

ANNEX VI

AFW2 RBM & FY 2019 WORK PROGRAM

RBM Logframe and FY2019 Workplan											
Cabo Verde - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen revenue administration management and governance arrangements	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	Internal controls covering all core operations and staff integrity assurance mechanisms in place and adequate.	The Customs Division has an internal governance framework in place that includes risk assessments, management assurance programs and Business Continuity Plans	4/30/2019	Partially Achieved	Internal Governance (Phase 2) & establishment of Valuation Task Force	Mission	STX	8/13/2018	8/24/2018	Milestone date changed
		Public perceptions of integrity increase over time.	Integrity Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	4/30/2019	Largely Achieved	RM, I&I and Integrity	Mission	LTX + STX	11/12/2018	11/23/2018	Milestone date changed
Improved customs administrations functions	Trade facilitation and service initiatives support voluntary compliance	Cargo Clearance times decrease over time.	The number of containers selected for inspection is reduced. MOUs are in place for the exchange of data with other Customs administrations and agencies working at the points of entry/exit.	10/31/2019	Partially Achieved	1. CBM program (Phase 1) 2. RM, I&I and Integrity	1. Mission 2. Mission	1. LTX 2. LTX + STX	3/6/2019 11/12/18	3/19/2019 11/23/18	Milestone date changed

Customs control during the clearance process more effectively ensures accuracy of declarations	Risk-based control selectivity is applied more consistently over time.	RM Strategy supporting RM Framework are agreed and implemented and a RM Committee is established and regularly meeting to review results. The selectivity module on ASYCUDA World will be operational and most criteria regularly revised with appropriate management assurance programs in place which meet best practice standards.	4/30/2019	Largely Achieved	RM, I&I and Integrity	Mission	LTX + STX	11/12/2018	11/23/2018	Milestone date changed
	Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time.	Valuation and Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented. Customs regulations provide for a progressive and proportionate range of sanctions to deter non-compliance.	4/30/2019	Partially Achieved	Internal Governance (Phase 2) & establishment of Valuation Task Force	Mission	STX	8/13/2018	8/24/2018	Milestone date changed
	A larger share of trade is controlled progressively through a properly designed post clearance audit program.	PCA has the capacity to extract and analyze data using the appropriate analytical tools. PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in high risk sectors.	7/31/2019	Largely achieved	No mission planned in FY19					Milestone date changed - there will be a follow-up mission in FY20

		Framework to control special regimes and exemptions is strengthened.	The Customs Division has established procedures for the control of exemptions from customs duties and taxes. The DNRE has in place a risk-based program for the control of exemptions from customs duties and taxes. The DNRE has the necessary skills to undertake risk-based audits of exemptions from customs duties and taxes.	10/31/2018	Largely achieved	No mission planned in FY19					This is a new Outcome - there will be a follow-up mission in FY20
	Foreign trade operators better comply with their reporting and payment obligations.	Alignment of customs procedures with international standards and regional integration objective improved.	Complete Business Process Mapping of the Customs clearance process. Prepare Standard Operating Procedures for the Customs clearance process.	1/31/2019	Not started	BPM and development of Customs Standard Operating Procedures	Mission	STX	1/14/2019	1/25/2019	This is a new Outcome - not yet started

RBM Logframe and FY2019 Workplan											
Ghana - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen revenue administration management and governance arrangements	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	Public perceptions of integrity increase over time.	Integrity Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	4/30/2019	Partially Achieved	Development of a GRA Integrity Strategy and implementation of Action Plan	Mission	LTX	6/11/2018	6/15/2018	Milestone date changed
Improve customs administrative functions	Customs control during the clearance process more effectively ensures accuracy of declarations.	Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time.	Valuation and Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented.	4/30/2020	Not achieved	No mission planned for FY19					Milestone date changed - This work is being taken forward by the JSA funded Regional Customs Reform Project - follow-up mission is planned for FY20

	Risk-based control selectivity is applied more consistently over time.	RM Strategy, supporting RM Framework are agreed and implemented and a RM Committee is established and regularly meeting to review results. Risk profiles are subject to periodic review with management assurance programs in place which meet best practice standards.	4/30/2020	Not achieved	1. RM (Phase 1) 2. RM (Phase 2)	1. Mission 2. Mission	STX LTX + STX	8/1/2018 1/9/2019	8/14/2018 1/22/2019	Milestone date changed - the diagnostic phase is now being undertaken by USAID
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	Effectiveness in the fight against fraud and smuggling increased.	A National Intelligence and Investigation Strategy is developed with supporting procedures manuals, SOPs and MOUs for the exchange of information with other agencies and neighboring customs administrations.	4/30/2020	Not achieved	1. Provision of mentoring support to the Intelligence & Investigation Units (Phase 1) 2. Intelligence & Investigation (Phase 2) 3. Intelligence & Investigation (Phase 3)	1. Mission 2. Mission 3. Mission	STX STX STX	10/15/2018 2/4/2019 3/18/2019	10/26/2018 2/15/2019 3/29/2019	This is a new Outcome - not yet started. This program is taking forward the recommendations from a recent DANIDA sponsored report.
	A larger share of trade is controlled through a properly designed post clearance audit program.	PCA Guidelines and Standard Operating Procedures are established. PCA has the capacity to extract and analyze data using the appropriate analytical tools. PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in high risk sectors.	4/30/2020	Not achieved	PCA training and mentoring support	1. Training	STX	4/1/2019	4/12/2019	Milestone date changed

RBM Logframe and FY2019 Workplan											
Liberia - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen revenue administration management and governance arrangements	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	Public perceptions of integrity increase over time.	Integrity Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	4/30/2020	Not achieved	No mission planned for FY19					Milestone date changed - Follow-up mission planned for FY20
	A reform strategy and a strategic management framework are adopted and institutionalized.	Reform management capacity in place for reform implementation, including dedicated resources.	Change projects established in Customs and supported by appropriate project plans which are delivered in accordance with the agreed governance arrangements.	4/30/2018	Largely achieved	No mission planned for FY19					Follow-up mission planned for FY20
Improve customs administrative functions	Trade facilitation and service initiatives support voluntary compliance.	Active engagement with the trade community supports voluntary compliance.	Stakeholder Engagement Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	4/30/2020	Not achieved	No mission planned for FY19					Milestone date changed - mission to be planned for FY20

		Implementation of new initiatives such as coordinated border management.	CBM Strategy is developed and implemented. Trainings designed and delivered on LMD, Change Management, RM and Intelligence & Investigation	4/30/2020	Not started	1. Develop a CBM Strategy (Phase 1) 2. Develop a CBM Strategy (Phase 2) 3. Develop a CBM Strategy (Phase 3)	1. Mission 2. Training 3. Training	LTX + STX STX STX	8/6/2018 9/12/18 2/25/19	8/17/2018 9/25/18 3/8/19	This is a new outcome - not yet started
Foreign trade operators meet their reporting and payment obligations.	Traceability of goods and customs actions in the customs system is strengthened.	Documentation of Customs import procedures is completed and descriptions of procedures made available to the business community and travelling public.	7/31/2018	Fully achieved							Follow-up mission planned for FY20
Customs control during the clearance process more effectively ensures accuracy of declarations.	Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time.	PSI exit strategy document is developed and implemented in accordance with best practice guidelines. Valuation and Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented.	4/30/2018	Fully achieved							Follow-up mission planned for FY20
				4/30/2019	Not achieved	1. Valuation & Classification training and mentoring support (Phase 1) 2. Valuation & Classification training and mentoring support (Phase 2)	1. Training 2. Training	STX + LTX + STX	8/6/2018 2/11/19	8/17/2018 2/22/19	Milestone date changed
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade is controlled progressively through a properly designed post clearance audit program.	PCA has the capacity to extract and analyse data using the appropriate analytical tools. PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in the extractives sector.	7/31/2018	Largely achieved		PCA training and mentoring support (Phase 2)	Mission	STX	6/25/2018	7/6/2018	

