. Gideon Gbappy, Multilateral Surveillance Unit of ECOWAS was happy about the ECOWAS' participation in the SC meeting. He observed that the various interventions of the Center as showcased in the presentations would be very useful for the realization of several ECOWAS objectives, hence reaffirming the need for the institutions to work together. He called for a concrete framework to facilitate this collaboration between the Center and ECOWAS and urged to Center to consider some ECOWAS priorities in its FY 2017 work program.

Mr. Ismaila Jarju, Central Bank of The Gambia (CBG), pointed out that one of the initial concerns about AFW2 coming into being was how it would be situated in the context of regional integration. He therefore welcomed the initiated collaboration between AFW2 and the regional institutions and hoped that going forward, the Center's work program would allow for more collaborative work with the

² All participants received copies of all the presentations on a flash drive.

regional bodies.

Addressing the call on the Center to do more on regional integration, **the Center Coordinator** indicated that the Center had already initiated some engagements with ECOWAS, WAMI and WAIFEM which laid the foundation for taking the suggested collaboration forward. He added that there was need to work out the modalities of such collaboration in a manner that would be consistent with the Center's mandate.

Mr. Abdoulaye Barry, WAMI, acknowledged that AFW2 had been working with WAMI on Financial Sector Supervision including WAMI's participations in some AFW2 workshops. He sought clarification on the extent of cooperation between AFW2 and AFW as the activities of the two RTACs were very relevant for the integration in ECOWAS. The **Center Coordinator** responded that there was an existing collaboration with not only AFW but also, amongst all AFRITACs citing 2 training workshops where such had partnership had been put in action. In November 2015, the AFW Advisor on Revenue Administration and an official from Senegal participated in AFW2's workshop on Improving VAT Compliance where they brought useful insights on developments in Francophone West Africa. Similarly, AFRITAC South, AFW and AFW2 recently collaborated to conduct a training workshop for the Lusophone countries. The **CC** however recognized the value in strengthening the collaboration with AFW in the interest of ECOWAS.

Implementation of work program

Minister Kolley acknowledged the challenge of the slow implementation of TA recommendations as highlighted in the presentations of the Regional advisors and argued that this may not necessarily imply a blatant refusal of governments to implement recommendations. He indicated that governments usually had to balance these technical recommendations with other realities on the ground; i.e. political economy considerations and this was not always easy to achieve.

Mr. Daniel Lauchenauer, SECO endorsed the Center's plans to scale up TA interventions in Sierra Leone and Liberia noting that it would help to normalize the execution of the program. Also, the foreseen Tax Administration Diagnostic Assessment Tool (TADAT) work in some AFW2 countries was a welcome development. He indicated that SECO looked forward to the roll-out and use of the new RBM system by the RTACs including AFW2 to improve performance reporting. He mentioned that AFS had recently introduced some value-for-money indicators and recommended that Center looks into feasibility of adopting such indicators to enhance its reporting. He was pleased with effective coordination between the Resident Advisor at the Bank of Ghana and the Center, as explained by Ms. **Cheryl Bruce (Financial Sector Supervision Advisor, AFW2)** and recommended the details of this coordination to be highlighted in the Center's annual report.

Mr. Francis Kumah, Bank of Ghana (BoG), was of the opinion that in the case of revenue mobilization in Ghana, the scope of the work could be expanded to include areas such as the taxing the large informal sector and administration of property taxes. In his view, focusing on these areas could boost revenue and ultimately reduce the reliance on Central bank financing and fiscal dominance in the country.

Statistics

Ms. Donna Grcman, Real Sector Statistics Advisor, AFW2 noted that the production of quality and timely data required a holistic government effort. Signing of Memoranda of Understanding (MoUs) between the statistics offices and various government institutions could help in this effort. She mentioned

that some countries had established working groups made up of the Statistical Offices, Ministries of Finance, Central Banks and Revenue Agencies to facilitate information sharing in order to improve the quality of source data and ultimately the data produced. However, progress in this inter-agency coordination had been slow.

Mr. Francis Kumah, Bank of Ghana indicated that in Ghana, the lack funding as well as high staff turnover in the statistics office affected the credibility of data produced by the institution. For instance, data for the agricultural sector had significant gaps due to the use of outdated surveys on livestock and crops. He urged the Center to continue its work to strengthen the capacity of the Statistical Service which should also help reduce the reliance on the central bank for data.

Mr. Baba Musa, Debt Management Department, WAIFEM, recommended that Center considers reaching out to other agencies that provide statistics offices with data to help improve the quality of data.

Ms. Grcman clarified that the reliance on central bank for data was usually for quarterly data. She noted however that as good annual national accounts provided the solid benchmark for quarterly data; it remained a key focus of the Center's work. She added the on-going work also included an outreach to data providers.

Ms. Wipada Soonthornsima, STA/HQ³, described the General Data Dissemination System (GDSS) that set data standards to facilitate policy decision making. The GDSS provided a framework for countries to develop their statistical systems within which they could work towards disseminating comprehensive and viable data. In connection with this, STA had a project financed by DFID dubbed the Enhanced Data Dissemination Initiative (EDDI) aiming to improve macroeconomic statistics including data transparency and access to data in African countries. She announced that an "Open Data" platform had also been developed with the African Development Bank (ADB) to enhance data dissemination. All these projects were complementary to the AFW2 work program.

4. Presentation by ECOWAS and WAMI

Mr. Gbappy, ECOWAS gave a presentation which highlighted the mandate of the Multilateral Surveillance Unit of ECOWAS; i.e. to ensure macroeconomic stability and convergence leading to the introduction of a single currency and the establishment of a monetary union. His presentation also covered the programmes and activities of the Directorate, its recent achievements and challenges as well as the proposed areas for collaboration with AFW2. He noted that limited budget and human resources remained a constraint for the directorate which also impacted on the attainment of the objective of attaining a single currency in the region.

To ensure an effective and sustained collaboration between the ECOWAS Commission and the IMF AFRITAC West 2, he proposed on behalf of the Directorate, the formulation of a Memorandum of understanding (MoU) between the two institutions. The MoU would outline the various areas of cooperation with particular focus on strengthening technical capacity and institutional support to enhance the implementation of ECOWAS Multilateral Surveillance activities and the regional programs for the development of statistics in ECOWAS.

The presentation by **Mr. Barry, WAMI** showed the Institute's work program including its key

³ Statistics Department, IMF Headquarters

achievements and challenges so far as well the collaboration that already existed between WAMI and AFW2. He mentioned that WAMI initially requested AFW2 support and TA particularly in the area of banking supervision but learned that the Center's interventions mainly targeted the member countries directly. Notwithstanding, AFW2 had since supported WAMI in some instances; e.g. the participation of WAMI staff in AFW2 training seminars and workshops. He indicated that WAMI planned to seek further assistance from the Center in other areas notably Financial Stability and Soundness Assessment and Stress Testing as well as Capital Market Development and Regulation.

In the area of payment systems, he pointed out that WAMI had supported its member countries to establish Real-time Gross Settlement (RTGS) systems which should help facilitate trading in local currencies and urged the Center to build on this work. He further announced that a decision had been made to merge WAMI and the West Africa Monetary Agency (WAMA) going forward. The mandate of preparing the West African Monetary Zone (WAMZ) countries for the introduction of the Eco currency thus would be transferred to the successor institution.

Feedback and Discussion

Mr. Jarju, CBG noted that the development of payment systems would be crucial for promoting intra-regional trade in ECOWAS which was very low. He also advocated for member countries to taken through the reforms that would facilitate capital account liberalization.

Mr. Musa, WAIFEM reiterated the need for formal arrangements to be established between the Center and the regional institutions to facilitate effective collaboration. He noted there were other capacity development providers in the region including WAIFEM that could share information for mutual benefit. For instance, if one institution sought to determine the level of existing capacity in a particularly sector in a country, it could obtain such information from the other institutions. Also, sharing work programs would help avoid duplication and promote complementarity.

Mr. Holger Floerkemeier, ICD/HQ⁴ clarified that like other RTACs, AFW2 was an IMF office and not an independent entity with a separate legal personality from the Fund. Therefore, the proposed MoU would have to be between the institution(s) and the IMF.

The CC saw merit in pursuing an MoU between ECOWAS and the IMF but added that given that the Center's experience and the interactions with the regional institutions has so far differed across sectors, the first step would be to look at the existing collaboration, and then build on it as a basis for moving on to a more formal arrangement such as an MOU.

5. Forth coming AFW2 Mid-Term Evaluation and FY 2016 Financial Report & FY 2017 Budget

Forth coming AFW2 Mid-Term Evaluation

Mr. Floerkemeier, ICD/HQ briefed the meeting on the process for mid-term evaluations for IMF Trust Funds as well as the considerations for AFW2's upcoming evaluation. He announced that as part of the process, an Evaluation Sub Committee (ESC) would be set up comprising representatives of member countries, development partners and the IMF. The ESC would oversee the evaluation process including

⁴ Institute of Capacity Development, IMF Headquarters

reviewing and commenting on the draft inception report and the draft evaluation report. The latter will be sent to the entire SC for review and comments will be welcome from all stakeholders⁵. Participation in the ESC would be voluntary and serve as a commitment mechanism to foster ownership by the members. He also informed the meeting that the IMF was preparing a new framework for evaluations expected to take effect in the 2017 fiscal year. This framework would guide the AFW2 evaluation.

He indicated further that as the purpose of the evaluation for AFW2 was to propose changes to the way the Center was delivering on its capacity development program, the rationale was to delay the timing of the evaluation to ensure enough TA had been delivered to ensure substantive feedback given the Ebola-related disruptions in the Center's first year. It was therefore proposed that the evaluation commences in calendar year 2017 for its findings to be presented at the 2018 SC meeting.

FY 2016 Financial Report & Budget

Ms. Katarzyna Kardas, ICD/HQ, presented on the status of fundraising for AFW2, the FY 2016 budget execution and the proposed budget for FY 2017. On fundraising, she announced that all Development Partners had fully disbursed their committed contributions; while for member countries only Ghana had made a full payment of the USD 5 million⁶ it pledged and The Gambia had made its first disbursement. For FY 2016, the execution of the budget as at March 2016 was estimated at 53% and expected to reach about 65-70% by the end of the Fiscal year. Ms. Kardas indicated that the under-execution in FY 2016 would most likely reverse in FY due to plans to significantly scale up operations in Liberia and Sierra Leone and the planned intensification of TA delivery to Nigeria.⁷ The proposed budget for FY 2017 was estimated at USD 8.86 million. The financial projection for the proposed Revenue Administration program was also estimated at about USD 1 million, which if approved by the SC would add to the estimated budget for FY 2017.

Feedback and discussion

Mid-Term Evaluation

Mr. Lauchenaue, SECO, welcomed the proposal to delay the evaluation until 2017 as well as the involvement of member countries and development partners in the process.

The Acting Chair Mr. Colley expressed his support for SECO's position in welcoming the delay the mid-term evaluation until 2017 noting that it made sense under the circumstances of a heavily disrupted first year of operations of the Center.

Mr. Enrique Gelbard, AFR, HQ, clarified that the evaluation is not an audit and added that one focus of the evaluation is to provide lessons for the remainder of the Center's operations and what strategies that would need to be deployed to make the needed adjustments to enhance the effectiveness of the

⁵ Standard ToRs for external evaluations of the IMF ICD are expected to be introduced this year.

⁶ It was explained that Ghana's contribution was the highest among the member countries because it was the host country for the Center.

⁷ Relatedly, she also noted that the under execution of CD activities by the Center in the first two years of operation is generally in line with the experiences of other RTACs in the region in their initial phase of operation.

Center's operations.

FY 2016 Financial Report & Budget

Mr. Lauchenauer, SECO, expressed concern about the under execution of the budget in FY 2016 and observed that the FY 2017 budget projected a substantial increase over the FY 2016 budget outturn. He urged the Center to be as realistic as possible and not overly ambitious in its budgeting to avoid such under execution going forward. He also called on member countries to redeem their pledges as this also signaled country ownership and the sustainability of the Center.

Governor Abdou Kolley, Governor, Central Bank of The Gambia (and chair), reaffirmed the call for member country governments to redeem their pledges which he noted were relatively small adding that representatives of the SC had an important role to play in ensuring that the pledges of their respective countries were honored.

On the member country contributions, **Mr. Emmanuel Togba, Ministry of Finance Liberia** enquired about the extent of follow-up that had been done by the IMF/AFW2 with the member countries. **The CC** clarified that as had been announced at previous SC meetings, there was some forbearance with Liberia and Sierra Leone due the shocks the two countries were experiencing at the time. He however noted that the Center and ICD would now follow up the Ministries of Finance in these countries in due course. For the other countries, the Center and ICD was actively following up with the various Ministries of Finance.

Mr. Padilla, Canada, strongly encouraged member country contributions as an important signal of ownership and also an indication of long-term financial sustainability of the Center.

Mr. Floerkemeier added that it was proposed that country contributions would increase in the next phase of the program and over time, member countries would gradually take over larger shares of Center's funding, as development partners would not provide financing indefinitely.

6. Issues for discussion

Proposed Work Program for FY 2017

The work program for FY 2017 was endorsed by the Steering Committee.

An additional Resident Advisor for Revenue Administration

Mr. Floerkemeier clarified that this proposal constituted the addition of a new Revenue Administration Program which included an additional Resident Advisor as well as the associated short-term experts, missions and seminars. **Mr. Lauchenaue**r, SECO indicated that the proposal was well-justified and sought clarification on the expected division of labor between the existing Resident Advisor and the proposed new Advisor. The CC, explained that as indicated in the Appendix I of the Annual Report, the work between the two Advisors would be divided along functional lines; i.e. customs and domestic tax administration.

The Steering Committee raised no objection to the proposal and was thus considered approved.

Mr. Enrique Gelbard, AFR, HQ, informed the meeting about the Fund's capacity development program

for fragile countries. This program would have a 3-5-year cycle including a compact signed with the beneficiary countries to reinforce country ownership. The program, to be rolled out in 2016 would involve the various AFRITACs in its implementation.

Strategy note for Center's engagement with Nigeria

The CC pointed out that high level discussions were ongoing between the Fund and the Nigerian government on the appointment of Nigeria's representation to the AFW2 Steering Committee. He noted these discussions would continue with the hope of bringing the issue to a closure soon and the SC would be updated of any new development. In the meantime, the Center's work at the agency level in Nigeria would continue.

Governor Colley emphasized the importance of having Nigeria on the Steering Committee adding that member countries also had a duty to nudge Nigeria to participate in the Center's governance. He committed to taking up the issue further with his counterpart at the Central Bank of Nigeria to see how The Gambia could engage with Nigeria on this matter.

Forth coming Mid-Term Evaluation

The proposal to commence the evaluation in 2017 and present its findings to the 2018 SC meeting was endorsed. It was agreed that the Center would formally write to the member countries and development partners to request nominations to the ESC in due course.

Chair and Location of the next SC meeting

The CC stated that while Nigeria had been proposed by a number of SC members to host and chair the SC in the near future, the country's non-participation in the SC remained a constraint for securing such a commitment from the government. An alternative could be Cabo Verde, however due to their ongoing transition⁸; the country was also unable to commit to this immediately.

In the light of these, the decision on the chair and location of the next SC meeting was deferred. The CC indicated that the Center will follow up with the countries and will report to the SC in the next 4-5 weeks by email communication. The Acting Chair Mr. Colley sought clarity on the mechanism through which this decision on the location of the next SC meeting would then approved after the meeting. The CC clarified that in the event that Cabo Verde was not able to host the next meeting, a revised proposal would be sent by e-mail to the SC by the Center and the decision could be approved on lapse-of-time basis which is a standard tool SC uses to approve other matters for the Center.

7. Seminar: Towards a Forward Looking Monetary Policy Framework in AFW2 Countries

Mr. Zsolt Ersek MONOPs Advisor, AFW2, gave a presentation titled "Towards a Forward Looking Monetary Policy Framework in AFW2 Countries". He noted that while Monetary Targeting was becoming outdated due to the weakening correlation between monetary aggregates and inflation, most of the countries did not also have conditions required for the introduction of a fully-fledged Inflation Targeting. The presentation highlighted the challenge of the transition between monetary frameworks,

⁸ Cabo Verde had a new government which was sworn in a few days to the Steering Committee meeting and therefore could not attend the meeting.

the main principles of the new monetary framework recently proposed by the IMF and a case study of Ghana which adopted Inflation Targeting (IT) in 2007. It was noted that Ghana's transition to IT involved a multi-year capacity building program supported by the IMF which aimed to improve the entire framework for macroeconomic analysis and forecasting. AFW2 also stands ready to support such program in other countries in the region as well.

Feedback and Discussion

Shedding light on Ghana's experience, **Mr. Kumah, BoG** indicated that support provided by the IMF including AFW2 in this process was very well appreciated. The support program helped to train a team of BoG staff and also recommended a split of the Research Department of the central bank into the Statistics and Economic Departments. This split had helped to address the previous challenge of inconsistent data from different departments of the bank as the Statistics Department was now the main repository of data, especially for informing Monetary Policy Committee (MPC) meetings. The new Economic Department on the other hand focused on analytical inputs for the MPC. The support from the Fund also led to improvements in MPC communications which has helped to anchor inflation expectations as well as improvements in the MPC process.

Mr. Kumah noted further that the country's current high inflation (currently at 18 percent) raised legitimate questions about the effectiveness of Ghana's transition to IT and its associated reforms. However, the continued high inflation in the country stemmed from structural rigidities such as administrative fixed prices (e.g. utility prices) and particularly, fiscal dominance. He maintained that for the IT regime to work effectively such structural rigidities would also have to be addressed.

On the subject of fiscal dominance, **Mr. Ashni Singh, AFW2 PFM Advisor** added that while it was commonly attributed to political economy factors, there were also TA interventions especially on the PFM side that could help address the issue, even if incrementally. He highlighted some aspects of Center's on-going PFM work with the various countries in this regard including work on the legal framework, i.e. fiscal rules to promote fiscal responsibility, macro-fiscal management and forecasting, debt management and budget credibility.

Mr. Jarju, CBG, encouraged compliance with existing regulations to control fiscal dominance. He further recommended the coordination of monetary policy with macro prudential policies.

Mr. Gaston Mpatswe, IMF Resident Representative, The Gambia, advocated for strong coordination among the various policy instruments; i.e. fiscal, monetary etc was essential for countries to achieve their broad macroeconomic objectives.

Ms. Soonthornsima, STA/HQ and **Mr. Nyankasi Sanyang, Statistician General, Gambian Bureau of Statistics** reiterated that the modelling done in an IT regime required good and reliable data and thus restated the call to support improvements in the production of data. **Ms. Soonthornsima** urged policy makers to seek to understand the quality of data they were using for decision making, the weaknesses in the data and also to be able to identify their data priorities. She encouraged SC members to be 'data champions' who would provide the needed support for the production of high quality data and also

support the execution of CD interventions in the area of statistics.

The meeting ended at 4:30 pm

Summary of main recommendations by the 4th AFW2 Steering Committee Meeting: April 26, 2015.

1. AFW2 to follow-up with member countries on the Chair and Location of next meeting and report to the SC in the next 4-6 weeks.
2. AFW2 to boost its execution rate in the remainder of the program cycle.
3. AFW2 to pursue formal arrangements with ECOWAS and other regional institutions to facilitate effective collaboration.
4. AFW2 to improve its reporting to be more outcome-oriented and leverage on the value-for-money indicators used by AFS.
5. Member countries to honor their funding commitments.
6. Further engagements with Nigeria on the country's participation in the SC by the Fund and AFW2 member countries.
7. AFW2 to write formally to the SC and invite nominations to the Evaluation Sub Committee.