		Effectiveness of the fight against fraud and smuggling increases over time.	A review of Anti-Smuggling operations, including Intelligence & Investigation is completed and a report with recommendations for the effective deployment of AS resources is submitted. A RM Strategy, supporting RM Framework are agreed and implemented and a RM Committee is established and regularly meeting to review results. The selectivity module on ASYCUDA World is operational and risk profiles are subject to periodic review with appropriate management assurance programs in place which meet best practice standards.	7/31/2018	Largely achieved	1. Implementation of RM Strategy 2. ASYCUDA - review of installation, operation and data cleansing	1. Mission 2. Mission	STX STX	5/14/2018 7/23/18	5/25/2018 8/15/18	
		The framework to control specific regimes and exemptions is strengthened.	A policy and supporting procedures are developed, documented and implemented with a supporting training and policy assurance framework.	4/30/2018	Not achieved	Review of exemption procedures	Mission	STX	7/9/2018	7/20/2018	

RBM Logframe and FY2019 Workplan											
Nigeria - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Clear organizational structure along functional lines and clear separation of roles and responsibilities between HQ and local branches.	Organizational structure defined and action plan developed for implementation. Roles and responsibilities and role profiles documented for each unit.	1/31/2019	Not started	1. Review of organizational structure, roles and responsibilities and role profiles (Phase 1 & 2)	1. Mission 2. Mission	LTX + STX LTX + STX	9/3/2018 10/24/2018	6/29/2018 9/14/2018	This is a new Outcome - not started
	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	Public perceptions of integrity/increase over time.	NCS Integrity Strategy is developed with a supporting Implementation Plan and M&E Framework	4/30/2019	Not achieved	Development of an Integrity Strategy action plan and M&E framework	Mission	LTX + STX	3-Apr-19	16-Apr-19	Milestone date changed

Improve customs administrative functions	A reform strategy and a strategic management framework are adopted and institutionalized.	Reform management capacity in place for reform implementation, including dedicated resources.	A reform strategy and implementation plan in place with a Customs Reform & Modernization Unit operational and working to best practice PM methodologies.	1/31/2019	Partially achieved	1. Development of NCS Strategic Plan and KPIs. 2. Development of Operational Unit Plans	1. Mission 2. Mission	LTX + STX LTX + STX	7/11/2018 10/24/2018	7/24/2018 11/6/2018	Milestone date changed
		Key performance indicators established, regularly reported and monitored.	KPIs established. Information systems for data collection improved. NCS demonstrating greater accountability and transparency to stakeholders in its Annual Reports. Improved NCS management focus on KPIs.	1/31/2019	Not achieved	1. Development of NCS Strategic Plan and KPIs. 2. Development of Operational Unit Plans	1. Mission 2. Mission	LTX + STX LTX + STX	7/11/2018 10/24/2018	7/24/2018 11/6/2018	Milestone date changed
	Customs control during the clearance process more effectively ensures accuracy of declarations.	Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time.	Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented.	4/30/2020	Not achieved	No mission planned in FY19					Milestone date changed - This work is being taken forward by the JSA funded Regional Customs Reform Project - follow-up mission is planned for FY20

	Risk-based control selectivity is applied more consistently over time.	RM Strategy, supporting RM Framework are agreed and implemented and a RM Committee is established and regularly meeting to review results. Risk profiles are subject to periodic review with appropriate management assurance programs in place which meet best practice standards.	1/31/2019	Partially achieved	Development of RM Strategy, RM Committee and support with the establishment of a RM Unit (Phases 2 & 3)	1. Mission 2. Mission	STX STX	6/25/2018 12/3/2018	7/6/2018 12/14/2018	Milestone date changed
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade is controlled progressively through a properly designed post clearance audit program.	PCA Guidelines and Standard Operating Procedures are established. PCA has the capacity to extract and analyze data using the appropriate analytical tools.	4/30/2019	Partially achieved	PCA mentoring Support (Phases 2 & 3)	1. Mission 2. Mission	STX STX	3/11/2018 10/26/2018	10/26/2018 3/22/2019	Milestone date changed
		PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in high risk sectors.	4/30/2020	Partially achieved	PCA mentoring Support (Phases 2 & 3)	1. Mission 2. Mission	STX STX	3/11/2018 10/26/2018	10/26/2018 3/22/2019	Milestone date changed

RBM Logframe and FY2019 Workplan											
Sierra Leone - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen revenue administration management and governance arrangements	A reform strategy and a strategic management framework are adopted and institutionalized.	1. Strategic and operational plans are prepared and adopted.	Management monitoring focuses on achievement of annual Operational Plans that derive from the NRA Strategic Plan and include set targets.	1/31/2019	Not achieved	Development and implementation of Operational Unit Plans (customs) and supporting KPIs	Mission	LTX + STX	8/15/2018	8/28/2018	Milestone date changed
		2. Key performance indicators established, regularly reported and monitored.	NRA KPIs established. Information systems for data collection improved. NRA demonstrating greater accountability and transparency to stakeholders in its Annual Reports. Improved Board and NRA management focus on KPIs.	7/31/2019	Not achieved	Development and implementation of Operational Unit Plans (customs) and supporting KPIs	Mission	LTX + STX	8/15/2018	8/28/2018	Milestone date changed
	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	1. Public perceptions of integrity increase over time.	Internal controls covering all key core operations and staff integrity assurance mechanisms strengthened or in place.	4/30/2020	Not achieved	No mission planned in FY19					Revised milestone and date - there will be a follow-up mission in FY20

Improve customs administrative functions	Trade facilitation and service initiatives support voluntary compliance.	1. Active engagement with the trade community supports voluntary compliance.	Stakeholder Engagement Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	4/30/2018	Largely achieved	No mission planned in FY19					There will be a follow-up mission in FY20
	Foreign trade operators meet their reporting and payment obligations.	1. Alignment of Customs procedures (including transit) with international standards and regional integration objectives over time.	Transit systems and procedures that are better aligned with best practice standards are designed and an implementation plan is agreed.	4/30/2018	Largely achieved	No mission planned in FY19					There will be a follow-up mission in FY20
	Customs control during the clearing process more effectively ensures accuracy of declarations.	1. Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods, improves over time.	Valuation and Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented. Customs regulations provide for a progressive and proportionate range of sanctions to deter non-compliance.	7/31/2019	Not achieved	Completion of a TNA for Valuation & Classification training	Mission	STX	11/5/2018	11/16/2018	Milestone date changed
	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	1. A larger share of trade is controlled progressively through a properly designed post clearance audit program.	PCA has the capacity to extract and analyze data using the appropriate analytical tools. PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in the extractives sector.	7/31/2018	Partially achieved	PCA Follow-up and delivery of cargo inspection skills training	Mission	STX	6/4/2018	6/15/2018	