List of participants: 4th AFW2 Steering Committee Meeting: April 26, 2015

NAME	ORGANISATION/AGENCY
Abdou Kolley	MFEA, The Gambia
Abdoulaye Barry	WAMI
Amadou Colley	CBG, The Gambia
Amalfi Josselin	European Union Delegation
Baba Yusuf Musa	WAIFEM
Bernard Mendy	IMF
Daniel Lauchenauer	Swiss Embassy
Diane Marie Mendoza	IMF
Emmanuel Nimely Togba	MFDP, Liberia
Enrique Gelbard	IMF
Francis Kwame Kumah	BOG, Ghana
Gaston Mpatswe	IMF
Gideon Smart Gbappy	ECOWAS Commission
Holger Floerkemeier	IMF
Ismaila Jarju	CBG, The Gambia
Sohna Ceesay	MFEA, The Gambia
Katarzyna Kardas	IMF
Lamin Camara	MFEA, The Gambia
Moreno Padilla	Global Affairs Canada
Wipada Soonthornsima	IMF
Yasemin Hurcan	IMF
Ashni Singh	AFW2/IMF
Cheryl Bruce	AFW2/IMF
Donna Grcman	AFW2/IMF
Faith Mazani	AFW2/IMF
Lamin Leigh	AFW2/IMF
Valeria Mensah	AFW2/IMF
Zsolt Ersek	AFW2/IMF

ANNEX III: THE IMPLEMENTATION OF THE FY 2017⁹ WORK PROGRAM

RBM Revenue Administration

Africitac West 2 - Logical Framework FY 2017								
Revenue Administration								
General Objective: To deliver sustainable capacity building that will enable revenue administrations of member countries to implement reforms that will enhance domestic revenue mobilization and support fiscal sustainability in member countries while facilitating trade and regional integration as envisaged by ECOWAS.								
Medium Term Objective I: Supporting regional trade integration initiatives as envisaged by ECOWAS by eliminating barriers to trade across borders, minimizing costs of trading and harmonizing operational processes across member countries.								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
Regional: Promote regional integration through collaboration with other regional institutions and DPs involved in capacity building and TA delivery in AFW2 member countries.	Improved exchange of information in terms of regional and international protocols and improve trade facilitation.	Regional integration and trade facilitation is one of the key objectives of the ECOWAS region which is largely divided on language lines. A number of protocols for the exchange of information and harmonization of tax and customs laws and procedures have been signed. A number of these protocols are not being implemented by member countries. A number of uncoordinated TA programs are being implemented by regional bodies like ATAF, WATAF, the WCO-ROCB and their development partners and these need to be coordinated through	Participation in and invitations of other regional bodies to cross regional TA programs to share experiences and jointly facilitate in regional TA programs, including co-hosting workshops with Francophone AFRITAC West I.	Q2/Q3/Q4	Cross regional TA programs delivered.	Improved exchange of information and experiences across regional bodies and member countries.	The Advisor participated and made a presentation on Taxpayer Service as a Compliance Management Tool at the WATAF General Assembly and Compliance Management Workshop in Dakar Senegal	A High-Level TADAT Training workshop jointly funded with the ECOWAS Commission and GIZ was postponed from December to April 2017. This will be attended by representatives from ECOWAS, ATAF, WATAF and AFRITAC West I Advisor. Heads of revenue administrations and tax Commissioners will share experiences from TADAT Assessments. A Regional PCA Workshop will be attended by a WCO representative.

⁹ May 2016-April 2017

		close collaboration and coordination.						
Cabo Verde: Strengthen core customs administration functions.	Trade facilitation and service initiatives support voluntary compliance	A new ASYCUDA World System was rolled out enabling implementation of risk management in customs compliance management. Two large traders given green route selection on a pilot basis in February, 2016.	STX mission to support full implementation of risk-based compliance management strategy and help prepare to implement the WCO Authorized Economic Operator (AEO) Program.	Q1/Q3	Efficient border operations in place.	AEO Program fully implemented. Risk-based control selectivity is applied consistently over time.	STX mission completed in Q4. LTX also participated in the mission. The focus of the mission was changed from AEO to focus on Integrity and an evaluation of the use of the ASYCUDA system.	An integrity strategy and supporting action plan was developed for DNRE. An evaluation of the implementation of ASYCUDA was completed and the findings used to inform a program for the development of revised import/export procedures. The revised procedures will support the implementation of a risk-based compliance management program.
Liberia: Strengthen core customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations.	Liberia Revenue Authority customs have implemented the ASYCUDA World system with assistance from the World Bank but very little of the system functionality is being used.	Two STX missions to develop a customs Compliance Risk Management Framework and then train staff.	Q1/Q4	Risk-based clearance procedures in place and preferred trader programs implemented.	Risk-based control selectivity is applied consistently over time. Rate of physical inspection decreases over time.	LTX mission completed in Q4.	One mission on Risk Management and training was delivered in June 2016. Utilization of the risk functionality within ASYCUDA is being taken forward by the Long Term Technical Assistance (LTTA) project funded by the European Union. Future STX inputs will need to be re-scoped to take account of this work.
Medium Term Objective 2: Enhancing revenue collections from improved and cost effective revenue administration procedures and strengthened compliance strategies, while promoting the exchange of information and skills across member countries in the region.								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Regional Workshop on Post Clearance Audits: Strengthen core customs administration functions in member countries.	Audit and Anti-smuggling programs more effectively ensure enforcement of customs laws.	Post clearance audit is not fully developed in a number of member countries.	A regional workshop on PCA to be conducted.	Q3	Workshop delivered.	A larger share of trade is controlled through properly designed PCA programs in member countries.	The Regional Post-Clearance Audit Workshop was held in Ghana in April and 18 auditors were trained.	Best practice experiences were shared between participating countries. Work Plans were agreed and partnership arrangements for the exchange of information between administrations were confirmed.

Regional Audit and data matching exchange program: Strengthen core tax and customs administration functions.	Audit and enforcement programs ensure compliance with tax and customs laws.	Audit capacity is very low in tax and the customs PCA program recently implemented in some countries. One data matching project implemented in Liberia and to be rolled out to other member countries using regional staff trained on CAAT and data analysis. Use of customs and tax data is still limited in joint audits.	STX mission to conduct data matching and analysis for improved audit recovery and compliance levels and facilitate better joint audits between tax and customs.	Q2/Q3/Q4	Project implemented in three member countries.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps	A DATA Matching Project postponed from November to January due to elections in The Gambia was held in Sierra Leone in January 2017. A second DM project was held in Ghana in March. Using the trained regional audit trainers, member countries will train more auditors for better compliance enforcement.	The DM projects revealed massive non-compliance areas in bot tax and customs and work plans were developed to address the identified risks. Local teams were trained to continue doing the data matching on a continuous basis. The DM results were used to develop taxpayer Service and other compliance management strategies in Sierra Leone. Action plans to address the identified risks have been developed.
Regional Training of Audit Trainers: Strengthen core tax administration functions procedures.	Compliance audit and other verification programs more effectively ensure enforcement of tax laws.	Audit capacity is weak and fragmented in most tax administrations. Initial training provided in all Anglophone countries and potential trainers identified to audit specialized sectors like telecommunication and financial services.	STX mission to train a core team of fifteen trainers from member countries on CAATs.	Q2	Pool of trainers trained and in use.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud. Sierra Leone and Gambian trainers delivered computer audit training with assistance from a short term expert and trainers from Nigeria and Ghana.	The Regional Computer Audit Training of Trainers was held in Liberia in November and 25 audit trainers were trained.	A total of 11 Audit Trainers were selected from the 25 and these will deliver training in the respective countries and participate in the Computer Audit training exchange program in regional countries. The number and quality of audits have since improved, with higher revenue recoveries.
Cabo Verde: Strengthen core customs administration functions procedures.	Audit and Anti-smuggling programs more effectively ensure enforcement of customs laws.	Cabo Verde customs has an anti-smuggling function that does customs audits but uses tax audit procedures and they do not have a PCA audit manual.	STX assignment to develop and update customs post clearance audit procedures and train staff on PCA using risk functions in ASYCUDA World system.	Q3	Effective customs post clearance audit (PCA) operations in place.	A larger share of trade is controlled through a properly designed PCA program.	PCA manual has been developed and a Diagnostic study completed that will be used as the basis for a prioritized implementation plan. Training has been provided on the use of the ASYCUDA selectivity module.	DNRE is now making use of the Selectivity module in ASYCUDA and has identified a group of low risk businesses that will benefit from a "light touch" approach. The group selected represents approximately 30 percent of all imports. The resources saved will be deployed to the control of high-risk businesses.

Cabo Verde: Strengthen customs controls on the importation of petroleum products.	Traders on the importation of petroleum products meet their reporting and payment obligations.	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.	Q2	Effective controls of imports of petroleum products in place.	Increased compliance and revenue from petroleum imports.	Activity deferred.	TA deferred to next fiscal year at the request of the authorities.
Ghana: Strengthen core tax and customs administration functions.	Audit and enforcement programs ensure compliance with tax and customs laws.	Audit capacity is very low in tax and the customs PCA program recently implemented. Training given to develop LTO and MTO auditors. Use of customs and tax data is still limited in joint audits.	STX mission to conduct data matching and analysis for improved audit recovery and compliance levels.	Q3	Project implemented.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps	Project conducted in March 2017	The DM project identified a sample of 150 largest importers representing 65 percent of import volumes. Massive non-compliance was detected and an action plan to address the risks was developed.
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.	Peripatetic mission to develop Excise materials and train GRA staff on critical Excise compliance monitoring procedures.	Q1/Q2/Q4	Excise management functions in GRA are strengthened.	Improved Excise compliance and revenue performance.	The Excise Manual was developed through two missions and remote work with the GRA staff and presented to management.	Training delivered in April 2017.
Liberia: Strengthen customs administration management and governance arrangements.	Customs administration procedures legally established	Liberia is preparing to implement VAT in 2017 and preparations will commence in earnest during 2016	Advisor to provide support to prepare Customs for VAT implementation.	Q4	Customs VAT implementation plan in place.	VAT collection and compliance enforcement procedures in place, widely communicated and effectively applied.	Advisor joined an FAD Mission which reviewed the VAT Implementation plans. Implementation is likely to be after the elections in 2018.	An implementation plan and a draft VAT Act are in place. A VAT Implementation Steering Committee was set up including the LRA and Ministry of Finance staff.
Liberia: Strengthen core customs administration functions procedures.	Audit and Anti-smuggling programs more effectively ensure enforcement of customs laws.	The LRA customs had operational procedures updated through AFW2 TA. Audit operations still very weak.	STX assignment to develop and update customs post clearance audit procedures and train staff on PCA using risk functions in ASYCUDA World system.	Q2	Effective customs post clearance audit (PCA) operations in place.	A larger share of trade is controlled progressively through a properly designed PCA program.	Mission completed in Q2.	Liberia has developed a draft PCA manual and associated training materials. The training delivered needs to be further augmented by a structured mentoring program. Arrangements to be included in the FY 2018 Work Plan.

Nigeria: Strengthen core tax and customs administration functions.	Audit and other verification programs more effectively ensure compliance enforcement of tax and customs laws.	Risk management has not been fully developed in both customs and tax operations.	Two STX assignments to help with developing risk-based compliance management strategies for the FIRS and NCS and train staff.	Q4	A strengthened compliance risk management framework in place.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	Delayed	Mission awaiting request from the Authorities per the new guidelines.
Nigeria: Strengthen revenue administration management and governance arrangements.	Corporate priorities and compliance better managed through effective risk management.	Research and risk management capabilities not developed.	STX mission to train compliance research staff on business analysis.	Q3	Improved business analysis skills.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	Delayed	Mission awaiting request from the Authorities per the new guidelines.
Sierra Leone: Strengthen revenue administration management and governance arrangements.	Corporate priorities and compliance better managed through effective risk management.	NRA has developed a customs compliance risk management framework but would like to develop enterprise risk methodologies.	STX assignment to develop enterprise risk management strategy	Q4	Enterprise risk management strategy in place	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	Deferred	Mission deferred to FY2018 when priority was changed to Compliance risk after the TADAT Assessment.
Sierra Leone: Strengthen core customs and tax administration functions procedures.	Compliance audit and other verification programs more effectively ensure enforcement of customs laws.	Audit capacity is weak and fragmented in both tax and customs.	Two STX missions to train staff on CAATs and PCA for joint audits.	Q2/Q4	Compliance audit functions strengthened.	Appropriate range of tax and customs audits and other initiatives used to detect and deter inaccurate reporting and fraud.	CAATs training mission scheduled for March using the trained trainers and an AFW2 STX. Customs mission completed in Q4	AFW2 assisted the NRA to develop a comprehensive compliance management strategy incorporating taxpayer service and computer auditing. Customs mission prepared a diagnostic assessment which has been used as the basis for the work plan for FY 2017/18
Sierra Leone: Strengthen core customs and tax administration functions procedures.	Audit and anti-smuggling programs more effectively ensure enforcement of customs and tax laws.	Intelligence and investigation capacity very low.	STX mission to train staff on investigation and intelligence techniques.	Q3	Investigation and intelligence techniques improved.	Appropriate range of tax and customs audits and other initiatives used to detect and deter inaccurate reporting and fraud.	Mission delivered in Q2	TA focused on clarifying the roles of compliance investigation work from other integrity and criminal investigative work. Members of the Revenue Intelligence and Investigation and Domestic Audit and Investigation teams were trained.
The Gambia: Strengthen core customs and tax administration functions.	Compliance audit and other verification programs more effectively ensure enforcement of customs laws.	Audit capacity is weak and under resourced.	Two STX missions to train staff on CAATs and PCA for joint audits.	Q2/Q4	Compliance audit functions strengthened.	Appropriate range of tax and customs audits and other initiatives used to detect and deter inaccurate reporting and fraud.	Customs mission delivered in Q4. A Tax CAATs mission scheduled for April.	Diagnostic studies completed on PCA and RM. Output used to inform the development of the Work Plan for FY 2017/18. A team of five Auditors attended the Regional Computer Audit Training of Trainers Workshop

								and these will train other auditors with assistance from a short term expert.
The Gambia: Strengthen revenue administration management and governance arrangements.	Corporate priorities and compliance better managed through effective risk management.	Risk management is at its infancy in taxes operations and systems not fully developed to provide risk management capabilities	STXs mission to develop risk-based compliance management strategies for tax.	Q1	A strengthened compliance risk management framework in place.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	The mission was delivered in November 2016 and it included Compliance and Enterprise Risk Management Strategy.	The GRA is still to set up proper structures to implement both compliance and enterprise risk management.
The Gambia: Strengthen core customs and tax administration functions.	Audit and enforcement programs ensure compliance with tax and customs laws.	The GRA is developing capacity for joint audits between customs and tax.	STX mission to conduct data matching and analysis for improved audit recovery and compliance levels.	Q3	Project implemented.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps	The mission was postponed to January because of elections and later transferred to Sierra Leone. Now scheduled for May 2017.	Data matching project scheduled for May 2017.

Medium Term Objective 3: Implement efficient organizational structures and effective governance programs.

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Regional - Workshop on the Implementation of ISORA/RA-FIT: Strengthen tax administration management and governance arrangements through assistance to member countries in implementing the RA-FIT and TADAT tools.	Effective revenue and operational reporting in place.	The second phase of the web-based RA-FIT was launched in 2014 and completed in 2015. A new reporting phase is being introduced. The TADAT was piloted in 2014 and is due to be launched in a three of the AFW2 member countries.	Regional workshop to introduce the new ISORA/RA-FIT and TADAT programs	Q1	Effective monitoring, evaluation and reporting.	Key performance indicators established, regularly reported and monitored.	Mission delivered in May 2016	Three of the countries managed to input 100 percent of the data, while the other three struggled to get all the 2014 data and so could not go to the 2015 reports.
Liberia: Strengthen customs administration management and governance arrangements.	Customs reform strategy and implementation governance framework adopted and institutionalized.	The LRA developed their first strategic plan with assistance from the TPA-TTF program. A number of projects need to be implemented to support the LRA reforms. Capacity needed	Two STX/Advisor missions to develop a project management governance framework.	Q1/Q2	Effective project management framework developed and implemented.	Reform management capacity in place for reform implementation, including dedicated resources.	Two LTX missions completed in Q2.	Customs Division has now established a Customs Reform & Modernization Unit. A Governance Framework has been agreed and is to be implemented subject to formal sign-off by the R&M Steering Committee. Project, Strategic and Change

		to effectively implement the customs reform initiatives and projects in the strategic plan.						Management training has been provided to the CRMU. A draft R&M Plan has also been prepared.
Nigeria: Strengthen tax administration management and governance arrangements.	Reform strategy and implementation governance framework adopted and institutionalized.	The FIRS is currently developing its strategic plan for 2016 to 2020 but does not have a strong planning culture. Project management has not been institutionalized.	Two STX visits to assist with the development of operational plans and develop the project governance, change management and performance management frameworks.	Peripatetic missions in Q1/Q2/Q3/Q4	A robust planning and governance framework established.	Strategic Plan and annual business plans prepared and adopted. Multi-year reform implementation plan, with supporting resources plan, adopted and well communicated	Mission delivered in September 2016	The CSP was finalized and a performance monitoring framework developed for the FIRS Executive Chairman. Most of the work could not be finalized due to delays from the Authorities.
Sierra Leone: Strengthen tax administration management and governance arrangements.	Reform strategy and implementation governance framework adopted and institutionalized.	The MRP department went on an attachment program but need follow up training.	STX mission to train the MRP team on effective monitoring and evaluation methodologies.	Q3	Training delivered.	Key performance indicators established, regularly reported and monitored.	Mission converted to TADAT Training	A plan has been developed to address weaknesses noted in the TADAT Assessment. The NRA requested a Diagnostic Mission to inform their Strategic Plan from 2018.
The Gambia: Strengthen tax administration management and governance arrangements.	Reform strategy and implementation governance framework adopted and institutionalized.	GRA is in their second year of the Strategic Plan for 2015 to 2019 and wants to build effective structures for the implementation and monitoring of the Strategic Plan.	STX to help review performance against strategic plan and strengthen the performance monitoring and evaluation system while developing annual business plans for 2017.	Q2	Effective monitoring, evaluation and reporting.	Key performance indicators established, regularly reported and monitored.	Mission delivered in August 2016.	A Monitoring and Evaluation template was developed to inform their quarterly reporting.

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	Status	Remarks on progress towards objectives
Ghana: Provide effective tax management systems that improve level of compliance	Timely processing and payment of optimal revenue.	GRA has implemented the Tax Revenue Information Processing System (TRIPS) for tax management but core modules have not been rolled out to all operational offices and not updated in line with	Two STX missions to review and recommend improvements for TRIPS to deliver on business processes.	Q1/Q4	TRIPS working and used for effective management and compliance by taxpayers.	Automated business processes used for effective revenue management.	The missions were converted to TADAT training after the TRIPS review was delivered by Dfid.	AFW2 funded TADAT training for 31 GRA middle managers to prepare for the TADAT Assessment due in May 2017. Training for Senior Managers took place in March 2017.

		operational changes.						
Nigeria: Strengthen core tax administration functions.	Larger proportion of taxpayers meet their filing and payment obligations as required by the law.	Level of tax compliance is very low and revenue pressures increasing due to drop in oil revenues.	STX assignment to develop a comprehensive compliance improvement strategy.	Q2	Compliance improvement strategy developed.	On-time filing and payment ratios improve over time.	Mission delivered in September 2016	Two groups of Auditors were trained on Data Analysis and audit of Telecommunication companies. Five auditors attended the Regional Computer Audit Training of Trainers and are expected to train other auditors. Four trainers were identified as Regional trainers and two will join audit training in Sierra Leone.
Sierra Leone: Strengthen revenue administration management and governance arrangements.	Revenue administration gaps identified and improvement strategies proposed.	Implementation of reform proposals has been very low and revenue generation weak.	A diagnostic mission on revenue administration functions	Q4	Mission delivered and report presented.	Specific improvement recommendations identified and discussed with authorities.	AFW2 funded the TADAT Assessment in August 2016	NRA has requested a Diagnostic Mission to assist in responding to the TADAT Assessment and inform their 2018 to 2022 Strategic Plan.

RBM Public Financial Management

AFRITAC West 2 - Logical Framework FY 2017

Public Financial Management

General Objectives: To improve member country capacity for effective public financial management (PFM), through the provision of technical advice and support in strengthening the PFM legal framework, PFM institutions, fiscal sustainability, budget formulation, budget execution, expenditure control, asset and liability management, fiscal risk management, and fiscal transparency.

Regional Seminars

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
To build awareness of key issues involved in design and implementation of a Treasury Single Account (TSA), and to share experiences across countries.	More effective implementation of TSAs across all member countries.	Almost all AFW2 countries are currently implementing TSAs. Notwithstanding that each is at a different stage of implementation, a number of the issues being encountered are common across countries. Defining solutions thereto would be aided by wider access to the experience of others in addressing these issues.	Workshop with LTX, HQ Staff and STX inputs	Q1	- Development of workshop content - Delivery of workshop	Level of participation, and workshop evaluation responses.	Completed.	Workshop prepared and delivered.
To improve coordination between the strategic planning and budget formulation functions.	Improved strategic orientation of national budgets and, simultaneously, more explicit recognition of fiscal constraints in strategic plans.	Several AFW2 countries are undertaking institutional changes in the arrangements for planning and budgeting. In at least two countries, the planning function was recently assigned to newly established ministries of planning, while in at least one country, the planning ministry was	Workshop with LTX, and STX inputs.	Q2	- Development of workshop content - Delivery of workshop	Level of participation, and workshop evaluation responses.	Completed. In addition, a previously unprogrammed workshop was held in public investment management.	Workshop prepared and delivered, bringing together all AFW2 countries, plus all Lusophone countries.

		recently merged with the finance ministry. In all these cases, optimal arrangements for coordination between these two functions have been the subject of discussion. Experience sharing in this regard would be useful.						
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
To document ongoing PFM reforms and integration into a single document to facilitate improved monitoring.	Establishment of the status of ongoing reforms and accelerated implementation.	The ongoing reform process would benefit from a comprehensive stocktaking of the achievements to date and the status of reforms in progress. This would ultimately inform development of a new PFM strategy defining the next generation of reforms.	TA mission to complete assessment of current status of PFM reform agenda, with LTX/STX inputs.	Q1	Completion of documentation on PFM reforms to date.	Development of new PFM reform strategy with inputs from stocktaking exercise.	Activity revised due to changing priorities of new administration. Scoping mission to define reform priorities for TA support conducted instead.	Scoping mission delivered, and TA priorities identified.
More comprehensive, credible and policy-based budget preparation.	Improved information on performance by programs is included in budget documentation.	The authorities are embarked on a process of rolling out PBB, with some elements of appropriation by program. The key prerequisite is a PBB manual to support the roll out.	TA mission to complete preparation of the PBB Manual, with LTX/STX inputs, and national workshop thereon.	Q2	PBB manual is finalized and instructions to MDAs are issued, workshop content prepared, and workshop delivered.	PBB manual is brought into operation.	Activity revised. Significant progress made.	Mission was delivered, draft of PBB manual refined, and draft of Planning Regulations prepared.

Country: Ghana

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
Improved laws and effective PFM institutions.	A more comprehensive legal framework covering all stages of the PFM cycle is enacted.	A new PFM Bill is currently in draft and being consulted on. Once there is sufficient clarity on the contents of the Act that will eventually emerge from the parliamentary process, implementing regulations will need to be drafted to ensure that the new Act can be implemented as soon as possible.	TA missions by LTX/STXs, to facilitate drafting of implementing regulations and, subsequently, operationalizing same.	Q3-4	Finalized draft of implementing regulations concluded.	New framework is enacted and brought into operation.	Not achieved, due to delays in enactment of the Bill	Has now been reprogrammed to FY18.
Comprehensive, credible and policy-based budget preparation.	A more credible medium-term macro-fiscal framework is included in budget documentation, and a viable medium-term expenditure framework is used to guide budget preparation.	In order to improve transparency and predictability in the budget process, and enhance the policy basis for national budget preparation, a Fiscal Strategy Document needs to be prepared and published at the start of the budget cycle. In addition, the policy-based context for the budget will be aided by the existence of a credible MTEF.	TA missions by LTX/STXs to support preparation of Fiscal Strategy Document template, improve awareness of its potential benefits, and to strengthen budgeting in a medium-term context.	Q3-4	Fiscal Strategy Document drafted.	Consistency between annual budgets, Fiscal Strategy Document, and MTEF.	Mission was proposed but not agreed with authorities, due to low demand.	Has now been reformulated and reprogrammed to FY18.

Improved integration of assets and liability management framework.	More central government revenues and expenditures are deposited and disbursed through a TSA, and the cash management function is more closely integrated with a strengthened debt management function.	A TSA Strategy has been developed, and envisages phased implementation. However, the authorities have identified some issues on which clarification is needed. Addressing these can result in accelerated implementation. Further, work has commenced on addressing key weaknesses in the debt management function, which would benefit from closer integration with the cash management function.	TA missions by LTX/STXs to help advance TSA implementation, and strengthen cash and debt management and the coordination between these two functions.	Q2-4	Advice provided on the key issues identified.	A revised timeline for implementing the TSA, along with resolution of main pending issues, and demonstrate progress in strengthening and integrating cash and debt management.	Achieved.	Mission on the implementation of the TSA delivered in April 2017.
	More central government revenues and expenditures are deposited and disbursed through a TSA.	In support of implementation of the TSA, it would be useful for the authorities to receive the benefit of witnessing the approach adopted in another jurisdiction considered a successful implementer, particularly as it relates to pace and sequencing, as well as options for addressing particular contentious issues.	Professional attachment of key officials in a suitably comparable jurisdiction.	Q3	Host identified, agreement obtained, and attachment executed.	Realistic timeframe for implementation and options for resolving pending issues.	Consultations with HQ suggest that more progress with implementation of TA recommendations should be achieved before study tour undertaken.	Not proceeded with.
Liberia								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives

Improved integration of assets, and liability management framework.	More accurate and timely cash flow forecasts and more central government revenues and expenditures are deposited and disbursed through a TSA.	A recent HQ-based mission identified priority areas for intervention in cash management and TSA implementation.	TA missions by LTX/STXs on cash management and TSA implementation.	Q1-4	Approved updated concept note, including phased TSA implementation plan, and improved capacity to forecast cash inflows and outflows.	Extent of monitoring of government consolidated cash balances,	Achieved.	Significant progress made. Advice provided on TSA implementation and training provided on cash forecasting.
Improved budget execution and control.	Controls over expenditure commitments and payments are strengthened.	A recent HQ-based mission identified priority areas for intervention to strengthen commitment control and arrears management.	TA missions by LTX/STXs on commitment control and arrears management.	Q2-3	Inventory of current stock of arrears compiled and analyzed by age, and strategy developed to dispose or convert existing stock.	Progress made in inventoring and, subsequently, disposing of current stock of arrears.	Achieved.	Mission delivered in March 2017.
	A project execution monitoring system is established.	Recent developments have disclosed weaknesses in monitoring public investment, which require remedy in order to safeguard the integrity of the public investment management system. A basic system for monitoring progress in project execution is not in place.	TA mission by LTX/STX on project monitoring.	Q1	System for monitoring project execution developed and in operation.	Extent of public investment monitored through the newly installed system.	Not achieved. Mission pending agreement with authorities.	Reprogrammed for FY18.

Nigeria

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
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Comprehensive, credible and policy-based budget preparation.	A more credible and comprehensive annual budget is published and is aligned with Government's medium term economic and social objectives.	Nigeria has announced its intention to implement ZBB. A recent FAD-led mission identified opportunities for AFW2 support in transitioning to a programmatically structured budget which will be a prerequisite to implementing the Nigerian approach to ZBB.	TA missions by LTX/STXs on budget reforms.	Q1-2	Simple programmatic structure proposed for 2018 budget, budget preparation instructions drafted, and guidelines developed.	Progress made in transitioning to new budget format.	Not achieved.	Reprogrammed for FY18.
Improved integration of assets, and liability management framework.	More accurate and timely cash flow forecasts and more central government revenues and expenditures are deposited and disbursed through a TSA.	Much progress has been made with TSA implementation, but some gaps remain. These include concluding an MOU between CBN and FME/OAGF, designing and populating a cash flow database, and designing forecasting templates, identified by an FAD-led mission in January 2016.	TA missions by LTX/STXs on TSA implementation.	Q2-3	Cash flow database constructed, templates prepared, and brought into operation, MOU concluded and in force	Progress made in implementing TSA and overcoming remaining impediments.	Partially achieved.	Significant progress made. Training delivered to cash flow forecasting. To be continued in FY18.

Improved PFM at sub-national level	Advancing progress in TSA implementation at sub-national level.	Kaduna State Government has already commenced an ambitious agenda to reform PFM, including two major initiatives that are aligned with federal reforms, namely TSA implementation, and ZBB implementation. The collaboration with Kaduna provides room for replication across other states and important lessons for implementation at federal level.	TA missions by LTX/STXs on TSA implementation and budget reform.	Q2-4	TSA operations manual concluded and implemented, budget preparations instructions drafted, and guidelines developed.	Progress made in TSA implementation and transition to ZBB budgeting.	Partially achieved. TSA manual completed and issued. Budget stream of work has not proceeded due to reservations about expanding engagement at sub-national level.	Significant progress made, with implementation of the TSA at the sub-national level.
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Country: Sierra Leone

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
Improved laws and effective PFM institutions.	A more comprehensive legal framework covering all stages of the PFM cycle is enacted.	A new PFM Bill is currently in draft and being consulted on. Once there is sufficient clarity on the contents of the Act that will eventually emerge from the parliamentary process, implementing regulations will need to be concluded to ensure that the new Act can be implemented as soon as possible.	TA missions by LTX/STXs, to facilitate finalization of implementing regulations and, subsequently, operationalizing same.	Q1-2	Production of final draft of implementing regulations.	Bill is enacted, and regulations finalized and issued.	Completed	Draft regulations updated and delivered to the authorities.

Improved laws and effective PFM institutions.	An updated strategy to strengthen PFM is developed and in implementation.	The enactment of the new PFM Bill will require a significant update to the PFM reform strategy in order to ensure readiness to bring the new Act into operation.	TA missions by LTX/STXs, to support updating of PFM reform strategy.	Q1-2	An updated strategy is developed.	Progress made in implementing new strategy.	Not achieved.	Not completed. Understood to be supported by another development partner.
Improved budget execution and control.	Controls over expenditure commitments and payments are strengthened.	The enactment of the new Act will bring into focus a number of areas which will need strengthening to achieve compliance. Budget execution is likely to be amongst these.	TA missions by LTX/STXs on commitment control and arrears management.	Q2-3	Commitment control arrangements strengthened, along with systems for preventing accumulation of expenditure arrears.	Progress made in inventorizing existing stock of arrears and in preventing accumulation of new arrears.	Not achieved. Instead, support was provided in two previously unprogrammed areas due to demand by the authorities, i.e., TSA design and implementation, and developing the fiscal strategy statement.	Activity redesigned to address TSA implementation and cash management, and significant progress made in this regard, with advice provided on TSA implementation, and on improving cash forecasting arrangements.

Country: The Gambia

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timeline	Milestones	Indicators	Status	Remarks on progress towards objectives
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Improved integration of assets, and liability management framework.	More accurate and timely cash flow forecasts, more central government revenues and expenditures are deposited and disbursed through a TSA, and improved coordination between the cash management and debt management functions.	Some progress has been made with TSA implementation, but significant gaps remain and the cash management framework remains relatively rudimentary.	TA missions by LTX/STXs on cash and debt management.	Q2-4	Government banking arrangements are streamlined, cash flow projections and cash plans are prepared and updated regularly, and closer coordination demonstrated between cash management and debt management functions.	Progress made in implementing TSA and strengthening cash management.	Progress made. Missions delivered, progress made towards achieving milestone, but slow implementation has affected achievement of the milestone.	Delivery was slowed by electoral events. However, significant progress was made and this activity is ongoing in FY18.
Strengthened identification, monitoring and management of fiscal risks.	Central fiscal oversight and monitoring of SOEs is strengthened.	The SOE sector is fiscally significant, but returns weak financial performance and is a source of significant budgetary pressure and fiscal risk. There is need for improved identification of the risks arising from this sector, and for closer ongoing monitoring of these risks.	TA missions by LTX/STXs on SOE oversight.	Q3	Improved arrangements are put in place to monitor SOE performance, and an inventory of fiscal risks compiled.	Quantification of fiscal risks from SOE sector.	Partially achieved. Progress made, but recommendation must now be implemented in order to achieve milestone.	Progress made, with the launching of a guideline for reporting by SOEs. Will continue in FY18.

RBM Monetary Operation and Payment System

Africap West 2 - Logical Framework FY 2017								
Monetary Operations and Payments System (MONOPS)								
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	Status	Remarks on progress towards objectives
Deepen understanding of monetary authorities of money- and foreign exchange market dynamics, efficient use of FX market instruments for intervention and hedging	Organized workshop in cooperation with IMF AFRITAC East (AFE) based on foreign exchange market simulation exercises, deeper understanding of market behavior, conventions and instruments, improved efficiency of FX market operations	Recent periods of exchange rate volatility forces many central banks to upgrade their foreign exchange market operations. There is a need to move away from pure administrative measures toward more market conform methods. Increasing the understanding of financial market dynamics and instruments should improve efficiency of CBs' financial market operations.	Joint AFE- AFW2 FX market simulation course	Q3 2016	Successful workshop with active participation where most countries send representatives	Deeper understanding of financial markets, higher technical skills, more efficient central bank interventions. More active CB role in domestic market development.	Completed	32 participants from 9 countries. Average rate of satisfaction was 4.79 (out of possible 5). Based on feedback the main objective – deepening understanding of market dynamics – was clearly achieved. 31 out of 32 participants indicated they would strongly recommend the course for others, which bodes well for subsequent similar workshops.
Assist central banks in the region to be better prepared to apply the new	Organized workshop on Compliance with CPMI-IOSCO Principles for Financial Market Infrastructures: Challenges and Strategies	Most countries have implemented the major building blocks of their payment system infrastructure just recently. They are facing new challenges due to fast growing mobile payments and need for more financial inclusion. Oversight function of CBs needs to be developed.	Regional workshop organized on Compliance with CPMI-IOSCO Principles for payment system, IT, legal and banking experts of central banks, Part II. , (Part I. was held in FY2016)	Q4 2016	Successful workshop measured by the evaluation forms filled by participants.	Gained experience in assessment of financial market infrastructure via case studies, built contacts between experts of same areas in different CBs	Completed	High satisfaction ratio from the participants (4.77 out of 5). Gambian delegates cancelled their participation due to election uncertainties and Nigeria did not participate even if the workshop was in Lagos. Successful cooperation with WAIFEM.

CPMI-IOSCO ¹⁰ payment system standards and in developing their own payment system strategies.								
To promote the ongoing transition from monetary targeting frameworks to a more modern monetary policy framework.	Organized high level conference on “Evolving monetary regimes - journey to inflation targeting”. Better outstanding of challenges during the transition to more developed monetary regimes.	Several countries have started to develop their monetary regimes and move away from traditional monetary targeting. End 2015 IMF MCM has come out with a policy paper supporting this process. There is a need to convey the main findings of this paper to high level decision makers to achieve a high-level “buy-in”.	A 2-day high level conference for key decision makers (CB governors, deputy governors, directors, Monetary Policy Committee members)	Q1 2017	Successful conference with participation of high level decision makers	Strengthened commitment of key decision makers in developing domestic monetary regimes	Completed	4 high level officials from Nigeria and Ghana participated in a 2-day high level conference and further 8 mid-level officials attended a 5-day workshop in the subject in Mauritius. The conference and workshop were organized together with ATI, MCM and AFS.

Country: Cabo Verde

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines/	Milestones	Indicators	Status	Remarks on progress towards objectives
Improve the efficiency of monetary policy by forward looking approach to monetary policy formulation process	Start working on forward looking monetary policy decision making process in Cabo Verde, setting up a work plan based on a stock taking exercise	Banco de Cabo Verde(BCV) expressed the need to develop a new process for monetary policy decision making and to understand better the monetary transmission mechanism	STX TA assignment	Q2 2016	An elaborated work plan accepted by BCV with realistic sequencing of the next steps. Review of current status of internal monetary analyses	Prioritizing key areas for development. Improved monetary analyses and higher quality of internal decision making papers	Completed	Mission carried out a stock-taking, agreed in a longer-term work plan with BCV and made initial suggestions to improve analysis.
Increase efficiency of monetary operations	Review of the monetary policy toolkit in the face of challenges brought by the excess liquidity	Request by authorities and the need to assess progress in previous TA recommendations in this area, challenges of the management of excess liquidity situation	STX TA missions	Q2 2016 and Q3 2016	Progress in previous TA recommendations,	Reviewed and revised monetary policy toolkit. New collateral management framework	Completed	A full review was completed, recommendation for more efficient sterilization of excess liquidity were made. The mission also discussed balance sheet considerations.

¹⁰ Committee on Payments and Markets Infrastructure - International Organization of Securities Commissions

	situation, setting up a modern collateral evaluation and management system							
Develop foreign exchange reserve management capacities	More effective reserve management activities, improved guidelines and risk management processes	BCV requested a need for internal capacity building as higher reserves and low interest rate environment have increased the need for more efficient management of FX reserves	One week hands-on in-house training by an STX	Q3 2016	Training covering main front-, mid- and back office aspects of FX reserve management	Revised reserve management guidelines and, benchmarks, improved technical skills	postponed	The mission was postponed for next FY and will be led by HQ.