RBM Logframe and FY2019 Workplan											
The Gambia - Customs (CUS_AW2_2014_01)											
Logframe						Activity					
Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Improve customs administrative functions	Customs control during the clearance process more effectively ensures accuracy of declarations.	1. Risk-based control selectivity is applied more consistently over time.	RM Strategy, supporting RM Framework are agreed and implemented (25%) and a RM Committee is established and regularly meeting to review results (25%) . The selectivity module on ASYCUDA ++ is operational and all risk profiles are subject to periodic review (25%) with management assurance programs in place which meet best practice standards (25%) .	4/30/2019	Partially achieved	Provision of mentoring support to the RM and PCA Units	Mission	STX	9/17/2019	9/28/2019	Milestone dates amalgamated
		2. Cargo Clearance times decrease over time.	The number of containers selected for inspection is reduced. MOUs are in place for the exchange of data with other Customs administrations and agencies working at the points of entry/exit.	4/30/2019	Partly achieved	1. Provision of mentoring support to the RM and PCA Units. 2. Review of Transit procedures & training in cargo inspection procedures	1. Mission 2. Mission	STX LTX + STX	9/17/2019 5/9/2018	9/28/2019 5/22/2018	Milestone date changed

		3. Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improves over time.	Valuation and Classification systems and procedures that are better aligned with WTO rules are designed, documented and implemented.	10/31/2019	Not achieved	Provision of mentoring support to the RM and PCA Units	Mission	STX	9/17/2019	9/28/2019	Milestone date changed
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	1. A larger share of trade is controlled progressively through a properly designed post clearance audit program.	PCA has the capacity to extract and analyze data using the appropriate analytical tools. PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in high risk sectors.	4/30/2019	Partially achieved	Provision of mentoring support to the RM and PCA Units	Mission	STX	STX	9/17/2019	9/28/2019	Milestone date changed
	2. Framework to control special regimes and exemptions strengthened	A policy and supporting procedures are developed, documented and implemented with a supporting training and policy assurance framework.	4/20/2019	Not started	Review of Exemption procedures	Mission	LTX + STX	LTX + STX	1/16/2019	1/29/2019	This is a new Outcome - not started
	3. Effectiveness of the fight against fraud and smuggling increases over time	A National Intelligence Strategy is developed and implemented with supporting procedure manuals, SOPs and MOUs for the exchange of information with OGAs and neighboring customs administrations.	10/31/2018	Largely achieved	Provision of mentoring support to the Intelligence & Investigation Units	Mission	STX	STX	11/19/2018	11/20/2018	Milestone date changed - and number of milestones increased.

	Trade facilitation and service initiatives support voluntary compliance.	1. Customs laws, regulations, and guidelines are simplified and easily accessible.	Legislative framework reviewed, gaps identified and request for changes submitted to the relevant authorities. Policies & procedures documented, SOPS prepared and a policy assurance framework developed. Customs procedures published and made available to the business community and travelling public.	4/30/2020	Not achieved	No mission planned for FY19					Milestone date changed - follow-up mission planned for FY20
		2. Active engagement with the trade community supports voluntary compliance.	Stakeholder Engagement Strategy is developed, a supporting implementation plan and M&E framework are in place and officers have the necessary skills.	7/31/2019	Partially achieved	No mission planned for FY19					Milestone date changed - follow-up mission planned for FY20
	Foreign trade operators meet their reporting and payment obligations	1. Alignment of customs procedures (including transit) with international standards and regional integration objective improves over time.	Standard operating procedures are developed (25%) and implemented (25%) and induction training modules are prepared (25%) and trainers trained (25%).	7/31/2018	Largely achieved	1. Review of Transit procedures and training in cargo inspection procedures. 2. Delivery of the Customs Induction Training module (Part 1) 3. Delivery of Customs Induction Training module (Part 2)	1. Mission 2. Mission 3. Mission	LTX + STX STX STX	5/9/2018 7/9/18 4/1/19	5/22/2018 7/27/18 4/19/19	Milestone dates amalgamated

RBM Logframe and FY2019 Workplan												
Cabo Verde - Financial Sector Supervision (BSR_AW2_2014_01)												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Systemic Risk Monitoring	Develop indicators of systemic risk and strengthen the capacity of the central bank (CB) or relevant agency to produce and analyze these indicators.	Staff have capacity to interpret developments and effectively monitor systemic risk.	1. Training/workshop(s) completed	BCV includes a wider subset of variables for monitoring and enhancing the framework and sub-sets of indicators that are most effective at measuring a specific dimension of systemic risk.	Apr-2019		Enhancing Financial Stability Frameworks	Mission	LTX, STX	1week/2weeks		
			2. Staff run model simulation	BCV improves on framework for interpretation of signals issued by indicators	Apr-2019		Enhancing Financial Stability Frameworks_2	Mission	LTX, STX	1week/2weeks		
Stress Testing	Develop/strengthen stress testing capability of the central bank (CB).	Effective stress testing model(s) in place and being used for their intended purpose(s).	1. Model and template provided by TA are adopted.	1. Current practices are reviewed and prudential indicators are produced	Apr-2019		Stress Testing_1	Mission	LTX, STX	1week/2weeks		
			2. Staff using the model.	2. The stress testing model produced (refined)	Apr-2019		Stress Testing_2	Mission	LTX, STX	1week/2weeks		

Risk-based Supervision and Other Supervisory processes	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Banks' compliance with IFRS and provisions of NPL regulations as evidenced by a) banks' auditors' reports; b) supervisory reports	1. Reports have been modified and adopted to require more relevant data for risk assessment by Dec 2019.	1. Current databases reviewed to ensure data information collected aids risk analysis.	Dec. 2017	Largely achieved						
				2. Working group agrees on relevant changes and feeds information to IT team.	Dec. 2018	Partially achieved						
			2. Databases and management practices modified to ensure capture of relevant information.	1. Prudential reports revised to capture relevant data.	Dec. 2018							
			1. Supervisors fully trained to be able to implement risk-based supervision and other supervisory process. Supervisory reports focus on key risk aspects of the banking system, and provide appropriate recommendations.	1. A training program is designed and delivered to supervisors.	Dec. 2017	Largely achieved						
				2. On the job training is commenced and well under way.	Apr. 2018	Largely achieved						
				Examiners meet the key criteria of reporting templates and complete reports as due.	Apr. 2018	Largely achieved						

RBM Logframe and FY2019 Workplan												
Liberia – Financial Sector Supervision (BSR_AW2_2014_01)												
Logframe							Activity					
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Basel II/III Implementation	1. Implement Basel II and III standards	Banking legislation and regulations are aligned with Basel II/III requirements	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements	Authorities assess the impact of implementing new reforms on banks.	April 2019	Not Achieved	Progressing Basel II/III Implementation_1	Mission	1week/2weeks			Milestone date updated
				Authorities determine the approaches to follow and calibrate requirements / options to accommodate local conditions	April 2019		Progressing Basel II/III Implementation_2	Mission	1week/2weeks			
				Authorities assess modifications to legislation needed.	Apr. 2019		As above					
Risk-based Supervision and Other Supervisory Processes	1. To implement a risk-based supervision (RBS) system and upgrade other	Strengthened institutional structure and operational procedures	Risk-based processes and manuals are implemented.	1. Processes for reviewing and supervising risks adopted into supervisory framework and manual.	Apr. 2018	Partially achieved						

	supervisory processes.	for RBS implementation		2. Cybercrime guidelines are developed, reviewed, discussed with industry and implemented.	Apr. 2019	Partially achieved	Cyber Risk Guidelines	Desk Review Mission	STX	2 weeks			
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors timely address unsafe and unsound practices or activities that could pose risks to banks or to the banking system.	Supervisors apply sanctions and enforce prompt corrective actions to address banking problems		1. Supervisory processes are reviewed for gaps in monitoring high levels of NPLs, causes and enforcement practices.	Apr. 2018	Fully achieved							
				2. Supervisory processes on credit risks are amended to address existing gaps.	Dec. 2018		Enhancing Credit Risk_1	Mission	LTX/STX	2 weeks			
				3. Enforcement processes are formalized and documented as needed.	Apr. 2019		Enhancing Credit Risk_2	Mission	STX	5 days			
		Supervisors follow implementation of corrective measures and escalate actions as needed.		Supervisors employ sound corrective actions and act promptly on risks identified.	Dec. 2018								