Country: Ghana

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Continuation of the medium term TA project on strengthening the inflation targeting framework in Bank of Ghana (BOG)	Further improvements of quality in inflation targeting framework at the Bank of Ghana, better communication and organizational efficiency, upgraded forecasting models	So far the project delivered tangible results. This regular assistance proved as key for maintaining, appropriate usage and further strengthening of the newly built 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 Institute for Capacity Development (ICD),	Q2 2016 – Q2 2017	Improved quality of FPAS applications in decision making at MPC Renewal of the BOG's Inflation Report, setting up a new Communication unit, developing the newly established Economics and Statistics departments	Improved BOG communication, higher organizational efficiency of the newly established Economics and Statistics departments, further developed forecasting model	Completed	A 2-week hands on modeling workshop was financed by AFW2 to educate newly recruited staff of Economics dept. and further develop the current forecasting model in October 2016.
Strengthen liquidity forecasting framework	A more robust liquidity forecasting framework to facilitate monetary operations	BoG is having liquidity forecast only for very short term and lacking a short term ad-hoc liquidity management instrument to fine tune interbank liquidity.	STX TA missions	Q4 20	Reliable longer term liquidity forecast, introduction of quick tenders to handle liquidity shocks	Interbank rate stable inside interest rate corridor and close to Monetary Policy Rate. Regular use of forecasts in daily decision making.	Completed	A stock-taking mission was held in May where new forecasting templates and currency in circulation forecasting model were developed. Follow mission to operationalize monitoring and forecasting tables were held in January 2017.
Developing payment system oversight function of BOG	Improved oversight function by deeper understanding of CPMI-IOSCO principles on payment system infrastructure, elaborated	BOG has recently set up its payment system oversight unit. There is a plan for an internal assessment of compliance to the CPMI-IOSCO principles on their real time gross settlement (RTGS) system	STX TA mission Personal attachment program of BOG staff to the more developed countries to learn more about surveillance and oversight.	Q3 2016	Internal assessment of CPMI-IOSCO principles of local real time gross settlement system	Smooth functioning of key payment system infrastructure	Completed	A stock taking mission was held in January 2017 and left detailed methodology to carry out assessment of CPMI-IOSCO principals on key FMI. Additionally, AFW2 organized a legal opinion

	assessment methodology							from LEG to the draft Payment Services regulation. In cooperation with AFS a BOG payment system expert visited SARB to study payment system oversight in South Africa.
Country: Liberia								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Improve the efficiency of monetary policy by forward looking approach to monetary policy formulation process	Start improving monetary analyses function based on the guidance of the 2016 January scoping mission, strengthen the base for further development.	Central Bank of Liberia (CBL) expressed the need to develop a new process for monetary policy decision making. A stocktaking mission visited Monrovia and laid down a medium term work plan.	Series of missions with hands-on exercise to prepare for a forward looking framework AFW2 financed participation of 2 CBL staff to IMF ICD/WAIFEM course on Financial Programming and Policies, in Accra, Ghana	Q1 2016. –Q2 2016 Q3, 2016	Renewed internal reports. Improved short term forecasting techniques. Better technical skills in using EVIEWS application in monetary analyses	More informative internal reporting. More reliable short term forecasts.	Completed	A missions was held in November 2016 with tangible results. New economic indicators like Composite Index of Economic Activity, REER and better core inflation indices were developed for more informative internal reporting.
Monetary operation – working out short term liquidity management tools	Introduction of short term liquidity management tools to manage excess liquidity more efficiently, further improvement of liquidity forecasting	With active support of AFW2 CBL has improved its liquidity monitoring and forecasting capacities considerably. However, analyses of forecast errors need to be further developed and there is a lack of short term liquidity management open market operation instruments and standing facilities.	STX TA mission to CBL.	Q2 2016	Increased capacity at the central bank to manage liquidity	Introduced new instruments like O/N repos and depots, lower liquidity forecast errors. Regular use of forecasts in daily decision making.	Partly completed	A follow-up was carried out in the November 2016 mission, more works needs to be done to achieve progress
Review of foreign exchange reserves management policies and guidelines	Reviewed guidelines, internal organization and workflows. Laying down a work plan to build up the reserve management function in CBL	The 4 th review of IMF ECF highlighted the need to strengthen CBL's international reserve management by reviewing its investment guidelines. 2016 January AFW2 mission found that reserve management function is under-developed to the extent that it is already exposing CBL to potential financial losses.	STX TA missions	Q3 2016	Reviewed reserve management policies and guidelines accepted by the management	Introduction of new investment tools, improved organizational structure and reporting.	Postponed	Postponed to next FY

Modernization of national payment system	Successful implementation of payment system infrastructure in CBL. Developing CBL's payment system oversight function, including internal organization, workflows, manuals and reporting	Liberia invested a lot into the modernization of payment system. All the main elements of the new frameworks are expected to come to live in 2016. Internal organizational structure and workflows of CBL have not adjusted yet to the new environment	STX TA mission to CBL, Personal attachment program of CBL staff to Bank of Ghana to study RTGS, T24 and SSS system implementation	Q1 2017 Q3 2016	Efficient internal organizational structure for the oversight of new infrastructure Visit of CBL staff to BOG	Successful implementation of payment system infrastructure in CBL Gained experiences help smooth implementation of new systems	Completed Completed	A stock taking TA mission was delivered in November 2016 with detailed work plan and initial recommendations. Follow-up missions needed. A payment system and an IT expert visited BOG in January 2017
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Country: Nigeria

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Improve modeling and forecasting capacities of Central Bank of Nigeria (CBN),	Start working on forward looking monetary policy decision making process in CBN, setting up a work plan based on a stock taking exercise	Recent changes in macroeconomic environment and shocks in commodity and financial markets increase the need of strengthening internal analytical capacities to better support the transforming monetary policy framework	STX TA assignment	Q2 2017	An elaborated work plan accepted by CBN	Prioritizing key areas for development. Improved monetary analyses and higher quality of internal decision making papers	Postponed	No progress yet, but CBN expressed strong interest during needs assessment exercise for FY 2017/18
Assist CBN to be better prepared to apply the new CPMI-IOSCO payment system principals	Deeper understanding of the principles, improved payment systems oversight function.	CBN expressed interest in participating the January 2016 regional workshop organized on Compliance with CPMI-IOSCO Principles for payment system, however had to cancel its participation in last minute due to unforeseen heavy workload	4-day in house seminar on compliance with CPMI-IOSCO principle with hands on assessment exercises	Q4 2016	Successful seminar with wide participation across interested areas (payment systems, IT, legal, banking operations)	Better assessment of internal payment system infrastructure via case studies. CBN able to join to the next regional workshop in the topic	Postponed	Currently planned for May 2017, in close cooperation with WAIFEM

Country: Sierra Leone

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
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Improving monetary analyses, moving toward forward looking approach to monetary policy formulation	Start improving monetary analyses function based on the findings of the 2015 November scoping mission, strengthen the base for further development.	Bank of Sierra Leone expressed the need to develop a new process for monetary policy decision making. A stocktaking mission visited Freetown in November 2015 and set up work plan which prepares the ground to introduce elements of forward looking monetary analyses.	Series of missions with hands-on exercise to prepare for a forward looking framework AFW2 financed participation of 2 BSL staff to IMF ICD/WAIFEM course on Financial Programming and Policies, in Accra, Ghana	Q3 2016. – Q2 2016 Q3, 2016	Renewed structure of internal reporting and MPC presentations. Improved time series analysis and short term forecasting techniques.	More effective decision making support. More reliable short term forecasts.	Completed	One of the 2 planned missions was held in September. New economic indicators like Composite Index of Economic Activity, better core inflation indices were developed for more informative internal reporting. Follow up meeting is postponed to FY 2017/18.
Monetary operations – improving liquidity forecasting, introducing new short term liquidity management tools	Introduction of short term liquidity management tools to manage excess liquidity more efficiently, further improvement of liquidity forecasting.	With active support of AFW2 BSL has improved its liquidity monitoring and forecasting capacities considerably. However, forecast could be further developed by deeper analysis of seasonal factors, forecasts are not used in daily decision making and certain elements of liquidity management tools are still missing	STX TA missions to BSL	Q2 2016	Increased capacity at the Central bank to manage liquidity	Introduced new instruments, lower liquidity forecast errors. Regular use of forecasts in daily decision making.	Partly completed	A follow-up was carried out in the September 2016 mission and found clear progress, with the introduction of an interest rate corridor system, among others.
Develop foreign exchange reserves management function	Reviewed guidelines, portfolio benchmarks, internal organization and workflows.	BSL strongly expressed its need to improve its reserve management operations as reserves grew to half a billion USD and BSL is still lacking necessary human and technical capacities. 2015 November AFW2 mission also found that reserve management function is very basic compared to size of reserves.	Series of hands-on STX TA mission,	Q3 2016 – Q1 2017	Reviewed reserve management policies and guidelines accepted by the management.	Introduction of new investment tools, improved organizational structure and reporting.	Completed	Reviewed reserve management guidelines and decision making structure, BSL has started implementation
Modernization of national payment system	Developing CBL's payment system oversight function, including internal organization, workflows, manuals and reporting. Support BSL project on establishing a National Switch platform	Sierra Leone has just recently implemented the main elements of a modern payment system infrastructure under WAMZ payment system development project. Internal organizational structure and workflows of CBL have not adjusted yet to the new environment. BSL has started a new project to implement a national switch platform.	STX TA mission to CBL, Personal attachment program of CBL staff to the Bank of Ghana to learn about the implementation of national switch in GhIPSS	Q1 2017 Q3 2016	Efficient internal organizational structure for the oversight of new infrastructure Visit of BSL staff to BOG	Successful implementation of payment system infrastructure in CBL Gained experiences help successful run of national switch project	Postponed Completed	Postponed to FY 2017/18 A payment system and an IT expert participated in a 3-day professional attachment program in Ghana in January 2017

Country: The Gambia

Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Improve the efficiency of monetary policy by forward looking approach to monetary policy formulation process	Work on forward looking monetary policy decision making framework in The Gambia, setting up a work plan based on a stock taking mission	The Central Bank of Gambia expressed its interest in developing a new macroeconomic model and a process for monetary policy decision making	Series of hands-on STX assignments	Q3 2016-Q2 2017	An elaborated work plan accepted by CBG Review of current outputs of internal monetary analyses	Improved monetary analyses and higher quality of internal decision making papers	Completed	A stock taking mission set up a work plan with high traction from CBG in August 2016. A follow up mission started implementation of the work plan in March 2017.
Increase efficiency of monetary operations	Review of the full monetary policy toolkit, including CBG's FX market operations, improved liquidity management operations	Request by authorities and the need to assess progress in previous TA recommendations in this area, challenges of the management of excess liquidity situation	STX TA missions	Q3 2016 and Q2 2016	Progress in previous TA recommendations,	Renewed monetary policy toolkit.	Completed	Toolkit fully reviewed and agreed by CBG. In August 2016. A follow up mission worked on the details of the new tools together with CBG staff in March 2017.

AFRITAC West 2 - Logical Framework FY 2017

Banking Supervision and Regulation

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

Regional Activities- All Countries

Objectives	Outcome	Baseline Intervention and Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
To help authorities assess the quality of 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 and requesting guidance and tips on doing so.	Regional Workshop/Seminar Power point presentations and group work exercises.	End June 2017	At least four countries within AFW2 participate in planned seminar by end FY 2017. Discussions and within regional supervisory grouping on conducting and progressing individual assessments.	Enhanced understanding of principles. Commitment to conduct self- assessments.	Completed	Workshop completed. Authorities to begin work on updating/assessing compliance
To enhance Macro-prudential and Financial Stability knowledge and capacity within authorities.	Authorities gain enhanced understanding of key concepts and requirements. Authorities initiate measures to implement relevant recommendations.	Presence of weak failing banks in region. Shocks to economies weak or little macroeconomic growth and need to assess impact on Financial Sector.	Regional Workshop/Seminar	End FY 2017	At least four countries within AFW2 participate in the planned seminar by end FY 2017. Discussions initiated at supervisory level on implementing relevant recommendations.	On and offsite reports and financial stability reports reflect relevant risks and threats from.	Delayed	Forwarded to FY 2017/18

Country: Cabo Verde

Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
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To enhance onsite and offsite supervision within a risk-based framework.	Examiners better placed to monitor, identify and prioritize key risks.	Review of past TA assessment reports.	Guided Missions	End FY 2017	By end FY 2017 at least 30 percent of examiners trained in risk based supervision	Improved policies, procedures and reports on financial institutions	Not done.	No buy-in from country
Country: Ghana								
Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To strengthen the ability of examiners to analyze financial sector data and trends and conduct risk-based off-site supervision	Examiners better placed to identify rising trends and risks through off-site monitoring of data/information	Work began in FY 2016 to enhance learning. Further sessions aimed at strengthening knowledge	Missions on developing an effective offsite supervisory framework. Two-part mission planned for FY 2017 to deepen learning and understanding.	End FY 2017	By end FY 2017 at least 70 percent of examiners trained in conducting effective RBS off-site surveillance, incorporating relevant aspects of consolidated supervision	Examination reports reflect more in-depth analysis	Completed	Work progressing well and recommendations being acted upon. To be strengthened further.
Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To enhance authorities understanding of the requirements of the Basel II and progress roadmap to implementation.	Authorities well positioned to further implementation of relevant aspects of Basel II principle.	Resident LTX currently helping to guide process, mission will provide support to deepen knowledge disseminated.	Workshop which provides more detailed information on implementation frameworks.	End FY 2017	At least 70 percent of examiners trained on advanced concepts of framework by end FY 2017.	Enhanced understanding of key concepts Movement along road-map	Delayed	Forwarded to FY 2017/18
To strengthen the ability of examiners to analyze financial accounts based on IFRS principles	Examiners better placed to analyze and interpret accounting data and identify trends and risks	Lack of understanding of key accounting principles among majority of examiners.	Training workshops to deliver on main concepts. Two missions planned to provide guidance and worked examples on key principles.	End FY 2017	By end FY 2017 at least 60 percent of examiners trained on key IFRS principles	Enhanced ability to interpret accounts and balance sheets presented using IFRS accounting methodology	Completed	Training of trainers conducted with 30 examiners who helped disseminate training to other BOG staff.

Country: Liberia

Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To help authorities understand the requirements of the Basel II and chart a roadmap to implementation.	Authorities well positioned to chart process for implementation of relevant aspects of Basel II principle.	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.	STX guidance on implementation Workshops and guided mission on conceptual framework and key concepts	End FY 2017	At least 70 percent of examiners trained on key concepts of framework by end FY 2017.	Enhanced understanding of key concepts Well charted road-map	Completed	Workshop to disseminate key concepts completed. Next step is to begin guiding authorities towards advancing implementation.
To assess and guide on the establishment of a Deposit Insurance Scheme.	Authorities better placed to determine the timing, requirements and frameworks for such a scheme.	Presence of weak/failing banks within jurisdictions. Lack of deposit insurance Scheme. Need to minimize moral hazard and maintain/build consumer confidence	Missions to guide on possible establishment of a DIC. Guided missions to aid decision making and progress.	End FY 2017	By end FY 2017 authorities are well placed to determine the timing, conditions and requirements for implementing a DIC.	Authorities more conversant with basic principles and conditions for establishment. Roadmaps for guiding implementation of Scheme.	Completed	Assessment completed in January 2017. Recommendations provided.

Country: Nigeria

Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To help authorities build a system of Early Warning Indicators.	Authorities adopt a more forward looking assessment of risks and better placed to detect early warning signals on key threats and risks	Brought forward from FY 2016 Authorities desirous of expanding tools for risk focused offsite monitoring.	Conduct of three staged workshops	FY 2017	By the end of FY 2017, comprehensive pool of data compiled and early warning system framed.	Data Pool with recommended variables compiled and maintained.	Completed	Three missions conducted to help authorities frame and validate model.

To help authorities strengthen implementation of Basel II/III.	Authorities well positioned to advance implementation of relevant aspects of Basel II principle.	Authorities well positioned to chart process for implementation of relevant aspects of Basel II principle.	STX guidance on implementation Workshops on conceptual framework and key concepts Training to disseminate key concepts planned.	FY 2017	At least 60 percent of examiners trained on key concepts of framework by end FY2017.	Enhanced understanding of key concepts Better entrenched practices related to monitoring and calculating Capital Adequacy according to principles	Completed	One mission conducted. Helped guide assessment of ICAAPs and conduct of SREP.
Country: Sierra Leone								
Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To strengthen the ability of examiners to analyze financial sector data and trends.	Examiners better placed to identify rising trends and risks through off-site monitoring of data/information	Authorities make manual data entry and conduct simple Excel Calculations and statistical comparisons.	Mission on developing an effective offsite supervisory framework.	End FY 2017	By end FY 2017 at least 70 percent of examiners trained in conducting effective off-site surveillance.	More in-depth financial analysis feature in on and offsite reports.	Completed	Successfully delivered to around 30 examiners. Mission was well received and appreciated.
To enhance understanding of liquidity and foreign exchange risks.	Training on identifying and managing the risks arising from such core banking operations	Authorities identified specific needs during recent TA assessment.	Mission to review policies and practices governing banks and guide on analysis of risks.	End FY 2017	By end FY 2017 at least 70 percent of examiners trained in understanding the elements giving rise to these risks and identifying trends which lead to the same.	Enhanced ability to assess key risks in data provided.	Delayed	Forwarded to FY 2017/18
To strengthen the ability of examiners to conduct on and offsite IT examination practices.	Examiners trained to better analyze and monitor IT operations, to identify risks and ensure that these are addressed effectively.	Authorities identified specific needs during recent TA assessment visit.	Mission to review policies and practices governing banks and guide on analysis of risks.	End FY 2017	By end FY 2017 at least 70 percent of examiners trained in conducting effective on and off-site surveillance of IT systems within commercial banks.	Enhanced ability to assess key risks in IT practices.	Delayed	Forwarded to FY 2017/18.
To enhance the ability of both examiners and banks to utilize IFRS accounting and identify current gaps that exist.	Examiners better placed to analyze transactions based on IFRS principles. Examiners better placed to identify and address current gaps.	Authorities identified specific needs during recent TA assessment visit. Lack of understanding of key IFRS principles among majority of examiners	Mission to guide on key principles of the IFRS accounting framework.	End FY 2017	By end of FY 2017, the authorities update policies and procedures.	Enhanced ability to interpret accounts and balance sheets presented using IFRS accounting.	Completed	Delivered in March 2017.

Country: The Gambia

Country: The Gambia								
Objectives	Outcome	Baseline and Intervention Logic	Activities and TA	Timelines	Milestone	Indicators	Status	Remarks on progress towards objectives
To strengthen the ability of examiners to analyze financial sector data and trends and conduct risk-based on and off-site supervision	Examiners better placed to conduct risk based off-site monitoring and on-site supervision	First mission to assess status of policies and procedures completed. Two further missions planned to enhance learning and understanding.	Guided Missions/training on developing an effective RBS supervisory framework.	FY 2017	By end FY 2017 at least 70% of examiners trained in conducting effective RBS.	Examination reports reflect more in-depth analysis	Partially completed	Two missions conducted. Further missions needed to strengthen.
To assess and guide on the establishment of a Deposit Insurance Scheme.	Authorities better placed to determine the timing, requirements and frameworks for such a scheme.	Presence of weak/failing banks within jurisdictions. Lack of deposit insurance Scheme. Need to minimize moral hazard and maintain/build consumer confidence	Missions to guide on possible establishment of a DIC.	End FY 2017	By end FY 2017 authorities are well placed to determine the timing, and conditions and requirements for implementing a DIC.	Authorities more conversant with basic principles and conditions for establishment. Roadmaps for guiding implementation of Scheme.	Completed	Delivered in April 2017.
To help authorities understand the requirements of the Basel II and chart a roadmap to implementation.	Authorities well positioned to chart process for implementation of relevant aspects of Basel II principle.	Basel I framework in use. Desire to adopt relevant aspects of Basel II framework.	STX guidance on implementation Workshop on conceptual framework of Pillars.	End FY 2017	At least 70 percent of examiners trained on key concepts of framework by end FY2017.	Enhanced understanding of key concepts Well charted road-map Case studies	Completed	Conceptual workshop delivered in March 2017.

RBM Real Sector Statistics

Africap West 2 –Logical Framework FY 2017								
Real Sector Statistics ¹¹								
General Objectives: To improve the statistical capacity for producing macroeconomic statistics in the framework of the Enhanced General Data Dissemination System (e-GDDS)								
Regional Activities								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Workshop on Economic Census and Classifications	Understanding of best practice in undertaking an Economic Census and development of appropriate classifications	A harmonized approach to the undertaking of an Economic Census and classifications within the region will ensure consistency in methods, build regional capacity and a network of national accountants within the region	Regional workshop on the principles and practices in undertaking an Economic Census and development of classifications across the region	Q3	Seminar held	Economic Census and classifications are undertaken in alignment with best practices	Completed	All member countries attended this very successful workshop. A lot of discussion took place demonstrating a good understanding of the concepts.
Principles of Price Statistics (CPI and PPI) across AFRITAC West 2	Price statistics across AW2 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 accountants within the region	Regional seminar which builds on the reweighting seminar undertaken in March 2017	Q4	Seminar held	Principles are agreed and implemented	Completed	All member countries attended this very successful workshop. A lot of discussion took place demonstrating a good understanding of the concepts.
Medium Term Objectives I: Compilation and dissemination of Annual National Accounts following international standards								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives

¹¹ Ghana, Liberia, Sierra Leone and The Gambia 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.

Cabo Verde: 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 2007 and is to be updated to 2015.	Development of action plan and preliminary preparations for rebasing ANA, including SNA 2008 implementation	Q4 Builds on initial discussions in FY2016	Develop detailed 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	Completed	A plan has been developed in conjunction with the authorities. It will be updated throughout the project. The rebasing exercise has commenced and will carry on through FY2018
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	Q1 Economic Survey results are available now for processing	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	In progress	Initial discussions have taken place on the processing of an economic survey and will be followed up in more detail with a future mission
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 identification of data sources and methods used to produce GVA estimates for sectors not included in the Economic Survey for the production estimates.	Q3 New activity	Identification of data sources and methods	Benchmark estimates for all industries are produced at an acceptable level of quality and documentation produced	In progress	Considerable discussion has taken place on identifying the strategy and data sources required. The next FY will concentrate on collection of the data and compiling the rebased GDP estimates.
Liberia: Annual National Accounts are aligned with International Standards and good practices	Annual National Accounts are rebased for both the production and expenditure approaches	ANA should be rebased every 5 years. The current base year is 2010 and is to be updated to 2016. Will be released in 2018.	Assist in the development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table. Training as required	Q1, Q2 and Q3 New activity	An Economic Census consisting of two phases (business listing and economic survey) is undertaken	The Economic Census is consistent with international best practice and documentation is produced at all stages	Ongoing	The GDP estimates from 2008-2013 have been released. There was considerable TA support provided in achieving this milestone. The business listing exercise commenced in early 2017 as part of the next rebasing of the national accounts.
Nigeria: Annual National Accounts are aligned with International Standards and good practices	Review the backcast the annual GDP time series	The national accounts is a time series, therefore the rebased GDP needs to be backcast	TA to review the techniques used to backcast the times series	Q1 Carry over from FY2016 as	Backcast estimates of GDP are developed	Estimates are published at an acceptable level of quality	Ongoing	The method to backcast the time series has reviewed. Improvements were suggested and indicators identified to assist. The series will be released in 2017.