Financial Stability Framework	To strengthen the Central Bank's financial stability decisions in effectively analyzing and assessing risks to the financial system, and in creating a basis on which effective financial sector decisions are made.	An effective organization and internal structure for the FSU is established.	The FSU is staffed adequately, and operational guidelines and manuals for it are in place.	The FSU staffing is increased and draft operational guidelines completed	Apr. 2019		Financial Stability Analysis	Mission	STX	Mission	2 weeks	New
		2. The quality of data and integrity of information are ensured for financial stability analysis.	2. Databases are expanded to ensure data adequacy and integrity for both banks and non-banks.	2. The FSU is 60% operational in accordance with the new operational guidelines and manuals	Apr. 2020	Not yet started						

RBM Logframe and FY2019 Workplan												
Nigeria - Financial Sector Supervision (BSR_AW2_2014_01)												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Basel II/III Implementation	Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Banks send an internal capital adequacy assessment report to supervisors. However this needs to be more scientific and take risks more seriously.	Supervisors provide guidance to banks on ICAAP submissions.	Apr. 2018	Largely achieved						
				Banks develop an internal process to stress test their capital and to determine their optimal capital adequacy ratio in light of their risk profile and risk capacity. This periodic internal capital adequacy assessment report is enhanced and sent to the supervisor.	Mar. 2019	Partially achieved						

			Supervisors set different capital charges over minimum requirements to account for differing bank risk profiles and risk management capacity.	Supervisors review the report on capital adequacy assessment of banks and develop an internal process to set up additional capital requirements based on banks' risks that are not covered in Pillar 1 of Basel 2.	Apr. 2018	Partially achieved	Pillar1 & 2: Measurement and Assessment_1	Mission	LTX /STX	1week/2week		
				Supervisors integrate this assessment of banks' capital adequacy in the supervisory framework so as to better tailor supervisory activities to the risk profile of each bank.	Apr. 2018	Partially achieved	Progressing Basel II/III	Mission	LTX /STX	1week/2week		
IFRS/Accounting for NPLs	To improve supervisory effectiveness for accounting and prudential provisioning	Improved provisioning guidelines and implementation of the guidelines	Issued guidelines and regulations compliant with IFRS and Basel principles	1. Survey/stocktaking of current NPL accounting practices and capital positions completed and capital impact assessed.	Apr. 2018	Largely achieved	IFRS 9 Model Validation and Stakeholder discussion	Mission	STX	2 weeks		

			3. Supervisors monitor banking problems and risks and take early action as needed	On the job training is commenced and well under way by end April 2019	Apr-2019		2RBs: Updating and Linking Frameworks_1	Mission	LTX/STX	1week/2weeks		
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RBM Logframe and FY2019 Workplan												
Sierra Leone - Financial Sector Supervision (BSR_AW2_2014_01)												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Risk-based Supervision and Other Supervisory processes	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Bank risk assessment frameworks strengthened: d: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved.	1. Reports have been modified and adopted to require more relevant data for risk assessment	Revised spreadsheets for monitoring and analysis of risk developed.	Dec. 2018		Enhancing Credit Analysis Follow Up	Mission	LTX/STX	2 weeks each		* Training to take place in March.
			2. Databases and management practices modified to ensure data adequacy and integrity	Examiners analyze information to identify, address and control risks more effectively.	Dec. 2018		As above					
				Current databases reviewed to enhance data capture and analysis.	Apr. 2018	Partially achieved	Consolidated Supervision	Mission	STX	2 weeks		
			Supervisors timely address unsafe and unsound practices or activities that could	Supervisors apply sanctions and enforce prompt corrective actions to address	1. Supervisory trained on key risk monitoring and control concepts related to credit	Dec. 2018		IT Supervision	Workshop	STX	1 week	

Implement Basel II and III standards	Implement Basel II and III standards	Implement Basel II and III standards	Banking legislation and regulations are aligned with Basel II/III requirements	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements	Authorities assess the requirements for implementing Basel II/III and disseminate key concepts to staff.	Dec. 2017	Not achieved	Implementing Basel II/III	Mission	LTX/STX	1week/2weeks		
Implement Basel II and III standards	Implement Basel II and III standards	Implement Basel II and III standards	Banking legislation and regulations are aligned with Basel II/III requirements	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements	Authorities determine the approaches to follow and calibrate requirements / options to accommodate local conditions.	Jun. 2018	Not achieved	Progressing Basel II/III	Mission	LTX/STX	1week/2weeks		
					Modifications to existing legislation and regulations or new regulations are drafted and consulted upon with banks.	Apr. 2019							

RBM Logframe and FY2019 Workplan												
The Gambia - Financial Sector Supervision (BSR_AW2_2014_01)												
Logframe							Activity					
Work stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Basel II	Implement Basel II and III standards	Banking legislation and regulations are aligned with Basel II/III requirements	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements	a) Authorities assess the requirements for implementing Basel II/III and disseminate key concepts to staff.	Apr-19	Not Achieved	Basel II/III implementation _1.	Mission	LTX/STX	1 week/2 weeks		Milestone date moved to next FY
				b) Authorities determine the approaches to follow and calibrate requirements / options to accommodate local conditions.	Apr-18	Not Achieved	Basel II/III implementation _2	Mission	STX	2 weeks		
				c) Modifications to existing legislation and regulations or new regulations are drafted and consulted upon with banks.	Apr-19		As above					

Risk-based Supervision and Other Supervisory processes	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Amended legal/regulatory frameworks underpinning the implementation of risk-based supervision implemented.	Implementation of necessary amended legislation and regulations to operationally underpin risk-based supervision started by [April 2019]	1. An action plan is developed for moving to RBS that includes the main legal/regulatory changes needed.	Apr-19								
				2. A working group within the CB is set up to review the legislative and regulatory amendments needed.	Apr-19								
				3. Sensitization workshops for all key stakeholder groups carried out.	Apr-20								
				4 Amendments and/or Redrafting of laws and regulations are made by relevant authorities.	Apr-20								
				1. Organizational structure and processes reviewed and amended to implement RBS	Dec-17	Largely achieved	Enhancing RBS: Consolidated Supervision_1	Mission	C Bruce	LTX	2 weeks each		

		2. Staffing levels are reviewed and enhanced	2. Staffing amended to facilitate RBS	Dec-18	Partially achieved	Enhancing Risk Based Supervision_2	Mission	STX	-	-	New Governor has committed to increasing staffing.
		3. Risk-based processes and manuals are implemented	3. Risk-based supervision and inspection manuals are developed and adopted	Apr-19	Partially achieved			STX	Desk Review		CBG Has draft manuals and guidelines which they need to review, amend and adopt
		4. On-site inspection scope and frequency is performed based on risk and impact of banks and are guided by off-site risk analysis.	4. Risk-based timetable of inspections implemented.	Apr-19	Partially achieved						CBG needs to align with RBS processes.
IFRS/Accounting for NPLs	To improve supervisory effectiveness for accounting and prudential provisioning through	Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific	1. Banks' compliance with IFRS and provisions of NPL regulations as evidenced by a) banks' auditors'	Apr-18	Not Achieved	1) IFRS Principles	Mission	STX	10		CBG requested a refresher for newer staff and to address ambiguities.