Sierra Leone: Annual National Accounts are aligned with International Standards and good practices	Annual National Accounts are rebased for both the production and expenditure approaches	ANA should be rebased every 5 years. The current base year is 2010 and is to be updated to 2016. Will be released in 2018.	Assist in the development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table. Training as required	Q1, Q3 and Q4 New activity	An Economic Census consisting of two phases (business listing and economic survey) is undertaken	The Economic Census is consistent with international best practice and documentation is produced at all stages	Ongoing	The Business Listing phase has been completed. Comments were provided on the survey instrument for the economic survey. Three working groups were established with the National Revenue Authority to improve the data sharing between the two agencies. These focus on three different aspects: business register, domestic tax data and customs data.
The Gambia: 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 development of methodologies, including identification of sources; and to review and assess results.	Q2 and Q4 Continuation of activity	Assist in the processing of the economic survey data to produce rebased GDP estimate as well as production of other components of GDP based on administrative data	Estimates are published at an acceptable level of quality and data sources are reliable	Ongoing	The compilation of the economic survey is nearly complete. Methods for the compilation of industries out of scope of the survey have been reviewed and improvements suggested. The method for deriving the informal sector has been determined.

Medium Term Objectives 2: Compilation and dissemination of Quarterly National Accounts following international standards

Objectives and Outcomes	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines and Progress to-date	Milestones	Indicators	Status	Remarks on progress towards objectives
Cabo Verde: Quarterly National Accounts are aligned with International Standards and good practices	QNA by expenditure and sector estimates are developed	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	Q3 Continuation of 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	Ongoing	Methods have been reviewed and improvements have been suggested. Was reviewed during a mission in late April 2017.
Ghana								
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 finalizing the SUT in FY2016	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	Ongoing	Quarterly GDP by expenditure estimates were reviewed. Recommendations were provided on indicators that could be used for household final consumption expenditure but this is a research project at this stage. A time series is needed to see how will the indicators perform against the benchmarks coming from the household surveys.
Sierra Leone								
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	Q4 Continuation of activity	Sub-annual indicators are identified and methods documented	Documented findings and decision on feasibility of compiling QNA estimates	In progress	Value Added Tax data to be industry coded before the data can be used in the compilation of QNA. This exercise is progressing and expected to be completed in the second half of 2018.
Medium Term Objectives 3: Improved accuracy of price statistics*								
Objectives	Outcomes	Baseline and Intervention Logic	Activities and TA	Timelines	Milestones	Indicators	Status	Remarks on progress towards objectives
Cabo Verde: Price Statistics are aligned with International Standards and good practices	CPI updated based on 2014/2015 Household Survey	Results of the Household Survey are used to reweight and update the CPI	Update CPI weights and basket using the results of the Household Survey	Q4 Carry over from FY 2016 as concentration on development of PPI	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.	In progress	A Mission was conducted in April 2017.
Nigeria: Price Statistics are aligned with International Standards and good practices	PPI is developed	PPI is developed based on the economic survey results and used in the national accounts	Compilation methods and weights of the PPI are developed as well as assist in the development of an enumerators guide	Q2 New activity	Weighting structure for the PPI has been developed and enumerators manual developed	PPI compiled and disseminated at an acceptable level of quality; deficiencies identified and plans to remedy them are developed	In progress	Development of a PPI commenced in February 2017. This activity will carry on through the next fiscal year.

ANNEX IV: FY 2017 TA Activities

REVENUE ADMINISTRATION: FY 2017 MISSIONS									
(TAX AND INSTITUTIONAL CAPACITY BUILDING)									
No.	Country	Mission ID	Description	TA Type/Expert	Activity Dates		Comment	Status	No. of Days
					Start Date	End Date			
1.	Ghana	16FA73700	Develop Excise Manual	STX Peripatetic	13-Jun-16	4-Jul-16	Completed	Completed	12
2.	Liberia	17FA54600	Review SOP's	Rob Tait	6-June-16	11-June-16	Completed	Completed	6
3.	The Gambia	16FA08417/ 17FA52900	Develop GRA Corporate Operational Plans for 2017	B. Nkambule/Advisor	18-Jul-16	29-Jul-16	Completed	Completed	12
4.	Sierra Leone	16FA08422/ 17FA53600	Strengthen Monitoring and Evaluation Capabilities (TADAT)	STX/TADAT Team/Advisor	1-Aug-16	18-Aug-16	Completed	Completed	18
5.	Ghana	17FA52500	Develop Excise Manual	STX/Advisor Peripatetic	24-Aug-16	6-Sep-16	Completed	Completed	14
6.	Liberia	16FA08408/	Review Customs Reform Program and Prepare for Regional Workshop	Advisor	29-Aug-16	3-Sep-16	Completed	Completed	6
7.	Sierra Leone	17FA51700	Training on Investigation and Intelligence Techniques	STX (Anthony)	22-Sep-16	5-Oct-16	Completed	Completed	14
8.	Nigeria	17FA54700	Support the Strategic Planning and Monitoring Process	B. Nkambule	19-Sep-16	30-Sep-16	Completed	Completed	12
9.	Nigeria	16FA08411/ 17FA51400	Develop a compliance improvement program	Andrew Chege/Advisor	26-Sep-16	7-Oct-16	Completed	Completed	12
10.	The Gambia	17FA52200	Develop Risk Management Capability for Taxes	STX/Stew Scott	31-Oct-16	11-Nov-16	Completed	Completed	12
11.	Sierra Leone	17FA51500	Develop and Implement Taxpayer Service Strategy	Brian Dawe	7-Nov-16	25-Nov-16	Completed	Completed	19
12.	Liberia	16FA08420	Provide support on VAT Implementation	Advisor	9-Nov-16	23-Nov-16	Completed	Completed	14
13.	Ghana	17FA53900	Training on TADAT Assessment	TADAT Secretariat/Advisor	28-Nov-16	1-Dec-16	Completed	Completed	5

14.	Liberia	17FA51900	Review of Corporate SOPs for LRA	STX (Elizabeth Kariuki)	5-Dec-16	16-Dec-16	Completed	Completed	12
15.	Sierra Leone	16FAO8412/ 17FA54200	Develop Compliance Management Program	Brian Dawe/Advisor	23-Jan-17	3-Feb-17	Completed	Completed	12
16.	Cabo Verde	16FAO8413	Developing DNRE Strategic Plan with FAD TPA-TTF Mission	Advisor	6-Feb-17	9-Feb-17	Completed	Completed	4
17.	The Gambia	17FA53000	Developing Project Management Framework	STX (Brightwell Nkambule)	13-Mar-17	24-Mar-17	Completed	Completed	12
18.	Sierra Leone	17FA52700	Training on CAAT	STX (Anthony Mwandha)	20-Mar-17	31-Mar-17	Completed	Completed	12
19.	Ghana	17FA58900	Develop Excise Manual	STX Peripatetic (Phil McLester)	19-Apr-17	3-May-17	Completed	Completed	15
20.	Ghana	17FAB6800	TADAT Training for GRA Senior Management	STX/Advisor	29-Mar-17	1-Apr-17	Completed	Completed	4
21.	Sierra Leone	17FA54300	Diagnostic Revenue Administration Mission	FAD-led	29-Mar-17	11-Apr-17	Completed	Completed	14
22.	Nigeria	17FA59000	Follow up mission on customs and tax	FAD-led	24-Apr-17	5-May-17	Completed	Completed	14
23.	Nigeria	16FAO8415/ 17FA52100	Review Processes for Kaduna State Internal Revenue Service	STX (Elizabeth Kariuki)/Advisor	24-Apr-17	5-May-17	Completed	Completed	12
24.	Cabo Verde	16FAJ5700	Strengthen Communication Skills for DNRE Management	STX/Cida Stier	24-Apr-17	5-May-17	Mission Postponed by Authorities	Completed	12
25.	Nigeria	16FAO8421/ 17FA53400	Strengthen Business Analysis Capabilities for Lagos State Internal Revenue Service (LRIS)	STX (Catherine Bennet)/Advisor	20-Feb-17	3-Mar-17	Pending request from Lagos State	Cancelled	12
26.	Nigeria	17FA53500	Develop Project Governance Framework	Magoola Kalyebbi/Advisor	TBD	TBD	Pending confirmation of dates with FIRS	Cancelled	12
27.	Nigeria	17FA52600	Develop Change Management Framework for FIRS	STX (B. Nkambule)	TBD	TBD	Pending confirmation of dates with FIRS	Cancelled	12
28.	Nigeria	17FAB7400	Develop Project Governance Framework for FIRS	STX	TBD	TBD	Pending confirmation of dates with FIRS	Cancelled	12

REGIONAL WORKSHOPS

29.	Regional/Ghana	16FAO8410	Commissioners Workshop on the ISORA/RA-FIT and TADAT	STX/Advisor	23-May-16	27-May-16	Completed	Completed	5
30.	Regional/Liberia	16FAO8416/ 17FA58000	Training of Trainers on CAATs	STXs/Advisor	24-Oct-16	4-Nov-16	Completed	Completed	13
31.	Regional/Sierra Leone	16FAO8414/ 17FA52000	Data Matching Project Training	STX/Advisor	9-Jan-17	27-Jan-17	Completed	Completed	19

REGIONAL INTER-COUNTRY EXCHANGE PROGRAMS

No.	Country	Mission ID	Description	TA Type	Activity Dates		Comment	Status	No. of Days
32.	Regional/Sierra Leone	17FA58400	Computer Audit Exchange Program	Audit Training	20-Mar-17	31-Mar-17	Sierra Leone	Completed	12
33.	Regional/Gambia	17FA58300	Computer Audit Exchange Program	Audit Training	3-Apr-17	14-Apr-17	Gambia	Completed	12
34.	Regional	17FA58900	Computer Audit Exchange Program	Audit Training	13-Mar-17	24-Mar-17	Ghana	Completed	12
35.	Regional	17FA58100	Computer Audit Exchange Program	Audit Training			Nigeria	Postponed	12
36.	Regional/Sierra Leone	17FA58300	Data Matching Exchange Project	Compliance Risk Identification	9-Jan-17	27-Jan-17	Sierra Leone	Completed	12
37.	Regional/Ghana	17FA58500	Data Matching Exchange Project	Compliance Risk Identification	13-Mar-17	24-Mar-17	Ghana	Completed	12
38.	Regional/ Cabo Verde	17FA57800	Data Matching Exchange Project	Compliance Risk Identification	24-Apr-17	5-May-17	Cabo Verde	Postponed	12

COLABORATION WITH OTHER REGIONAL ORGANIZATIONAL PROGRAMS

39.	Regional/Senegal	16FAO8423	WATAF General Assembly and Compliance Management Workshop	Advisor	28-Sep-16	29-Sep-16	Completed	Completed	2
40.	Regional/Ghana	17FA24604	Regional TADAT High-Level Training (TADAT Secretariat/ECOWAS/WATAF/ATAF) and DPs	Advisor	2-Apr-17	6-Apr-17	Completed	Completed	5

CUSTOMS AND INSTITUTIONAL CAPACITY BUILDING									
No.	Country	Mission ID	Description	TA Type	Activity Dates		Comment	Status	No. of Days
					Start Date	End Date			
1.	Liberia	16FA08408	Review Customs Reform Program and Prepare for Regional Workshop	Faith Mazani	29-Aug-16	3-Sept-16	Approved	Completed	6
2.	Liberia	17FA41202	Customs Reform Program and Project Management Framework	Philip Wood	21-Nov-16	25-Nov-16	Approved	Completed	5
3.	Sierra Leone	17FA41203	Diagnostic Customs Mission	Philip Wood	07-Feb-17	10-Feb-17	Approved	Completed	4
4.	Nigeria	17FA41204	Diagnostic Customs Mission	Philip Wood	29-Apr-17	11-May-17	Approved	Completed	8
5.	Cabo Verde	17FA41205	Customs Reform Program and Project Management Framework	Philip Wood	14-Dec-16	22-Dec-16	Approved	Completed	9
6.	The Gambia	17FA41206	Strengthen Post Clearance Audit, Review Risk Management Procedures and Revise Work Plan FY18	Philip Wood	07-Mar-17	15-Mar-17	Approved	Completed	9
7.	Liberia	17FA41207	Customs Reform and Modernization Program	Philip Wood	28-Feb-17	03-Mar-17	Approved	Completed	4
8.	Cabo Verde	17FA41209	Authorized Economic Operator Program	Philip Wood	20-Mar-17	31-Mar-17	Approved	Completed	12
STX MISSIONS									
1.	Liberia	17FA54600	Review SOPs	Rob Tait	06-June-16	11-June-16	Approved	Completed	6
2.	Liberia	17FA52300	Post Clearance Audit	John Gillan	03-Oct-16	14-Oct-16	Approved	Completed	12
3.	Cabo Verde	17FA53100	Post Clearance Audit	Jackson Corbari Aluir	13-Feb-17	24-Feb-17	Approved	Completed	12
4.	Cabo Verde	17FA53700	Authorized Economic Operator Program	Ronald Denis McGrath	20-Mar-17	31-Mar-17	Approved	Completed	12

REGIONAL WORKSHOPS

No.	Country	Mission ID	Description	TA Type	Activity Dates		Comment	Status	No. of Days
1.	Ghana	17FA41210	Post Clearance Audit	LTX Philip Wood STX Andrew Argyle	03-Apr-17	07-Apr-17	Approved	Completed	5
2.	Cabo Verde	17FA41211	Steering Committee Meeting	LTX Philip Wood	25-Apr-17	28-Apr-17	Approved	Completed	4

PUBLIC FINANCIAL MANAGEMENT: FY 2017 MISSIONS

Ref.	Benf.	Site	Mission id	Description	Expert	Start	End	No of Days	Status
1	AFW2	NGA	15FAS7615	AW2: Regional Workshop on TSA Design and Implementation	Singh Ashni Kumar	6-Sep-16	8-Sep-16	3	completed
2	AFW2	NGA	17FA19000	AW2: Regional Workshop on TSA Design and Implementation	Pattanayak Sailendra	6-Sep-16	8-Sep-16	3	completed
3	AFW2	NGA	17FA19000	AW2: Regional Workshop on TSA Design and Implementation	Wilkinson Merle	6-Sep-16	8-Sep-16	3	completed
4	AFW2	RWA		AFE/AW2: Collaborative Regional Workshop on Public Investment Management	Singh Ashni Kumar	28-Nov-16	2-Dec-16	5	completed
4	AFW2	CPV	15FAS7616	AW2: Regional Workshop on Strengthening Coordination between the Planning and Budgeting Functions	Singh Ashni Kumar	6-Mar-17	10-Mar-17	5	completed
5	AFW2	CPV	17FA19100	AW2: Regional Workshop on Strengthening Coordination between the Planning and Budgeting Functions	Kuteesa Florence Nightingale	6-Mar-17	10-Mar-17	5	completed
6	AFW2	CPV	17FA19100	AW2: Regional Workshop on Strengthening Coordination between the Planning and Budgeting Functions	Betley Mary Ann	6-Mar-17	10-Mar-17	5	completed
7	AFW2	CPV	17FA19100	AW2: Regional Workshop on Strengthening Coordination between the Planning and Budgeting Functions	Allen Richard	6-Mar-17	10-Mar-17	5	completed
8	CPV	CPV	15FAS7617	AW2: Scoping Mission	Singh Ashni Kumar	17-Oct-16	25-Oct-16	9	completed
9	CPV	CPV	15FAS7619	AW2: Strengthening the Strategic Planning and Budget Preparation Functions	Singh Ashni Kumar	6-Feb-17	17-Feb-17	12	completed
10	CPV	CPV	17FA19300	AW2: Strengthening the Strategic Planning and Budget Preparation Functions	Reite Torun	6-Feb-17	17-Feb-17	12	completed
11	CPV	CPV	17FA19300	AW2: Strengthening the Strategic Planning and Budget Preparation Functions	Costa Franselmo Araujo	6-Feb-17	17-Feb-17	12	completed
12	CPV	CPV	15FAS7618	AW2: Budget Credibility	Singh Ashni Kumar	13-Mar-17	24-Mar-17	12	completed
13	GMB	GMB	15FAS7630	AW2: HQ-Led	David Watkins	29-Mar-17	12-Apr-17	15	postponed

14	GMB	GMB	17FA21400	AW2: Strengthening the Cash Management Framework	Platais Janis	15-Sep-16	28-Sep-16	14	completed
15	GMB	GMB	17FA21500	AW2: Strengthening the Cash Management Framework	----- ---				cancelled
16	GMB	GMB	17FA21600	AW2: HQ-Led	Mishra Jaideep	29-Mar-17	12-Apr-17	15	postponed
17	GMB	GMB	15FAS7629	AW2: Improving SOE Oversight and Management of Fiscal Risks	Singh Ashni Kumar	9-Aug-16	22-Aug-16	14	completed
18	GMB	GMB	17FA21700	AW2: Improving SOE Oversight and Management of Fiscal Risks	Krivenkov Vladimir	9-Aug-16	22-Aug-16	14	completed
19	GHA	GHA	17FA19800	AW2: Government Finance Statistics and Fiscal Reporting	Cavanagh Joseph	21-Sep-16	4-Oct-16	14	completed
20	GHA	GHA	15FAS7620	AW2: Government Finance Statistics and Fiscal Reporting	Singh Ashni Kumar	21-Sep-16	4-Oct-16	14	completed
21	GHA	GHA	17FA19500	AW2: Implementation of new Legal Framework	----- ---				cancelled
22	GHA	GHA	17FA19500	AW2: Implementation of new Legal Framework	----- ---				cancelled
23	GHA	GHA	17FA19500	AW2: Implementation of new Legal Framework	----- ---				cancelled
24	GHA	GHA	17FA19600	AW2: Ensuring a Credible MTFF and Strengthening the MTEF	----- ---				cancelled
25	GHA	GHA	17FA19900	AW2: Strengthening Cash and Debt Management	----- ---				cancelled
26	GHA	GHA	17FA19700	AW2: Ensuring a Credible MTFF and Strengthening the MTEF	----- ---				cancelled
27	GHA	GHA	15FAS7621	AW2: Functional Review of the Ministry of Finance	Singh Ashni Kumar	3-Apr-17	13-Apr-17	11	completed
28	GHA	GHA	17FA20000	AW2: Advancing Implementation of the TSA	Williams Mike	18-Apr-17	26-Apr-17		completed
29	LBR	LBR	17FA20200	AW2: Preparations for PIMA and Updating the PFM Reform Strategy	Muwanga Robert Henry	20-Jun-16	24-Jun-16	5	completed
30	LBR	LBR	17FA20300	AW2: Strengthening Commitment Control and Arrears Management	Mishra Jaideep	15-Mar-17	24-Mar-17		completed
31	LBR	LBR	15FAS7622	AW2: Advancing PFM Reforms - TSA Implementation, Cash Management, and SOE Oversight	Singh Ashni Kumar	2-Nov-16	16-Nov-16	15	completed
32	LBR	LBR	17FA20100	AW2: Advancing PFM Reforms - TSA Implementation, Cash Management, and SOE Oversight	Jonsson Per-Olof	2-Nov-16	16-Nov-16	15	completed
33	LBR	LBR	17FA20100	AW2: Advancing PFM Reforms - TSA Implementation, Cash Management, and SOE Oversight	Krivenkov Vladimir	2-Nov-16	16-Nov-16	15	completed