	improving regulatory guidelines against international standards and practices	provisioning issues to balance requirements by IFRS and Basel principles.	reports: b) supervisory reports	2. New credit risk assessment and monitoring systems implemented. Review and update of guidelines	Oct-18		2) IFRS Policy Review and update	Desk Mission	STX	10		
				3. Provisioning increased if appropriate and applicable.	Apr-19	Partially achieved						
			2. Supervisory capacity in applying IFRS and balancing accounting and regulatory requirements, as evidenced in banks' improvement in 1. above.	Supervisory agency actions in enforcement of new regulations, including training, manual update, updated on-site/off-site practices	Apr-19	Partially achieved						

RBM Logframe and FY2019 Workplan Developing Template												
Nigeria - Monetary Operations/Policy, FPAS and Payment Systems (MPO_AW2_2014_01)												
Logframe							Activity in FY2019					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by member country)	Milestones planned achievement date	Milestone Status as of January 31 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
II.1 Monetary Policy Implementation & Operations Log Frame	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	The central bank has an operational strategy/consistent with the monetary framework and the country circumstances	A well-articulated operational strategy outlining how the central bank will align market conditions with its announced stance of monetary policy and who it will deal with.	Operational target is clearly defined and is in line with actual operations.	Apr 2019	Partially achieved						
			A well-articulated operational strategy is elaborated and the main elements published on website.	Apr-19								
		The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	A consistent liquidity table is constructed on a daily basis (or at least at a frequency of regular monetary operations), drawing information from all relevant sources within and outside the	Consistent liquidity table is constructed and updated daily.	Apr. 2019	Largely achieved						
							Forward Looking Monetary Analysis and Liquidity Forecasting	TA mission				

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RBM Logframe and FY2019 Workplan Developing Template												
Sierra Leone - Monetary Operations/Policy, FPAS and Payment Systems (MPO_AW2_2014_01)												
Logframe							Activity in FY2019					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by member country)	Milestones planned achievement date	Milestone Status as of January 31 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	A well-articulated operational strategy outlining how the central bank will align market conditions with its announced stance of monetary policy and who it will deal with.	Operational target is clearly defined and is in line with actual operations.	Apr. 2019	Partially achieved							
Monetary Policy Implementation & Operations Log Frame	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	A consistent liquidity table is constructed on a daily basis (or at least at a frequency of regular monetary operations), drawing information from all relevant sources within and outside the central bank	Consistent liquidity table is constructed and updated daily.	Dec. 2109	Largely achieved	Improving Monetary Policy Analysis and Monetary Operations	TA mission	1 LTX 2 STXs	8/6/2018	8/17/2018		

		volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	open access to all eligible counterparties (given sufficient collateral in the case of lending facility); Standing facilities are operational on a daily basis as a backstop instrument for liquidity adjustment purposes to help limit interest rate volatility; The regulations pertaining to the use of standing facilities should be publicly available for transparency.	Constrain the corridor facilities to O/N maturity and minimize discretion of access. Set the width of the corridor so that it prevents interest rate volatility not in line with the monetary framework, while it also encourages interbank trading. Analyze driving forces of interest rate volatility inside the corridor. Work out and publish documentation and regulations on the use of standing facilities.	Apr. 2019 Apr. 2019	Partially achieved Largely achieved	Monetary and FX Operations						
		4. The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	The design of reserve requirements (RR) should be consistent with its main objective; Appropriate Open Market Operations (OMO) instruments are available with varieties in terms of	Extend reserve maintenance period to at least 2 weeks. Prepare and updated and comprehensive reserve	Apr 2019 Jul-19	Largely achieved Largely achieved							

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		regime is appropriately sequenced and does not give rise to undue financial stability risks.	and managed in the financial sector.	Review of regulatory, accounting and tax framework around FX hedging operations. Review of net open currency regulation and monitoring.	Sep. 2019	Partially achieved						
		Improved economic analysis and forecasting capabilities at the CB.	A forecasting team is set up and integrated in the decision-making process. A near term forecasting toolkit is operational, used in the regular forecasting exercise rounds, and regularly updated. A quarterly projection model (QPM) is operational, used in forecasting exercise rounds, and regularly updated for medium-term forecasting.	Well-structured central databank developed with an internal data release calendar. Data is seasonally adjusted; an automated reporting system is linked to the central databank. High frequency economic indicators, REER and exchange rate pass-through calculations, appropriate	Sep-19	Largely achieved						
	Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime.				Dec. 2019	Partially achieved	1. AW2: Regional Workshop on Monetary Policy Communication 2. Improving Monetary Policy Analysis and Monetary Operations	Regional Workshop TA mission	1 LTX, 2 STXs, 1 guest speaker 1 LTX 2 STXs	27/08/2018 06/08/2018	31/08/2018 17/8/2018	
Forecasting and Policy Analysis System (FPAS) Log frame					Dec. 2019	Partially achieved						

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			Forecasting team presents macroeconomic developments and forecast report to the monetary policy committee (MPC) according to their meetings calendar. Regular interactions between MPC and FT take place according to the forecast calendar.	MPC workflows are reorganized to allow more interaction between staff and MPC. Forecasting team presents macroeconomic developments and forecast report based on near term forecasts and core QPM to MPC.	Dec. 2019	Partially achieved	Improving Monetary Policy Analysis and FX Operations		1 LTX 2 STXs			
III.3 National Payment System Development Log Frame	To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment system.	A payment system strategy is worked out. Appropriate planning for implementing the national payment strategy is undertaken and actions are defined.	An internal payment system strategy document is drafted with a time table and necessary CB action defined.	Dec 2018	Partially achieved	Oversight of Payment Systems, Improving Monetary Policy Analysis and FX Operations	TA mission	1 LTX 2 STXs	2/4/2019	2/15/2019	
				A national payment system strategy is prepared to be officially adopted.	Apr-20	Partially achieved						
		FMLs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the	There is a National Payment Systems Law or comparable legislation. There are adequate regulations issued governing FMLs.	The existing and draft regulations governing FMLs are reviewed and comments are provided to provide consistency.	Apr 2019	Partially achieved						

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exchange rate policy regime.	regularly updated. A quarterly projection model (QPM) is operational, used in forecasting exercise rounds, and regularly updated for medium-term forecasting.			Data is seasonally adjusted; an automated reporting system is linked to the central databank.	Apr-19	--	forecasting 3. Professional attachment program for Gambia to BOG on monetary policy analysis	Professional attachment	2 COG staff	08/10/2018	12/10/2018	
				High frequency economic indicators, REER and exchange rate pass-through calculations, appropriate core inflation measures are in place.	Sep-18	Partially achieved						
				Forecasting team is set up, analytical and forecasting capacity of central bank staff is increased and maintained by regular specialized regional and on-site training in EViews and Matlab on a	Apr. 2019	Partially achieved						