34	LBR	LBR	15FAS7624	AW2: Preparations for PIMA and Updating the PFM Reform Strategy	Singh Ashni Kumar	20-Jun-16	27-Jun-16	8	completed
35	LBR	LBR	15FAS7623	AW2: Strengthening Commitment Control and Arrears Management	Prakash Tej	15-Mar-17	24-Mar-17		completed
36	LBR	LBR	17FA20400	AW2: Strengthening Commitment Control and Arrears Management	Kariuki Elizabeth Judy Nyawira	15-Mar-17	24-Mar-17		completed
37	LBR	LBR	17FA20500	AW2: Strengthening Fiscal Reporting	----- ---				cancelled
38	NGA	NGA	17FA21100	AW2: Advancing TSA Implementation (sub-national)	Kariuki Elizabeth Judy Nyawira	6-Jun-16	17-Jun-16	12	completed
39	NGA	NGA	17FA21000	AW2: Advancing TSA Implementation, Cash Forecasting and Cash Management Reforms	Mishra Jaideep	01-Feb-17	12-Feb-17		completed
40	NGA	NGA	15FAS7625	AW2: Advancing TSA Implementation, Cash Forecasting and Cash Management Reforms (sub-national)	Singh Ashni Kumar	10-Oct-16	14-Oct-16	5	completed
41	NGA	NGA	17FAN0000	AW2: SOE Oversight	Pattanayak Sailendra	1-Dec-16	14-Dec-16	14	completed
42	NGA	NGA	17FAN0000	AW2: SOE Oversight	Boukezia Racheeda	1-Dec-16	14-Dec-16	14	completed
43	NGA	NGA	17FAN0000	AW2: SOE Oversight	Shand David	1-Dec-16	14-Dec-16	14	completed
44	NGA	NGA	17FAN0000	AW2: SOE Oversight	Steger Gerhard	1-Dec-16	14-Dec-16	14	completed
45	NGA	NGA	17FAN0000	AW2: SOE Oversight	Julies Anthony	1-Dec-16	14-Dec-16	14	completed
46	NGA	NGA	17FA59400	AW2: Strengthening Budget Preparation	----- ---				cancelled
47	NGA	NGA	15FAS7627	AW2: Advancing TSA Implementation (sub-national)	Singh Ashni Kumar	8-Jun-16	17-Jun-16	10	completed
48	NGA	NGA	17FA59500	AW2: Advancing TSA Implementation, Cash Forecasting and Cash Management Reforms (sub-national)	Williams Mike	10-Oct-16	14-Oct-16	5	completed
49	NGA	NGA	17FA59500	AW2: Advancing TSA Implementation, Cash Forecasting and Cash Management Reforms (sub-national)	Kariuki Elizabeth Judy Nyawira	10-Oct-16	14-Oct-16	5	completed
50	NGA	NGA	15FAS7626	AW2: SOE Oversight	Singh Ashni Kumar	1-Dec-16	14-Dec-16	14	completed
51	NGA	NGA	17FA20900	AW2: Advancing TSA Implementation, Cash	Jonsson Per-	01-Feb-17	12-Feb-17		completed

				Forecasting and Cash Management Reforms	Olof				
52	SLE	SLE	15FAS7614	AW2: Strengthening Budget Preparation	Singh Ashni Kumar	28-Apr-16	6-May-16	9	completed
53	SLE	SLE	15FAS7631	AW2: Supporting Implementation of the Legal Framework	Singh Ashni Kumar	17-Jan-17	27-Jan-17	11	completed
54	SLE	SLE	17FA59600	AW2: Supporting Implementation of the new Legal Framework	----- ---				cancelled
55	SLE	SLE	17FA66400	AW2: Supporting Implementation of the new Legal Framework - Developing the Fiscal Strategy Statement	Jensen Mads Diness	6-Jun-16	17-Jun-16	12	completed
56	SLE	SLE	17FA21300	AW2: Cash Management and TSA Implementation	Williams Mike	21-Sep-16	5-Oct-16	15	completed
57	SLE	SLE	15FAS7628	AW2: Supporting Implementation of the Legal Framework	Mishra Jaideep	17-Jan-17	27-Jan-17	11	completed
58	SLE	SLE	17FA21200	AW2: Reviewing and Updating the PFM reform strategy	----- ---				cancelled
59	SLE	SLE	17FA21200	AW2: Reviewing and Updating the PFM reform strategy	----- ---				cancelled

MONETARY OPERATIONS AND PAYMENT SYSTEMS: FY 2017 MISSIONS

No.	Benf. Country	Mission id	Description	TA Type	Start Dt	End Dt	No. of Days	Status
	Missions							
1	Ghana	16MMF7805/ 17MMT4300	Developing Liquidity Forecasting and Fine-Tuning Liquidity Management Operations	Zsolt Ersek/STX	23-May-16	3-Jun-16	12	Completed
2	Gambia	16MMF7804/ 17MMV1200/ 17MMV1100	Improving Monetary Analysis and Review of the Monetary Policy Toolkit	Zsolt Ersek/2 STXs	8-Aug-16	19-Aug-16	12	Completed
3	Sierra Leone	16MMF7819/ 17MMV0600/ 17MMV0500	Monetary Analysis and Reserve Management	Zsolt Ersek/2 STXs	19-Sep-16	30-Sep-16	12	Completed
4	Ghana	17MMV1500	Customized Training on Monetary Policy Formulation and Communication	2 STXs	26-Sep-16	7-Oct-16	12	Completed
5	Ghana	17LES21	Review of draft Payments Services Regulations for BOG	STX	4-Nov-16	8-Nov-16		Completed
6	Liberia	16MMF7817/ 17MMV0100/ 17MMV1600	Payment Systems Oversight and Improving Macroeconomic and Monetary Analysis	Zsolt Ersek/2 STXs	7-Nov-16	18-Nov-16	12	Completed
7	Ghana	16MMF7816/ 17MMV0000	Oversight of the Payment Systems and Liquidity Forecasting	Zsolt Ersek/2 STXs	9-Jan-17	20-Jan-17	12	Completed
8	Cabo Verde	16MMF7814/ 17MMT4200	Forward Looking Monetary Analysis and Review of the Monetary Policy Toolkit	Zsolt Ersek/2 STXs	23-Jan-17	3-Feb-17	12	Completed
9	Gambia	16MMF7824/ 17MMV2200	Improving Monetary Analysis and Monetary Operations	Zsolt Ersek/2 STXs	27-Mar-17	7-Apr-17	12	Completed
10	Cabo Verde	16MMF7820 /17MMV0800	Review of Foreign Reserves Management Policies and Guidelines	Zsolt Ersek/2 STXs	19-Apr-17	28-Apr-17	10	Cancelled
	Regional Workshops							
11	AW2/Johannesburg	16MMF7815	Workshop on FX Market Simulation	Zsolt Ersek	20-Jun-16	24-Jun-16	5	Completed

			for Central Banks,					
12	AW2/WAIFEM/Lagos	16MMF7825/ 17MMV2400	Compliance with CPMI-IOSCO Principles for Financial Market Infrastructures	Zsolt Ersek/STX	6-Dec-16	9-Dec-16	4	Completed
13	AFS/ATI/ICD/Mauritius	16MMF7828	Modernizing Monetary Policy Framework, Conference and Workshop	Zsolt Ersek	3-Nov-16	11-Nov-16	9	Completed
	Personal attachments							
14	Ghana		Bank of Ghana on Financial Market Infrastructures and Payments to the South Africa		26-Sep-16	30-Sep-16	5	Completed
15	Liberia/Sierra Leone/Gambia	16MMF7829	Liberia, The Gambia and Sierra Leone on Payments Systems to the Bank of Ghana	Zsolt Ersek	18-Jan-17	20-Jan-17	3	Completed

FINANCIAL SUPERVISION: FY 2017 MISSIONS

No	Benf. Cntry	Mission ID	Description	TA	Start Dt	End Dt	Days Total	Status	Comment
1	Cabo Verde	15MMY7716 / 16MMB2500	AW 2: Enhancing Risk Based Supervision Part 1	LTX / STX	3-Apr-17	14-Apr-17	12	Not delivered	No TA requests
2	Cabo Verde	17MMT4400	AW2: Enhancing Risk Based Supervision II		10-Mar-17	21-Mar-17	12	Not delivered	No TA requests
3	Gambia	15MMY7739/ 16MME3700	AW2: Regional Workshop on BCPS	LTX/STX/HQ	6-Jun-16	10-Jun-16	5	Completed	
4	Gambia	15MMY7740 /17MMT4500	AW2: Enhancing Risk Based Onsite Supervision	LTX/STX	5-Sep-16	16-Sep-16	12	Completed	
5	Gambia	17MMT4600	AW2: Enhancing Risk Based Onsite Supervision 3	2 STX	17-Apr-17	28-Apr-17	12	Completed	
6	Gambia	15MMY7741/ 17MMT4700	AW2: Assessing Establishing a Deposit Insurance Scheme 1	LTX/STX	30-Mar-17	13-Apr-17	12	Completed	
7	Gambia	17MMT4800	AW2: Assessing Establishing a Deposit Insurance Scheme 2	STX	30-Mar-17	13-Apr-17	12	Completed	
8	Gambia	15MMY7742 / 17MMT4900	AW2: Basel ii/iii Mission_1	LTX/ 2 STX	27-Mar-17	27-Mar-17	5	Completed	
9	Gambia	17MMX6100	AW2: Introduction to Basel II	2 STX	27-Mar-17	27-Mar-17	12	Completed	
10	Ghana	17MMT5200	AW2: Enhancing Offsite Supervision 4	STX	13-Jun-16	24-Jun-16	12	Completed	
11	Ghana	15MMY7743	AW2: Basel ii/iii Mission	LTX	8-May-17	19-May-17	12	Not delivered	
12	Ghana	17MMT5100	AW2: Basel ii/iii Mission 1	2 STX	17-Apr-17	23-Apr-17	5	Not delivered	
13	Ghana	17MMT5400	AW2: IFRS 1	2 STX	12-Dec-16	23-Dec-16	12	Completed	
14	Ghana	15MMY7745/ 17MMT5300	AW2: Enhancing Offsite/ Consolidated Supervision	LTX/ STX	15-May-17	19-May-17	5	Completed	
15	Liberia	15MMY7746	AW2: Progressing Basel ii/iii Training _1	LTX	15-May-17	26-May-17	5	Completed	

16	Liberia	16MME4000	AW2: Enhancing IFRS Principles I	STX	10-Oct-16	21-Oct-16	12	Completed	
17	Liberia	17MMT5600	AW2: Progressing Basel ii/ii training_1	2 STX	7-Nov-16	11-Nov-16	5	Completed	
18	Liberia	15MMY7747 / 17MMT5700	AW2: Progressing Basel ii/iii Training _2	LTX/STX	17-Apr-17	28-Apr-17	12	Postponed	
19	Liberia	17MMT5900	AW2: Assessing Establishment of Deposit Insurance Scheme_2	STX	17-May-17	28-Apr-17	12	Completed	
20	Liberia	15MMY7748	AW2: Assessing Establishment of Deposit Insurance Scheme_1	LTX	20-Feb-17	3-Mar-17	12	Completed	
21	Liberia	15MMY7749 / 17MMT6000	AW2: Regional Workshop on Macro Prudential Supervision	LTX / 2 STX	6-Mar-17	17-Mar-17	12	Not delivered	
22	Nigeria	15MMY7755	Nigeria-EWS	LTX	11-Jul-16	21-Jul-16	11	Completed	Delivered by HQ
23	Nigeria	15MMY7756	Nigeria TA assessment	LTX	10-Aug-16	17-Aug-16	8	Completed	Delivered by HQ
24	Nigeria	15MMY7750	AW2: Enhancing Basel II / III	LTX / STX	22-Aug-16	9-Sep-16	19	Completed	
24	Nigeria	17MMT6300	AW2: Building an Early Warning System_II	2 STX	5-Dec-16	15-Dec-16	11	Completed	
25	Sierra Leone	15MMY7752	AW2: Enhancing Financial Analysis	LTX	25-Oct-16	4-Nov-16	11	Completed	
26	Sierra Leone	17MMT6600	AW2: IFRS Loan Provisioning	STX	27-Mar-17	7-Apr-17	12	Completed	
27	Sierra Leone	17MMT6400	AW2: Enhancing Financial Analysis	STX	2-Jan-17	13-Jan-17	12	Completed	
28	Sierra Leone	17MMT6500	AW2: Enhancing IT Supervision	STX	9-Jan-17	20-Jan-17	12	Postponed	
29	Sierra Leone	15MMY7753	AW2: Liquidity Risk	LTX	6-Feb-17	17-Feb-17	12	Postponed	
30	Nigeria	15MMY7738	Nigeria-EWS training	LTX	13-May-16	16-May-16	4	Reformatted	Delivered by HQ

STATISTICS: FY 2017 MISSIONS									
No.	Benf. Cntry	Description	TA Type	Milestone Date	Start Date	End Date	No. of Days	No. of Planned Resources	COMMENT
1.	ALL	Workshop on Economic Census and Classifications	Grcman Donna Marie / Youll Robin	Q4	21-March	25-March	1 week	2	Completed
2.	ALL	Workshop on Price Statistics principles	O'Hanlon Niall / Hellman Jaana	Q4	17- March	17- March	1 week	2	Completed
3.	Cabo Verde	Development of QNA by expenditure and sector estimates.	Ramos Roberto	Q3	31-Oct	04-Nov	2 weeks	1	Completed
4.	Cabo Verde	AW2 Outreach mission	Outreach mission (Grcman Donna Marie)	Q2	17-Oct	20-Oct	4 days	1	Additional mission. Completed
5.	Cabo Verde	Rebasing the Annual National Accounts - action plan and preliminary preparations	Grcman Donna Marie	Q4	24-Apr	05-May	2 weeks	1	Completed
6.	Cabo Verde	Reweighting CPI	Daniel Santos	Q4	24-Apr	28- Apr	1 week	1	Completed
7.	Ghana	Rebasing the Annual National Accounts - ensure economic survey processing procedures meet the requirements to produce GDP	Grcman Donna Marie	Q1	09-May	20-May	2 weeks	1	Completed
8.	Ghana	Rebasing the Annual National Accounts - identification of data sources and methods used to produce GVA estimates for sectors not included in the Economic Survey	Grcman Donna Marie	Q3	23-Jan	4-Feb	2 weeks	1	15 days over the period. completed
9.	The Gambia	Rebasing the Annual National Accounts - identification of data data sources and methods used to produced GVA estimates for sectors not included in the Economic Survey	Grcman Donna Marie / Kolli Ramesh	Q2	13-Sep	22-Sep	2 weeks	1	Completed

10.	The Gambia	National Accounts	Grcman Donna Marie	Q3	10-Nov	18-Nov	2 weeks	1	Additional mission
11.	The Gambia	Rebasing the Annual National Accounts - review and update the GDP by expenditure estimates	Grcman Donna Marie	Q4	09-Feb	22-Mar	2 weeks	1	Completed
12.	The Gambia	Development of QNA - preliminary analysis of VAT data	Grcman Donna Marie	Q4	26-Apr	10-May	2 weeks	1	Moved to FYI 18
13.	Liberia	Rebasing the Annual National Accounts - development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	Lee Peter Andrew	Q1	18-Jul	22-Jul	2 weeks	1	Completed
14.	Liberia	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	Lee Peter Andrew	Q2	12-Sep	16-Sep	1 week	1	Completed
15.	Liberia	National Accounts	Grcman Donna Marie	Q3	13-Dec	16-Dec	1 week	1	Additional mission Completed
16.	Liberia	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	Lee Peter Andrew	Q4	27-Feb	10-Mar	2 weeks	1	Completed
17.	Nigeria	Finalization of the SUT and backcasting for the annual national accounts.	Grcman Donna Marie / Drew Steve V	Q2	3-Oct	7-Oct	2 weeks	1	Completed

18.	Nigeria	Development of quarterly GDP by expenditure estimates.	Drew Steve	Q3	27-Feb	3-Mar	2 weeks	1	Completed
19.	Nigeria	Develop the PPI to reflect international standards and best practices, and to develop new weights.	Derek Bird	Q3	30-Jan	10-Feb	2 weeks	1	Completed
20.	Sierra Leone	Rebasing the Annual National Accounts - development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	Grcman Donna Marie	Q1	19-Jul	29-Jul	2 weeks	1	Completed
21.	Sierra Leone	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - Advisor	Q3	31-Oct	11-Nov	2 weeks	1	Cancelled by authorities
22.	Sierra Leone	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	Grcman Donna Marie	Q4	03-April	6-April	2 weeks	1	Completed

ANNEX V: PLANNED TA ACTIVITIES¹² FOR FY 2018

REVENUE ADMINISTRATION/TAX FY 2018 MISSIONS

No.	Benf. Cntry	Description	TA Type	Milestone Date	Start Date	End Date	No. of Days	No. of Planned Resources
1	Cabo Verde	Data Matching Project	LTX Mazani	Q1	12-Jun-17	23-Jun-17	12	1
3	Cabo Verde	Developing Taxpayer Service and Communication Strategy	LTX Mazani	Q2	9-Oct-17	13-Oct-17	5	1
4	Cabo Verde	Audit Training	LTX Mazani	Q3	4-Dec-17	8-Dec-17	5	1
5	Sierra Leone	Developing Compliance Management Program	LTX Mazani	Q2	31-Jul-17	18-Aug-17	21	1
6	Sierra Leone	Implement Project Management	LTX Mazani	Q2	18-Sep-17	29-Sep-17	12	1
7	Sierra Leone	Improve Arrears Management.	LTX Mazani	Q4	5-Feb-18	16-Feb-18	12	1
8	The Gambia	FAD-led Diagnostic Mission	LTX Mazani	Q1	25-May-17	7-May-17	12	1
9	The Gambia	Data Matching Project	LTX Mazani	Q3	6-Nov-17	17-Nov-17	12	1
10	The Gambia	Audit Training	LTX Mazani	Q3	15-Jan-18	26-Jan-18	12	1
11	The Gambia	Develop Compliance Management Program	LTX Mazani	Q4	19-Mar-18	30-Mar-18	12	1
12	Liberia	Developing Corporate Operating Procedures	LTX Mazani	Q1	3-Jul-17	14-Jul-17	12	1
13	Liberia	Audit Training Exchange Program for MTO	LTX Mazani	Q2	28-Aug-17	8-Sep-17	12	1
14	Liberia	Developing Taxpayer Service and Engagement Strategy	LTX Mazani	Q4	2-Apr-18	13-Apr-17	12	1
16	Nigeria	Audit Training Exchange Program	LTX Mazani	Q1	5-Jun-17	9-Jun-17	5	1
17	Nigeria	Develop Compliance Management Program for FIRS	LTX Mazani	Q2	4-Sep-17	8-Sep-17	5	1
18	Nigeria	Support Kaduna State Revenue Reforms	LTX Mazani	Q2	11-Sep-17	15-Sep-17	5	1
17	Nigeria	Compliance Improvement for Lagos State	LTX Mazani	Q3	27-Nov-17	8-Dec-17	5	1

¹² Dates are indicative.

18	Ghana	TADAT Assessment Mission	LTX Mazani	Q1	22-May-17	6-Jun-17	16	1
19	Ghana	GRA Strategic Planning and TADAT Follow-up Planning	LTX Mazani	Q2	16-Oct-17	27-Oct-17	12	1
19	Ghana	VAT Compliance Improvement	LTX Mazani	Q3	15-Jan-18	26-Jan-18	12	1
19	Ghana	TRIPS Implementation Review	LTX Mazani	Q4	5-Mar-18	16-Mar-17	12	1
13	Cabo Verde	Developing Taxpayer Service and Communication Strategy	STX Balthazar/Stier	Q2	9-Oct-17	13-Oct-17	14	2
14	Cabo Verde	Data Matching Project Exchange program	STX +2	Q1	12-Jun-17	23-Jun-17	19	3
14	Cabo Verde	Audit Training of Trainers Exchange Program	STX+2	Q1	10-Jul-17	21-Jul-17	14	3
15	Cabo Verde	Audit Training	STX Soares/Castro	Q3	4-Dec-17	15-Dec-17	12	3
16	Cabo Verde	Developing Taxpayer Service and Communication Strategy	STX Balthazar/Stier	Q4	5-Feb-18	16-Feb-18	12	2
17	Cabo Verde	Professional Attachment for DNRE National Director	Liza Vaz	Q4	1-Apr-18	14-Apr-18	12	1
18	Sierra Leone	Streamlining Intelligence and Investigation	STX Mwandha	Q1	1-Jun-17	14-Jun-17	12	1
19	Sierra Leone	Developing Compliance Management Program	STX Dawe	Q2	31-Jul-17	18-Aug-17	21	1
20	Sierra Leone	Implement Project Management	STX Nkambule	Q2	18-Sep-17	29-Sep-17	12	1
20	Sierra Leone	Audit Training Follow-up	STX Chege	Q3	13-Nov-17	24-Nov-17	12	1
21	Sierra Leone	Improve Arrears Management.	STX	Q4	5-Feb-18	16-Feb-18	12	1
22	The Gambia	FAD-led Diagnostic Mission	FAD+2STX	Q1	25-May-17	7-May-17	12	3
23	The Gambia	Data Matching Project	STX Tait	Q3	6-Nov-17	17-Nov-17	12	1
24	The Gambia	Audit Training Exchange Program	STX Mwandha	Q2	18-Sep-17	29-Sep-17	12	1
25	The Gambia	Develop Compliance Management Program	STX	Q4	19-Mar-18	30-Mar-18	12	1
26	The Gambia	Audit Training	STX Mwandha	Q4	19-Mar-18	30-Mar-18	14	1
27	Liberia	Developing Corporate Operating Procedures	STX Kariuki	Q1	3-Jul-17	14-Jul-17	12	1
28	Liberia	Audit Training Exchange Program for MTO	STX Chege	Q2	28-Aug-17	8-Sep-17	12	1
29	Liberia	Developing Taxpayer Service and Engagement Strategy	STX Dawe	Q4	2-Apr-18	13-Apr-17	12	1
30	Liberia	Review Corporate SOPs	STX Kariuki	Q2	1-Oct-17	14-Oct-17	12	1
31	Liberia	Design Process Improvement Strategy	STX Nkambule	Q3	15-Jan-18	26-Jan-18	12	1

32	Nigeria	Audit Training Exchange Program	STX Chege/Mwandha	Q2	29-May-17	9-Jun-17	12	2
33	Nigeria	Audit Training Exchange Program	STX Chege/Mwandha	Q3	12-Jun-17	23-Jun-17	12	2
33	Nigeria	Support Kaduna State Revenue Reforms	STX Kariuki	Q2	11-Sep-17	15-Sep-17	5	2
34	Nigeria	Compliance Improvement for Lagos State	STX Bennet	Q3	27-Nov-17	8-Dec-17	5	1
35	Nigeria	Compliance Improvement for FIRS	STX Dawe	Q1	11-Sep-17	15-Sep-17	16	1
36	Nigeria	Develop Operational Plans for Support Groups	STX	Q2	16-Oct-17	27-Oct-17	12	3
37	Nigeria	Data Matching Project Exchange program	STX Tait/Dawe	Q4	12-Feb-18	2-Mar-18	19	2
38	Ghana	TADAT Assessment Mission	FAD+2STX	Q1	22-May-17	6-Jun-17	16	3
39	Ghana	GRA Strategic Planning and TADAT Follow-up Planning	STX Dawe	Q2	16-Oct-17	27-Oct-17	12	1
40	Ghana	VAT Compliance Improvement	STX	Q3	15-Jan-18	26-Jan-18	12	1
41	Ghana	TRIPS Implementation Review	STX	Q4	5-Mar-18	16-Mar-17	12	1
42	Ghana	Strategic Planning Follow-up	STX	Q1	3-Jul-17	14-Jul-17	12	1
43	Ghana	Effective Strategic Planning, Implementation and Monitoring	FMazani/B.Nkambule/Dostler	Q3	4-Dec-17	8-Dec-17	5	3
44	Cabo Verde	Implementing Successful Risk Management Programs	LTX+2STX	Q3	26-Mar-18	30-Mar-18	5	3
45	The Gambia	Performance Management for Effective Revenue Management - Importance of Clean Data (RA-FIT) In collaboration with AFE and AFS	LTX+2	Q2	2-Oct-17	6-Oct-17	5	3
46	Nigeria	Effective Taxpayer Service and Engagement with ECOWAS and WATAF	LTX+2	Q1	17-Jul-17	24-Jul-17	5	3

CUSTOMS AND INSTITUTIONAL CAPACITY BUILDING: FY 2018 MISSIONS

No.	Benf. Cntry	Description	TA Type	Milestone Date	Start Date	End Date	No. of Days	No. of Planned Resources
1	Cabo Verde	Development of Integrity Strategy & Risk Management Strategy (including establishment of RM Steering Committee etc.)	LTX Wood	Q1	1-Jun-17	14-Jun-17	10	1
2	Cabo Verde	Data Analysis training, PCA mentoring & establishment of AEO Working Group.	LTX Wood	Q2	1-Sep-17	14-Sep-17	5	1
3	Cabo Verde	Development of internal governance framework (Customs Division).	LTX Wood	Q3	1-Dec-17	14-Dec-17	5	1
4	Cabo Verde	Integrity Strategy implementation & Risk Management.	LTX Wood	Q4	1-Apr-18	14-Apr-18	5	1
5	Sierra Leone	PCA mentoring support (selection, planning & execution of audits).	LTX Wood	Q1	1-Jun-17	14-Jun-17	3	1
6	Sierra Leone	Development of Stakeholder Engagement strategy & exemption policy & procedures.	LTX Wood	Q2	1-Sep-17	14-Sep-17	5	1
7	Sierra Leone	Stakeholder Engagement Strategy implementation and training in cargo inspection procedures.	LTX Wood	Q3	1-Nov-17	14-Nov-17	5	1
8	The Gambia	Review of Customs training modules.	LTX Wood	Q1	1-May-17	14-May-17	10	1
9	The Gambia	The development of an Induction training program and the design and delivery of train the trainers training.	LTX Wood	Q2	1-Aug-17	14-Aug-17	5	1
10	The Gambia	Development of a Stakeholder Engagement Strategy & Risk Management Strategy (including establishment of RM Steering Committee etc.)	LTX Wood	Q2	1-Sep-17	14-Sep-17	5	1
11	The Gambia	PCA mentoring support (selection, planning & execution of audits) and delivery of training in cargo inspection procedures	LTX Wood	Q3	1-Jan-18	14-Jan-18	3	1
12	Liberia	Documentation of import procedures and preparation of materials for publication on LRA website.	LTX Wood	Q1	1-May-17	14-May-17	2	1

13	Liberia	Delivery of Project Management training.	LTX Wood	Q1	1-Jul-17	14-Jul-17	5	1
14	Liberia	Development of PSI Exit Strategy.	LTX Wood	Q2	1-Oct-17	14-Oct-17	5	1
15	Liberia	Development and implementation of operational procedures for the control of exemptions from customs duties and taxes.	LTX Wood	Q3	1-Jan-18	14-Jan-18	3	1
16	Nigeria	PCA mentoring support (selection, planning & execution of audits)	LTX Wood	Q2	1-Sep-17	8-Sep-17	3	1
17	Ghana	Diagnostic Study to focus on organizational structure of Customs Division.	LTX Wood	Q1	1-Jul-17	10-Jul-17	10	1
18	Ghana	Integrity workshop (Diagnostic study)	LTX Wood	Q4	1-Feb-18	5-Feb-18	5	1
19	Cabo Verde	Development of Integrity Strategy & Risk Management Strategy (including establishment of RM Steering Committee etc.)	STX Collins	Q1	1-Jun-17	14-Jun-17	14	1
20	Cabo Verde	Data Analysis training, PCA mentoring & establishment of AEO Working Group.	STX Brimble	Q2	1-Sep-17	14-Sep-17	14	1
21	Cabo Verde	Development of internal governance framework (Customs Division).	STX Argyle	Q3	1-Dec-17	14-Dec-17	14	1
22	Cabo Verde	Establishment of a Valuation team to collect and analyze price data.	STX Atkinson & STX MacGrath	Q4	1-Feb-18	14-Feb-17	28	2
23	Cabo Verde	Integrity Strategy implementation & Risk Management.	STX Collins	Q4	1-Apr-18	14-Apr-18	14	1
24	Sierra Leone	PCA mentoring support (selection, planning & execution of audits).	STX Gillan	Q1	1-Jun-17	14-Jun-17	14	1
25	Sierra Leone	Development of Stakeholder Engagement strategy & exemption policy & procedures.	STX Hollinrake	Q2	1-Sep-17	14-Sep-17	14	1
26	Sierra Leone	Stakeholder Engagement Strategy implementation and training in cargo inspection procedures.	STX Collins	Q3	1-Nov-17	14-Nov-17	14	1
27	Sierra Leone	Implementation of transit procedures.	TBA	Q4	1-Mar-18	14-Mar-18	14	1
28	The Gambia	Review of Customs training modules.	STX Argyle	Q1	1-May-17	14-May-17	14	1
29	The Gambia	The development of an Induction training program and the design and delivery of train the trainers training.	STX Argyle	Q2	1-Aug-17	14-Aug-17	14	1
30	The Gambia	Development of a Stakeholder Engagement Strategy & Risk Management Strategy (including establishment of RM Steering Committee etc.)	STX Collins	Q2	1-Sep-17	14-Sep-17	14	1

31	The Gambia	Development of a national Intelligence Strategy and provision of mentoring support to the Intelligence & Investigation Unit.	STX Collins	Q2	1-Oct-17	14-Oct-17	14	1
32	The Gambia	PCA mentoring support (selection, planning & execution of audits) and delivery of training in cargo inspection procedures	STX Collins	Q3	1-Jan-18	14-Jan-18	28	2
33	The Gambia	Development and implementation of operational procedures for the control of transit goods.	STX Hollinrake	Q4	1-Mar-18	14-Mar-18	14	1
34	Liberia	Documentation of import procedures and preparation of materials for publication on LRA website.	TBA	Q1	1-May-17	14-May-17	14	1
35	Liberia	Delivery of Project Management training.	STX Argyle	Q1	1-Jul-17	14-Jul-17	14	1
36	Liberia	Implementation of Risk Management Strategy	TBA	Q2	1-Aug-17	14-Aug-17	14	1
37	Liberia	Development of PSI Exit Strategy.	STX Argyle	Q2	1-Oct-17	14-Oct-17	14	1
38	Liberia	Development and implementation of operational procedures for the control of exemptions from customs duties and taxes.	STX Hollinrake	Q3	1-Jan-18	14-Jan-18	14	1
39	Nigeria	PCA mentoring support (selection, planning & execution of audits)	STX Gillan	Q2	1-Sep-17	8-Sep-17	8	1
40	Ghana	Diagnostic Study to focus on organizational structure of Customs Division.	STX Collins	Q1	1-Jul-17	14-Jul-17	14	1
41	Ghana	Regional Workshop – Stakeholder Engagement	LTX Wood & STX Argyle	Q2	1-Aug-17	14-Aug-17	14	2
42	Ghana	Regional Workshop – JSA Project	LTX Wood	Q2	10-Sep-17	14-Sep-17	5	1
43	Cabo Verde	Regional Workshop – Integrity	LTW Wood & TBA STX	Q3	1-Dec-17	14-Dec-17	14	2
44	The Gambia	HQ Mission - Gambia	LTX & 2 x TBA STX	Q4	1-Mar-18	14-Mar-18	38	3
45	Liberia	Regional Workshop – Revenue Package	LTX Wood & TBA STX	Q4	1-Apr-18	14-Apr-18	14	2

PUBLIC FINANCIAL MANAGEMENT FY 2018 MISSIONS

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Better budget preparation	AFW2	Budget comprehensiveness and budget reliability	0	1	2	3	Regional Workshop	One one-week regional workshop facilitated by one LTX and two STXs.
PFM	JM	Better budget execution and control	AFW2	Transforming internal auditing to risk based approach	0	1	2	3	Regional Workshop	One one-week regional workshop facilitated by one LTX and two STXs.
PFM	JM	Improved coverage and quality of fiscal reporting	AFW2	Enhancing quality of fiscal reporting	0	1	2	3	Regional Workshop	One one-week regional workshop facilitated by one LTX and two STXs.
PFM	JM	Improved asset and liability management	AFW2	Cash management	0	1	2	3	Regional Workshop	One one-week regional workshop facilitated by one LTX and two STXs.
PFM	AS	Improved asset and liability management	AFW2	Debt sustainability analysis for Lusophone Africa	0	0	3	3	Regional Workshop	One one-week regional workshop facilitated by three STXs.
PFM	AS	Strengthened fiscal risk management	AFW2	Fiscal risk management (SOEs and PPPs)	0	1	3	4	Regional Workshop	One one-week regional workshop facilitated by one LTX and three STXs.
PFM	AS/JM	Unallocated	AFW2	Unallocated STX resource to supplement as needed	0	0	2	2	Regional Workshop	Two one-week regional workshops, each facilitated by one STX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Better budget preparation	CPV	Strengthening the planning and budgeting function	0	0	4	4	TA Missions	Two two-week missions each comprising one STX.
PFM	AS	Better budget preparation	CPV	Program-based budgeting	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	JM	Improved coverage and quality of fiscal reporting	CPV	Improving annual financial reports and follow-up	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	JM	Improved asset and liability management	CPV	Cash management and TSA	0	2	4	6	TA Missions	One two-week mission comprising one LTX and one STX; and a second two-week mission comprising one STX.
PFM	AS	Strengthened fiscal risk management	CPV	Fiscal risk management (SOEs and PPPs)	0	2	4	6	TA Mission	One two-week mission comprising one LTX and two STXs.
PFM	AS/JM	TBD	CPV	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Stronger PFM laws and institutions	GHA	Drafting of PFM regulations	0	2	4	6	TA Mission	One two-week mission comprising one LTX and two STXs.
PFM	AS	Better budget preparation	GHA	MTEF and budget preparation	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	JM	Improved asset and liability management	GHA	TSA implementation and cash management	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	JM	Improved asset and liability management	GHA	Assessment and strategy for management of arrears	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS/JM	TBD	GHA	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Better budget preparation	GMB	Macro-fiscal fiscal forecasting	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	AS	Better budget preparation	GMB	PBB and MTEF implementation	0	2	4	6	TA Mission	One two-week mission comprising one LTX and two STXs.
PFM	AS	Better budget execution and control	GMB	Public investment management	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	JM	Better budget execution and control	GMB	Strengthening the controls (internal and external audit)	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	JM	Improved coverage and quality of fiscal reporting	GMB	IPSAS implementation	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	JM	Improved asset and liability management	GMB	Strengthening the cash management framework	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS	Strengthened fiscal risk management	GMB	SOE oversight and fiscal risks	0	2	4	6	TA Missions	One two-week mission comprising one LTX and one STX; and a second two-week mission comprising one STX.
PFM	AS	Strengthened fiscal risk management	GMB	Financial reporting by SOEs	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	AS/JM	TBD	GMB	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Stronger PFM laws and institutions	LBR	Workshop on PFM reform effectiveness	0	2	4	6	National Workshop	One two-week national workshop facilitated by one LTXs and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	AS	Better budget execution and control	LBR	Public investment management	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	AS	Better budget execution and control	LBR	Public investment management	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	JM	Improved coverage and quality of fiscal reporting	LBR	Strengthening data quality, financial reporting, and audit	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	JM	Improved coverage and quality of fiscal reporting	LBR	IPSAS implementation	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	JM	Improved asset and liability management	LBR	TSA implementation and cash management	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS	Strengthened fiscal risk management	LBR	SOE oversight and fiscal risks	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	AS	Strengthened fiscal risk management	LBR	Financial reporting by SOEs	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	AS/JM	TBD	LBR	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	AS	Better budget preparation	NGA (federal)	Advancing budget reforms	0	2	4	6	TA Mission	One two-week mission comprising one LTX and two STXs.
PFM	JM	Improved coverage and quality of fiscal reporting	NGA (federal)	Strengthening fiscal data integrity and financial reporting	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	JM	Improved asset and liability management	NGA (federal)	Financial reporting, TSA implementation and cash management	0	2	0	2	TA Mission	One two-week mission comprising one LTX.
PFM	AS	Strengthened fiscal risk management	NGA (federal)	SOE oversight and fiscal risks	0	0	2	2	TA Mission	One two-week mission comprising one STX.
PFM	JM	Improved asset and liability management	NGA (sub-national)	TSA implementation and cash management	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS/JM	TBD	NGA (federal)	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.

TA Area	LTX	Medium-Term Outcome in the Log Frame	Country	Activity in FY 2018	Proj Inputs: FY 2018 (field, in person weeks)				Type	Remarks
					IMF HQ	LTX	STX	Total		
PFM	JM	Improved asset and liability management	SLE	TSA implementation and cash management	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	JM	Better budget execution and control	SLE	Reviewing controls (payroll and non-payroll)	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS	Better budget execution and control	SLE	Public investment management	0	1	3	4	National Workshop	One one-week national workshop facilitated by one LTX and three STXs. Provision will need to be made for venue, refreshments, etc.
PFM	JM	Improved coverage and quality of fiscal reporting	SLE	IPSAS implementation	0	1	2	3	National Workshop	One one-week national workshop facilitated by one LTX and two STXs. Provision will need to be made for venue, refreshments, etc.
PFM	AS	Strengthened fiscal risk management	SLE	SOE oversight and fiscal risks	0	2	2	4	TA Mission	One two-week mission comprising one LTX and one STX.
PFM	AS/JM	TBD	SLE	Participation in HQ-led mission	0	2	0	2	HQ-led Mission	One two-week mission comprising one LTX.
PFM		Improved cash management	The Gambia	Advancing cash management reforms	0	2	6	8	TA Missions	

MONETARY OPERATIONS AND PAYMENT SYSTEMS (FY 2018 MISSIONS)

No.	Benf. Cntry	Description	TA Type	Start Dt	End Dt	No. of Days	Comment
	Missions						
	Sierra Leone	Improving Macroeconomic and Monetary Analysis and Development of the Payment Systems	Zsolt Ersek/2STXs	8-May-17	19-May-17	12	
	Liberia	Liquidity Management Operations and Improving Monetary Analysis	Zsolt Ersek/2STXs	5-Jun-17	16-Jun-17	12	
	Nigeria	Forward Looking Monetary Analysis and Review of Monetary Policy Toolkit	Zsolt Ersek/2STXs	7-Aug-17	18-Aug-17	12	
	Gambia	Improving Macroeconomic and Monetary Analysis and Foreign Exchange Operations	Zsolt Ersek/2STXs	4-Sep-17	15-Sep-17	12	
	Ghana	Liquidity Forecasting and Assessment of FMI's on based on CPSS-IOSCO principles	Zsolt Ersek/2STXs	2-Oct-17	13-Oct-17	12	preceded by 2x4 days offsite STX work
	Liberia	Payment Systems Oversight and Macroeconomic and Monetary Analysis	Zsolt Ersek/2STXs	16-Oct-17	27-Oct-17	12	
	Ghana	Further Development of Inflation Targeting Framework	2STXs	23-Oct-17	3-Nov-17	12	ICD organized, AFW2 financed
	Sierra Leone	Macroeconomic and Monetary Analysis and Monetary Operations	Zsolt Ersek/2STXs	6-Nov-17	17-Nov-17	12	
	Cabo Verde	Improving Macroeconomic and Monetary Analysis	STX	27-Nov-17	8-Dec-17	12	
	Nigeria	FX market Operations and Monetary Analysis	Zsolt Ersek/STX	22-Jan-18	2-Feb-18	12	
	Gambia	Payment System Oversight and Improving Monetary Analysis	Zsolt Ersek/2STXs	19-Feb-18	2-Mar-18	12	