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RBM Logframe and FY2019 Workplan													
Cabo Verde - Public Financial Management (PFM_AW2_2014_01) - PFM I													
Logframe							Activity						
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comments	
IV.2 Budget Preparation	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	PEFA PI-1: Percentage variation between aggregate expenditure outturn and approved budget	National planning regulations are finalized, and issued.	10/31/2017	Partially achieved	Integrated Planning and Budgeting System	TA Mission	STXx2	9-Jul-18	20-Jul-18	Follow-up mission on June 17 STX mission	
			PEFA PI-3: Percentage variation between revenue outturn and approved budget	An action plan is prepared for the operationalizing of the new national planning law, and its accompanying regulations.	4/30/2018	Not yet started	Review of Planning regulations and PBB manual (clarifying roles of key entities involved in the planning and budgeting function)	TA Mission	STX x2	3-Dec-18	14-Dec-18	Carryover from FY18 RAP	
			Percentage variation between forecast and actuals of the main macroeconomic variables										
			Information on resources and performance by programs	Roadmap developed for streamlining/simplification of program-based budgeting model.	10/31/2018	Partially achieved							Additional work in this area has been pushed back

					Public Projects prepared and prioritized for inclusion in FY2019 budget	12/31/2019		Develop cost-benefit analysis and other relevant appraisals tools, risk analysis and adaptable size thresholds for projects requiring cost benefit analysis	TA mission	LTX STx1	Jun 18	Jun 18	New. Requested by authorities. Linked to recommendations 7 & 8 in the 2016 PIMA.
IV.6 Fiscal Risks	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific fiscal risks is more comprehensive	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42) Disclosure and management of public-private partnerships (FTC 3.2.4)	Fiscal Commitment and Contingent Liabilities of PPP Projects assessed and budgeted for in FY2019 budget	12/31/2018		Fiscal Commitment and Contingent Liabilities of PPP Projects assessed and budgeted for in FY2019 budget	TA mission	STx1	Jan 19	Jan 19	New. Requested by authorities.	

RBM Logframe and FY2019 Workplan												
Liberia - Public Financial Management (PFM_AW2_2014_01) - PFM I												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description on	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
IV.1 PFM Laws and Institutions	Improved laws and effective PFM institutions	The capacity of the ministry of finance to meet its PFM responsibilities is enhanced	Reformed organizational structure	High level workshop/retreat convened to build ownership of PFM reform agenda.	12/31/2017	Not achieved	Workshop on PFM reform effectiveness	Workshop	STX x2	1-Oct	5-Oct	Carryover from FY18 RAP.

IV.3 Better budget execution and control	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Appraisal, selection, costing and monitoring of public investment projects (PEFA PI-11, PIMA 9, PIMA 10, PIMA 13, PIMA 14, FTC 2.1.4)	Establishment of a comprehensive database reflecting all public investment project, whether locally-funded or donor-funded.	12/31/2017	Partially achieved	Public investment management functions	TA mission	LTX x1 STX x1	Oct 18	Authorities have requested - is also a carryover from FY18. Objective to have a comprehensive framework for selecting, appraising, prioritizing, monitoring and evaluating public investment projects and integrated database for both Public Sector Investment Projects (PSIP) and Donor finance Projects (DFPs)
IV.6 Fiscal Risks	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporations is strengthened	Comprehensiveness and timeliness of monitoring and reporting public corporation's fiscal risks (PEFA PI-10.1, FTC 3.3.2)	Complete inventory of SOEs compiled, and SOERCU coverage expanded.	12/31/2017	Partially achieved	SOE Financial reporting (handson training) TA to develop/review the SoE fiscal risks strategy and make the necessary recommendations	TA mission	STX x2 LTX x1 STX x1	Sep 18 Nov 18	Authorities have requested - is also a carryover from FY18. Objective is to have authorities producing consolidated SoE financial reports

RBM Logframe and FY2019 Workplan											
Sierra Leone - Public Financial Management (PFM_AW2_2014_01) - PFM I											
Logframe						Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date
Improved budget execution and control	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Appraisal, selection, costing and monitoring of public investment projects (PEFA PI-11, PIMA 9, PIMA 10, PIMA 13, PIMA 14, FTC 2.1.4)	Training delivered on selected aspects of public investment management, including project appraisal.	12/31/2017	Not yet started	Placeholder for mission / participation in HQ mission		LTX x1 STX x1		Resources have been set aside for participation in a HQ led mission in this area
IV.6 Fiscal Risks	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporations is strengthened	Comprehensiveness and timeliness of monitoring and reporting public corporation's fiscal risks (PEFA PI-10.1, FTC 3.3.2)	Public Enterprise Oversight Unit established within the Budget Bureau.	12/31/2017	Not yet started					Assistance in this area has not been requested from the authorities for this FY. Other Development Partners are supporting this area.
				Data gathered and reports compiled on SOE performance, both individually and the sector as a whole.	10/31/2018	Not yet started					

IV.2 Budget Preparation	Comprehensive, credible, and policy-based budget preparation	1. A more credible medium term macro-fiscal framework that supports budget preparation	PEFA PI-1, PEFA PI-3: Percentage variation in expenditure and revenue outturns	Training delivered in time for preparation of 2019 budget	31/08/18	New for FY19	Improved forecast of Macro Economic Variables	TA mission	LTX STXx1	16 July	25 July	New. Requested by authorities. Q3 2018 - possible training (4 days?) plus short report. Budget credibility has worsened in most recent 2014 PEFA (D scores for PI-1 and PI-3) suggesting TA could be beneficial in this area.
		Information on resources and performance by program is included in budget documentation	Availability of performance information for service delivery (PEFA PI-8, FTC 2.3.2)	Framework for presenting activity and programme information in budget documentation agreed	12/31/2018	New for FY19	Training of budget committees in monitoring and implementation of Activity Based Budgeting	TA mission	STX x2	Jan 19	Jan 19	New. Requested by authorities. Q3 2018. Need to check if this is a priority

RBM Logframe and FY2019 Workplan												
The Gambia - Public Financial Management (PFM_AW2_2014_01) - PFM I												
Logframe							Activity					
Work stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
IV.2 Budget Preparation	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Percentage variation between aggregate expenditure outturn and approved budget (PEFA PI-1) Percentage variation between revenue outturn and approved budget (PEFA PI-3) Medium-term perspective in budget framework (PEFA PI-16, FTC 2.1.3)	Macro-fiscal model updated, data inconsistencies resolved, and coordination committee reactivated.	10/31/2017	Partially achieved	Finalizing medium term macro-fiscal framework	TA mission	STX x1	2-Jul-18	13-Jul-18	Continuing work from FY18
				The government prepares internal consistent forecasts of revenue, expenditure and the budget balance for the budget year and the two following years.	10/31/2018		Budgeting in a medium-term framework	TA mission	LTX, STX x1	Q1 2019	Continuing work from FY18. Planned for after 2019 budget, to review progress on medium term budgeting against recommendations from FY18 mission	

IV.6 Fiscal Risks	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporations is strengthened	Comprehensiveness and timeliness of monitoring and reporting public corporation's fiscal risks (PEFA PI-10.1, FTC 3.3.2)	Government implements standard template for financial reporting by SOEs, and starts receiving data using this template.	10/31/2017	Not yet started	National workshop on Financial reporting by SOEs	Workshop	LTX, STX x1	Sep 18	Carryover from FY18 RAP and recommendations from July 2017 report
				Government receives financial reports from all fiscally significant SOEs, and compiles and publishes details on SOE performance individually and the sector as a whole.	10/31/2018		Central fiscal oversight and analysis of public corporations is strengthened	TA mission	STX x2	Mar 19	

RBM Logframe and FY2019 Workplan										
Cabo Verde - Public Financial Management (PFM_AW2_2014_01) - PFM II										
Logframe						Activity				
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date
IV.4 Fiscal Reporting Log Frame	Improved coverage and quality of Fiscal Reporting.	Comprehensiveness and quality of fiscal reports is enhanced	1. PEFA PI-29: Annual financial reports-fiscal reports comparable with the approved budget are prepared annually within six months of the year end consistent with the government legal framework. The standards used are disclosed.	PEFA Score "B" - Financial reports for budgetary central government are prepared annually and are comparable with the approved budget. They contain information on most of revenue, expenditure, financial assets, financial liabilities, guarantees, and long-term obligations.	Oct. 2018	Partially achieved				
				Q2 FY19: PEFA Score "B+" Same as for above, however contain information on at least revenue, expenditure, financial assets, financial liabilities, guarantees, and long-term obligations.	Oct. 2018					
				Q2 FY20: PEFA Score "A" - Same as above and are supported by a reconciled cash flow statement.	Oct. 2020					

	Audited annual financial statements are published and scrutinized by parliament	1.2.1 PEFA PI-30 External audit - scope, nature and follow up of external audit.	Q3 FY18: PEFA Score "B" - Audit reports were submitted to the legislature within six months from receipt of the financial reports by the audit office for the last three completed fiscal years. Q4 FY19: PEFA Score "B+" - Audit reports were submitted to the legislature within six months from receipt of the financial reports by the audit office for the last three completed fiscal years, Audit reports were submitted to the legislature within six months from receipt of the financial reports by the audit office for the last three completed fiscal years.	Jan. 2018	Partially achieved	Improving Annual financial reports and follow up (audit and legislative)	TA Mission	LTX, STX (Cavanagh Joseph)	October 18	2 Weeks	LTX-1 WEEK STX 2 WEEKS STX availability to be confirmed
			Q4 FY20: PEFA Score "A" - Audit reports were submitted to the legislature within three months from receipt of the financial reports by the audit office for the last three completed fiscal years.	Apr. 2020							

IV. 5 Asset Management Log Frame	Improved integration of assets and liability management framework	Cash flow forecasts for all of central government are more accurate and timely	PEFA PI-21 Predictability of In-year resource allocation;	Q4 FY18: PEFA Score "B" - All bank and cash balances are consolidated on a weekly basis, A cash flow forecast is prepared for the fiscal year and is updated at least quarterly on the basis of actual cash inflows and outflows.	Apr. 2018	Largely achieved	Follow up on Cash Management	TA Mission	STX (Williams Michael)	January 19	2 Weeks	STX Availability to be confirmed
				Q4 FY19: PEFA Score "A" - All bank and cash balances are consolidated on a daily basis, A cash flow forecast is prepared for the fiscal year and is updated monthly on the basis of actual cash inflows and outflows.	Apr. 2019							

RBM Logframe and FY2019 Workplan										
Ghana - Public Financial Management (PFM_AW2_2014_01) - PFM II										
Logframe						Activity				
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of October 2017 copied from mid-year report	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date
IV.3 Budget Execution & Control Log Frame	Improved budget execution and control.	Controls over expenditure commitments and payments are strengthened	1. PEFA PI-22: Expenditure Arrears	PEFA Score "B"- Data on the stock and composition of expenditure arrears is generated quarterly within eight weeks of the end of each quarter. The stock of expenditure arrears is no more than 6% of total expenditure in at least two of the last three completed fiscal years.	Jan. 2018	Largely achieved	Assessment and Strategy for Management of Arrears and audit of unpaid commitments and claims	TA Mission	LTX/STX (Pokar Khemani)	July, 18
				Q4 FY19: PEFA Score "B+" - Data on the stock and composition of expenditure arrears is generated quarterly within eight weeks of the end of each quarter. The stock of expenditure arrears is no more than 2% of total expenditure in at least two of the last three completed fiscal years.	Apr. 2019					2 Weeks
										STX Availability to be confirmed

IV. 5 Asset Management Log Frame	Improved integration of assets and liability management framework	More central government revenues and expenditure are deposited and disbursed through a Treasury Single Account	PEFA PI-20 Accounting for revenue	<p>Q3 FY18: PEFA Score "B"</p> <p>- Entities collecting most central government revenue transfer the collections to the Treasury and other designated agencies at least weekly. Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least half-yearly within eight weeks of the end of the half-year.</p> <p>Q4 FY19: PEFA Score "A"</p> <p>- Entities collecting most central government revenue transfer the collections directly into accounts controlled by the Treasury, or transfer the collections daily to the Treasury and other designated agencies. Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least quarterly within four weeks of the end of quarter.</p>	Jan. 2018	Largely achieved						
					Apr. 2019	Largely achieved						

		1 Cash flow forecasts for all of central government are more accurate and timely	PEFA PI-21 Predictability of In-year resource allocation.	Q4 FY18: PEFA Score "B" - All bank and cash balances are consolidated on a weekly basis, A cash flow forecast is prepared for the fiscal year and is updated at least quarterly on the basis of actual cash inflows and outflows. Q4 FY19: PEFA Score "A" - All bank and cash balances are consolidated on a daily basis, A cash flow forecast is prepared for the fiscal year and is updated monthly on the basis of actual cash inflows and outflows.	Apr. 2018	Largely achieved	Follow up to expand the coverage/implementation of TSA and preparing annual cash flow forecast.	TA Mission	STX	Jan, 19	2 weeks		Platias Janis
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RBM Logframe and FY2019 Workplan												
Liberia - Public Financial Management (PFM_AW2_2014_01) - PFM II												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of October 2017 copied from mid-year report	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
IV/4 Fiscal Reporting Log Frame	Improved Coverage and Quality of Fiscal Reporting	Comprehensiveness and quality of fiscal reports is enhanced	PEFA PI-27 Financial Data Integrity	Q3 FY18: PEFA Score "C" - Bank reconciliation for all active central government bank accounts takes place at least quarterly, usually within 8 weeks from the end of each quarter, Reconciliation of suspense accounts takes place annually, within two months from the end of the year.	Jan. 2018	Partially achieved						
				Q3 FY19: PEFA Score "B" - Bank reconciliation for all active central government bank accounts takes place at least monthly, usually within 4 weeks from the end of each month, Reconciliation of suspense accounts takes place at least quarterly within two months from the end of each quarter.	Jan. 2019	Partially achieved	TA to review/revise the national chart of accounts in compliance with GFS 2014 & CoFoG and to review the integrity of the reconciliation processes.	TA Mission	STX	April 2019	2 Weeks	(STX to be identified)

RBM Logframe and FY2019 Workplan										
Nigeria - Public Financial Management (PFM_AW2_2014_01) - PFM II										
Logframe						Activity				
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of October 2017 copied from mid-year report	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date
IV/4 Fiscal Reporting Log Frame	Improved Coverage and Quality of Fiscal Reporting	Comprehensiveness and quality of fiscal reports is enhanced	PEFA PI-27 Financial Data Integrity	Q3 FY18: PEFA Score "B" - Bank reconciliation for all active central government bank accounts takes place at least monthly, usually within 4 weeks from the end of each month. Reconciliation of suspense accounts takes place at least quarterly within two months from the end of each quarter.	Jan. 2018	Partially achieved				
				Q3 FY19: PEFA Score "B+"	Jan. 2019					
				Q3 FY20: PEFA Score A" - Bank reconciliation for all active central government bank accounts takes place at least weekly at aggregate and detailed levels, usually within one week from the end of each week. Reconciliation of suspense accounts takes place at least monthly, within a month from the end of each month.	Jan. 2020					