	Ghana	Deepening of the foreign exchange market	Zsolt Ersek	5-Mar-18	16-Mar-18		Ongoing MCM TA covered by AFW2
	Ghana	Further Development of Inflation Targeting Framework	2 STXs	26-Mar-18	6-Apr-18	12	ICD organized, AFW2 financed
	Cabo Verde	Macroeconomic and Monetary Analysis and Liquidity Management Operations	Zsolt Ersek/2STXs	9-Apr-18	20-Apr-18	12	
	Workshops						
	AW2/WAIFEM/Abuja	Payment System Workshop to Central Bank of Nigeria	Zsolt Ersek/2STXs	22-May-17	25-May-17	4	
	AW2/AFS/Accra	Improving Central Bank Communication	Zsolt Ersek/STX	28-Aug-17	1-Sep-17	5	
	AW2/AFS/Johannesburg	FX Market Simulation Workshop for Central Banks	Zsolt Ersek	25-Sep-17	29-Sep-17	5	
	AW2/Gambia	Compliance with CPMI-IOSCO Principles for Financial Market Infrastructures	Zsolt Ersek/2STXs	9-Jan-18	12-Jan-18	4	
	AW2/Accra	Money Market and FX Market Instruments Workshop	Zsolt Ersek/2STXs	5-Feb-18	9-Feb-18	5	preceded by 5x2 days off-site STX work
	Professional Attachment						
	Ghana	2 BOG staff to a country with developed Inflation Targeting system		11-Sep-17	22-Sep-17	12	
	Sierra Leone	2 BSL staff to BOG Research Department on Forward Looking Monetary Analysis		2-Oct-17	13-Oct-17	12	
	Ghana	2 BOG staff to Tanzania - on- and off-site surveillance of the payment system		20-Nov-17	24-Nov-17	5	
	Liberia	2 CBL staff to Ghana on payment systems development		26-Mar-18	30-Mar-18	5	

FINANCIAL SECTOR SUPERVISION FY 2018 MISSIONS

Benf. Cntry	Description	Name		Days Total	Start End	End
AFRITAC West 2	AW2: Steering Committee Meeting	Bruce Cheryl Theresa		3	18-Apr	20-Apr
Cabo Verde	Enhancing Risk Based Supervision_1	Bruce Cheryl Theresa	Mission	3	8-Jan	11-Jan
Cabo Verde	Enhancing Risk Based Supervision _1	-----	Mission	10	8-Jan	19-Jan
Cabo Verde	Enhancing Risk Based Supervision_ 2	Bruce Cheryl Theresa	Mission	3	5-Mar	7-Mar
Cabo Verde	Enhancing Risk Based Supervision_ 2	-----	Mission	10	16-Mar	7-Mar
Cabo Verde	Regional Workshop on Macprudential Supervision	Bruce Cheryl Theresa	Training	5	19-Jun	23-Jun
Cabo Verde	Regional Workshop on Macprudential Supervision	-----	Training	5	19-Jun	23-Jun
Cabo Verde	Regional Workshop on Macprudential Supervision	-----	Training	5	19-Jun	23-Jun
Gambia	Enhancing Risk-Based Onsite Supervision _1	Bruce Cheryl Theresa	Mission	10	15-May	26-May
Gambia	Enhancing Risk- Based Onsite Supervision_1	Karlis Adamson	Mission	10	15-May	26-May
Gambia	Enhancing Risk- Based Onsite Supervision_2	Bruce Cheryl Theresa	Mission	10	11-Jul	21-Jul
Gambia	Enhancing Risk-Based Onsite Supervision_2	Karlis Adamson	Mission	10	11-Jul	21-Jul
Gambia	Progressing Basel II/III _1	Bruce Cheryl Theresa	Mission	10	11-Sep	22-Sep
Gambia	Progressing Basel II/III _1	-----	Mission	10	11-Sep	22-Sep
Gambia	Progressing Basel II/III _2	Bruce Cheryl Theresa	Mission	10	8-Jan	19-Jan
Gambia	Progressing Basel II/III _2	-----	Mission	10	8-Jan	19-Jan
Gambia	IFRS	Bruce Cheryl Theresa	Training	5	2-Apr	6-Apr
Gambia	IFRS	-----	Training	5	2-Apr	6-Apr
Gambia	IFRS	-----	Training	5	2-Apr	6-Apr
Ghana	Deposit Protection	Bruce Cheryl Theresa	Training	5	4-Sep	8-Sep
Ghana	Deposit Protection	David Parker	Training	5	4-Sep	8-Sep
Ghana	Deposit Protection	James Hambric	Training	5	4-Sep	8-Sep

Ghana	Basel II /III _1	Bruce Cheryl Theresa	Training	5	5-Feb	9-Feb
Ghana	Basel II/III_1	-----	Training	5	5-Feb	9-Feb
Ghana	Basel II/III _1	-----	Training	5	5-Feb	9-Feb
Ghana	Enhancing Offsite Supervision_1	Bruce Cheryl Theresa	Mission	5	8-May	19-May
Ghana	Enhancing offsite Supervision _1	-----	Mission	10	8-May	19-May
Ghana	Enhancing Offsite/ Consolidated Supervision	Bruce Cheryl Theresa	Training	5	3-Jul	7-Jul
Ghana	Enhancing Offsite/ Consolidated Supervision	-----	Training	5	3-Jul	7-Jul
Ghana	IFRS	Susan Thetford	Training	10	5-Jun	16-Jun
Ghana	FX/Market/Liquidity Risks_1	Bruce Cheryl Theresa	Mission	10	16-Oct	27-Oct
Ghana	FX/Market/Liquidity Risks_1	-----	Mission	10	16-Oct	27-Oct
Ghana	FX/Market/Liquidity Risks_1	-----	Mission	10	16-Oct	27-Oct
Ghana	FX/Market/Liquidity Risks_2	Bruce Cheryl Theresa	Training	5	4-Dec	8-Dec
Ghana	FX/Market/Liquidity Risks_2	-----	Training	5	4-Dec	8-Dec
Ghana	FX/Market/Liquidity Risks_2	-----	Training	5	4-Dec	8-Dec
Ghana	Regional High Level Seminar on Governance and Strategy	Bruce Cheryl Theresa	Training	5	12-Feb	16-Feb
Ghana	Regional High Level Seminar on Governance and Strategy	-----	Training	5	12-Feb	16-Feb
Ghana	Regional High Level Seminar on Governance and Strategy	-----	Training	5	12-Feb	16-Feb
Liberia	Progressing Basel II /III Implementation_1	Bruce Cheryl Theresa	Mission	10	24-Jul	4-Aug
Liberia	Progressing Basel II /III Implementation_1	-----	Mission	10	24-Jul	4-Aug
Liberia	Progressing Basel II /III Implementation_2	Bruce Cheryl Theresa	Mission	5	13-Nov	17-Nov
Liberia	Progressing Basel II /III Implementation_2	-----	Mission	10	13-Nov	24-Nov
Liberia	Enhancing Credit Analysis_1	Bruce Cheryl Theresa	Mission	10	5-Jun	16-Jun
Liberia	Enhancing Credit Analysis_1	-----	Mission	10	5-Jun	16-Jun
Liberia	Enhancing Credit Analysis_2	Bruce Cheryl Theresa	Training	5	25-Sep	29-Sep
Liberia	Enhancing Credit Analysis_2	-----	Training	5	25-Sep	29-Sep
Liberia	Enhancing Credit Analysis_2	-----	Training	5	25-Sep	29-Sep
Liberia	IT Fraud/supervision	Bruce Cheryl Theresa	Training	5	6-Nov	10-Nov

Liberia	IT Fraud/supervision	_____	Training	5	6-Nov	10-Nov
Liberia	Cyber Risk Guidelines_1	_____	Mission	10	15-Jan	26-Jan
Liberia	Cyber Risk Guidelines_2	_____	Mission	10	2-Apr	13-Apr
Nigeria	Enhancing Basel II/III_1	Bruce Cheryl Theresa	Mission	5	26-Jun	30-Jun
Nigeria	Enhancing Basel II/III_1	-----	Mission	10	26-Jun	7-Jul
Nigeria	Enhancing Basel II/III_2	Bruce Cheryl Theresa	Mission	5	9-Oct	13-Oct
Nigeria	Enhancing Basel II/III_2	_____	Mission	10	9-Oct	20-Oct
Nigeria	IFRS _1	Bruce Cheryl Theresa	Mission	5	20-Nov	24-Nov
Nigeria	IFRS_1	-----	Mission	10	20-Nov	1-Dec
Nigeria	IFRS _2	-----	Mission	10	12-Feb	23-Feb
Sierra Leone	Credit Analysis	Bruce Cheryl Theresa	Mission	10	10-Jul	21-Jul
Sierra Leone	Credit Analysis	-----	Mission	10	10-Jul	21-Jul
Sierra Leone	IFRS_1	Awayiga Joseph Yaw	Training	10	25-Sep	29-Sep
Sierra Leone	IFRS_2	Awayiga Joseph Yaw	Training	5	5-Jun	9-Jun
Sierra Leone	IT Supervision	Awayiga Joseph Yaw	Training	5	12-Jun	16-Jun
Sierra Leone	RBS/Consolidated Supervision	Cheryl Bruce	Mission	10	19-Mar	30-Mar
Sierra Leone	RBS/Consolidated Supervision	_____	Mission	10	19-Mar	30-Mar
Sierra Leone	Regional Seminar on Weak Banks and Effective Early Intervention	Bruce Cheryl Theresa	Training	5	11-Dec	15-Dec
Sierra Leone	Regional Seminar on Weak Banks and Effective Early Intervention	-----	Training	5	11-Dec	15-Dec
Sierra Leone	Regional Seminar on Weak Banks and Effective Early Intervention	-----	Training	5	11-Dec	15-Dec

REAL SECTOR STATISTICS FY 2018 MISSIONS

No.	Benf. Cntry	Description	TA Type	Milestone Date	Start Dt	End Dt	No. of Days	No. of Planned Resources
	ALL	Workshop on Sampling and Business Registers	Regional Workshop	Q2	30-Oct	3-Nov	1 week	2
	ALL	Workshop on System of National Accounts (WAIFEM collaboration)	Regional Workshop	Q2	23-Oct	27-Oct	1 week	2
	Cabo Verde	Rebasing the Annual National Accounts	TA Mission - STX	Q3	13-Nov	24-Nov	2 weeks	1
	Cabo Verde	Rebasing the Annual National Accounts	TA Mission - STX	Q4	16-Apr	27-Apr	2 weeks	1
	Cabo Verde	Reweighting CPI	TA Mission - STX	Q1	19-Jun	30-Jun	1 week	1
	Cabo Verde	Reweighting CPI	TA Mission - STX	Q3	12-Feb	23-Feb	2 week	1
	Ghana	Rebasing the Annual National Accounts - identification of data data sources and methods used to produce GVA estimates for all sectors and compilation of the Supply and Use Table	TA Mission - Advisor	Q1	18-Jul	28-Jul	2 weeks	1
	Ghana	Rebasing the Annual National Accounts - identification of data data sources and methods used to produce GVA estimates for all sectors and compilation of the Supply and Use Table	TA Mission - Advisor	Q3	22-Jan	2-Feb	2 weeks	1
	The Gambia	Rebasing the Annual National Accounts - development of the GVA estimates for sectors not included in the Economic Survey for the production estimates	TA Mission - Advisor	Q1	22-Jun	5-Jul	2 weeks	1
	The Gambia	Rebasing the Annual National Accounts - review and update the GDP by expenditure and income estimates	TA Mission - Advisor	Q2	25-Sep	6-Oct	2 weeks	1
	The Gambia	Rebasing the Annual National Accounts - rework the annual GDP estimates backwards at both current and constant prices from 1995 to 2013	TA Mission - Advisor	Q3	15-Feb	28-Feb	2 weeks	1
	The Gambia	Development of QNA - preliminary analysis of VAT data	TA Mission - Advisor	Q4	12-Apr	25-Apr	2 weeks	1

	Liberia	Rebasing the Annual National Accounts - development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - STX	Q1	19-Jun	30-Jun	2 weeks	1
	Liberia	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - Advisor	Q3	14-Nov	24-Nov	2 weeks	1
	Liberia	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - STX	Q4	5-Mar	16-Mar	2 weeks	1
	Nigeria	Rebasing the Annual National Accounts - development of a plan	TA Mission - STX	Q2	31-Jul	11-Aug	2 weeks	1
	Nigeria	Rebasing the Annual National Accounts	TA Mission - STX	Q3	5-Feb	16-Feb	2 weeks	1
	Nigeria	Finalise rebased CPI which reflects international standards and best practices.	TA Mission - STX	Q1	22-May	26-May	1 week	1
	Nigeria	Develop the PPI to reflect international standards and best practices, and to develop new weights.	TA Mission - STX	Q2	16-Oct	27-Oct	2 weeks	1
	Nigeria	Develop the PPI to reflect international standards and best practices, and to develop new weights.	TA Mission - STX	Q4	12-Mar	23-Mar	2 weeks	1
	Sierra Leone	Rebasing the Annual National Accounts - development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - Advisor	Q2	8-Aug	18-Aug	2 weeks	1
	Sierra Leone	Rebasing the Annual National Accounts - further development of an Economic Census to enable the rebasing of the ANA as well as the construction of a supply and use table	TA Mission - Advisor	Q3	12-Mar	23-Mar	2 weeks	1

ANNEX VI: COMPLETED TECHNICAL ASSISTANCE REPORTS¹³ IN FY 2017

REVENUE ADMINISTRATION		
Title of Report	Country	Date sent to Authorities
TA Memoranda on “Developing a GRA-wide Client Service Program”	The Gambia	May 2016
TA Memoranda on “Developing the Post Control Audit Function in Customs”	The Gambia	May 2016
Implementation of data matching in LRA to improve risk management	Liberia	August 2016
TADAT Performance Report	Sierra Leone	September 2016
Achievements and challenges in securing Tax Compliance and delivering reforms	Liberia	November 2016
TA Memoranda on General Sales Tax (GST) Design and Compliance and Develop a Taxpayer Service Strategy for the National Revenue Authority (NRA)	Sierra Leone	January 2017
TA Memoranda on “Data Matching to improve compliance management and revenue performance”	Sierra Leone	January 2017
Review and Development of LRA Corporate Standard Operating Procedures	Liberia	February 2017
TA Memoranda on “Developing a Taxpayer Service Strategy”	Sierra Leone	March 2017
Embracing reform to revenue mobilization	Sierra Leone	April 2017
PUBLIC FINANCIAL MANAGEMENT		
Title of Report	Country	Date sent to Authorities
Developing the Cash Management Framework	The Gambia	July 2016
Macro-Fiscal and Cash Management under the new legal framework	Sierra Leone	June 2016
Developing the Fiscal Strategy Statement	Sierra Leone	September 2016
Fiscal Oversight of State Owned-Enterprises	The Gambia	October 2016
Advancing Treasury Single Account Implementation, Cash Forecasting and Cash Management -Kaduna	Nigeria	November 2016
Cash Management and TSA Implementation	Sierra Leone	December 2016
Public Investment Management Assessment	Ghana	December 2016
Improving Fiscal Reporting	Ghana	December 2016
Advancing PFM Reforms: Treasury Single Account Implementation, Cash Management, and Oversight of State-Owned Enterprises	Liberia	January 2017
Strengthening Financial Oversight of Federal Government-Owned Enterprises	Nigeria	February 2017
Public Financial Management Regulations: Drafting Suggestions and Selected Issues	Sierra Leone	March 2017
MONETARY POLICY AND PAYMENT SYSTEMS		
Title of Report	Country	Date sent to Authorities
Forward Looking Monetary Analysis and Overview of Monetary Policy Toolkit	Sierra Leone	May 2016
Improving Monetary Analysis and an Overview of Monetary Policy Toolkit	Gambia	January 2017
Payment System Oversight & Improving Macroeconomic and Monetary Analysis	Liberia	February 2017
Liquidity Management and Liquidity Forecasting	Ghana	February 2017
Payment System Oversight and Improving Macroeconomic and Monetary Analysis-	Cabo Verde	April 2017
FINANCIAL SUPERVISION		
Title of Report	Country	Date sent to Authorities
Enhancing Risk Based Supervision	Nigeria	November 2016
Enhancing Off-site Supervision	Ghana	September 2016

¹³ Excludes technical reports and Aide Memoires

Enhancing Risk Based Supervision	The Gambia	December 2016
REAL SECTOR STATISTICS		
Title of Report	Country	Date sent to Authorities
Report of National Accounts Mission	Sierra Leone	May 2016
Report of National Accounts Mission	The Gambia	May 2016
Report on Producer Price Index Mission	The Gambia	May 2016
Report on National Accounts Mission	Ghana	June 2016
Report on Consumer Price Index Mission	Nigeria	June 2016
Report on National Accounts Mission	Sierra Leone	August 2016
Report on National Accounts Mission	The Gambia	October 2016
Report on National Accounts Mission	Nigeria	November 2016
Report on National Accounts Mission	Cabo Verde	January 2017
Report on National Accounts Mission	Liberia	February 2017
Report on National Accounts Mission	The Gambia	February 2017
Report on the Producer Price Index Mission	Nigeria	April 2017

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 career in Revenue Administration started in January 1983 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.



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 Advisor 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.



Zsolt Ersek joined the Center in September 2015 as the Regional Advisor on Statistics with a wide experience in delivering TA to central banks. In the last 10 years he participated in close to 20 short term missions to Macedonia, Nigeria, Tajikistan, Sierra Leone, Serbia, Honduras, Cabo Verde, Myanmar and Kazakhstan in the field of improving monetary operations, developing foreign exchange markets and the reserve management functions. Before joining AFRITAC West 2, he was a resident long term expert in Bank of Ghana (BoG) for 2 years. With his guidance, BOG fully renewed its monetary policy toolkit, improved its financial market analyses and enhanced its banking sector liquidity management activities.



Ashni Singh joined the Center in November 2015 as PFM Advisor. Mr. Singh, a native of Guyana, has extensive experience in PFM at both policymaking and technical levels, having served as Minister of Finance and, previously, Director of Budget and Deputy Auditor General at various stages in his career.



Philip Wood joined the Center in October 2016 as Advisor for Customs. He is a Customs and Strategic Management expert with nearly 30 years of experience in more than 30 countries. Philip was previously a member of HM Revenue and Customs in the United Kingdom and has obtained a wide experience of Customs work. As a graduate of the Civil Service Fast Stream Development Program, he has been appointed to a number of roles at administrative, operational and senior management levels, including administrative management of customs operations at London Heathrow and compliance management (VAT, Excise & Corporation Tax) for some of the UK's largest and most complex businesses. Philip is a registered

PRINCE2™ Practitioner and has worked for the World Customs Organization (WCO), International Monetary Fund (FAD Expert), USAID, EU and the World Trade Organization (WTO) to deliver change management and knowledge strategies for entities in Central Europe, Caribbean, Middle East, Asia and Africa.



Jaideep Kumar Mishra joined the AFRITAC WEST2/IMF Centre in November 2016 as a PFM Advisor for the region. With over 23 years of experience of working in the public sector across the governments of his home country, India, and with IMF and UN in other countries in Asia and Africa region, he brings a wealth of PFM expertise. While his areas of work include supporting reforms in various PFM components covering budget execution, reporting and cash management, his areas of special interest relate to leveraging technology in the PFM cycle. These specifically include designing and implementing IFMIS and TSA systems and strengthening internal controls

while transitioning towards adopting the risk-based framework for internal audit in the governments. An engineering graduate with a Master's degree in Business Administration in Finance and a PhD in data processing, he is an active researcher and a keen capacity building trainer in various aspects of public financial management and related IT issues.



Tsegereda 'Reda' Mulatu joined the AFW2 team recently as a Result-Based Management (RBM) Advisor. Prior to coming to AFW2, Reda worked in the Monetary and Capital Markets (MCM) department in IMF HQ since 2000, most recently as a Technical Assistance Officer.



Valeria B. Mensah joined the Center in February 2015 as the Local Economist/Special Projects Officer. She was previously a Program Officer with the Delegation of the European Union to Ghana where she worked in the arena of development cooperation, macroeconomic management and policy dialogue with the Government of Ghana. She also managed several programs including general budget support and various Public Financial Management (PFM) interventions. She graduated from University of Ghana, Legon and earned her Master's degree from Queens College, University of Cambridge, U.K.

AFRITAC West 2 Administrative Staff



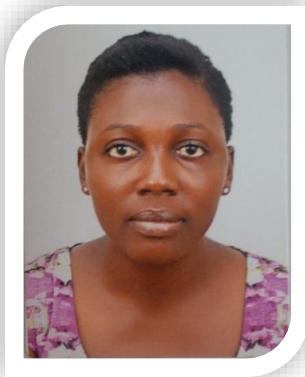
Janice Norman
Office Manager



Selase Kofi Dusi
IT/Admin Staff



Maria Adam
Admin Assistant



Deborah Morrison
Staff Assistant



Peter Nii Laryea
Driver