		PEFA PI-28 In-year budget reports	Q3 FY18: PEFA Score "B" - Coverage and classification of data allows direct comparison to the original budget with partial aggregation. Budget execution reports are prepared quarterly, and issued within four weeks from the end of each quarter.	Jan. 2018	Partially achieved						
			Q3 FY19: PEFA Score "A" - Coverage and classification of data allows direct comparison to the original budget. Information includes all items of budget estimates, Budget execution reports are prepared monthly, and issued within two weeks from the end of each month.	Jan. 2019	Not yet started	1. Technical support on data analysis. 2. Support on data management	TA Mission	LTX	October, 18	2 weeks	
		PEFA PI -29 Annual financial reports	Q2 FY18: PEFA Score "B" - Financial reports for budgetary central government are prepared annually and are comparable with the approved budget. They contain information on most of revenue, expenditure, financial assets, financial liabilities, guarantees, and long-term obligations.	Oct. 2017	Largely achieved						
			Q2 FY19: PEFA Score "B+" - Same as for above, however contain information on at least revenue, expenditure, financial assets, financial	Oct. 2018	Not yet started	Use of GIFMIS for generating key management reports, statutory financial statements and	TA Mission	STX/LTX	August, 2018	2 weeks	STX to be identified and availability confirmed

IV. 5 Asset Management Log Frame (Federal)	Improved integration of assets and liability management framework	More central government revenues and expenditure are deposited and disbursed through a Treasury Single Account	PEFA PI-20 Accounting for revenue	liabilities, guarantees, and long-term obligations.	Q4 FY18: PEFA Score "B" - Entities collecting most central government revenue transfer the collections to the Treasury and other designated agencies at least weekly, Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least half-yearly within eight weeks of the end of the half-year.	Q4 FY19: PEFA Score "A" - Entities collecting most central government revenue transfer the collections directly into accounts controlled by the Treasury, or transfer the collections daily to the Treasury and other designated agencies, Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least quarterly within four weeks of the end of quarter.	Apr. 2018	Largely achieved	integrating cash planning.						
							Apr. 2019								

IV. 5 Asset Management Log Frame (Sub-national - Kaduna)		Cash flow forecasts for all of central government are more accurate and timely	PEFA PI-21 Predictability of In-year resource allocation.	Q3 FY18: PEFA Score "B" - All bank and cash balances are consolidated on a weekly basis, a cash flow forecast is prepared for the fiscal year and is updated at least quarterly on the basis of actual cash inflows and outflows.	Jan. 2018	Partially achieved	Support in preparing CMU structure, developing cash-flow database and preparing in-year weekly/monthly cash plans.	TA Mission	LTX/STX	August, 18	2 Weeks	
				Q4 FY19: PEFA Score "A" - All bank and cash balances are consolidated on a daily basis, A cash flow forecast is prepared for the fiscal year and is updated monthly on the basis of actual cash inflows and outflows.	Apr. 2019	Not yet started						
		Improved integration of assets and liability management framework	PEFA PI-20 Accounting for revenue	Q3 FY18: PEFA Score "B" - Entities collecting most central government revenue transfer the collections to the Treasury and other designated agencies at least weekly, Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least half-yearly within eight weeks of the end of the half-year.	Jan. 2018	Largely achieved						

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RBM Logframe and FY2019 Workplan												
Sierra Leone - Public Financial Management (PFM_AW2_2014_01) - PFM II												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of October 2017 copied from mid-year report	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
IV.3 Budget Execution & Control Log Frame	Improved budget execution and control	Controls over expenditure commitments and payments are strengthened	PEFA PI-23 Payroll controls	Q3 FY18: Overall PEFA Target "A"- A detailed assessment of payroll controls is undertaken and an action plan for strengthening these prepared and implemented. FY19: Future work is dependent on outcome of the detailed study to be done in 2018.	Jan. 2018	Partially achieved						
			PEFA PI-25 Internal controls for non-salary expenditure	Q3 FY18: Overall PEFA Target "A"- A detailed assessment of non-payroll controls is undertaken and an action plan for strengthening these prepared and implemented;	Apr. 2019							
					Jan. 2018	Partially achieved						

RBM Logframe and FY2019 Workplan										
The Gambia - Public Financial Management (PFM_AW2_2014_01) - PFM II										
Logframe						Activity				
Work stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 30, 2018	Mission Title/Description	TA Type (mission, workshop, attachment , etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date
IV.3 Budget Execution & Control Log Frame	Improved budget execution and control.	Controls over expenditure commitments and payments are strengthened	1. PEFA PI-22: Expenditure Arrears	Q3 FY18: PEFA Score "B+" - Data on the stock and composition of expenditure arrears is generated quarterly within eight weeks of the end of each quarter. The stock of expenditure arrears is no more than 6% of total expenditure in at least two of the last three completed fiscal years.	Jan. 2018	Largely achieved				
				Q4 FY19: PEFA Score "B+" - Data on the stock and composition of expenditure arrears is generated quarterly within eight weeks of the end of each quarter. The stock of expenditure arrears is no more than 2% of total expenditure in at least two of the last three completed fiscal years.	Apr. 2019					

IV.4 Fiscal Reporting Log Frame	Improved Coverage and Quality of Fiscal Reporting	Comprehensiveness and quality of fiscal reports is enhanced	PEFA PI-27 Financial Data Integrity	Q4 FY20: PEFA Score "A" - Internal audit is operational for all central government entities, Internal audit activities are focused on evaluations of the adequacy and effectiveness of internal controls, all programmed audits are completed.	Apr. 2020	Largely achieved						
				Q2 FY18: PEFA Score "C" - Bank reconciliation for all active central government bank accounts takes place at least quarterly, usually within 8 weeks from the end of each quarter, Reconciliation of suspense accounts takes place annually, within two months from the end of the year.	Oct. 2017							
				Q2 FY19: PEFA Score "B" - Bank reconciliation for all active central government bank accounts takes place at least monthly, usually within 4 weeks from the end of each month, Reconciliation of suspense accounts takes place at least quarterly within two months from the end of each quarter.	Oct. 2018							

					Q4 FY19: PEFA Score "B+" - Audit reports were submitted to the legislature within six months from receipt of the financial reports by the audit office for the last three completed fiscal years, clear evidence of follow up in last 3 years.	Apr. 2019		Risk-based internal audit functions are established in central govt agencies	TA Mission	LTX/STX	March, 19	2 weeks	STX availability to be confirmed
					Q4 FY20: PEFA Score "A" - Audit reports were submitted to the legislature within three months from receipt of the financial reports by the audit office for the last three completed fiscal years, clear evidence of follow up for last three years.	Apr. 2020							
IV. 5 Asset Management Log Frame	Improved integration of assets and liability management framework	More central government revenues and expenditure are deposited and disbursed through a Treasury Single Account	PEFA PI-20 Accounting for revenue	Q3 FY18: PEFA Score "B" - Entities collecting most central government revenue transfer the collections to the Treasury and other designated agencies at least weekly. Entities collecting most central government revenue undertake complete reconciliation of assessments, collections, arrears, and transfers to Treasury and other designated agencies at least half-yearly within eight weeks of the end of the half-year.	Jan. 2018	Partially achieved							

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Budget Execution and Control	Fiscal sustainability	Improved expenditure control	Public investment management	basis of actual cash inflows and outflows. A detailed assessment of payroll controls is undertaken and an action plan for strengthening these prepared and implemented.	Apr. 20	Not yet started	(i) Improved Expenditure Control	TA Mission	HQ/LTX	Sept, 18	2 weeks	Attachment proposed at Africa Training Institute in Mauritius
								(ii) Expenditure Analysis and Fiscal Decentralization	LTX	To be confirmed	2 weeks	

RBM Logframe and FY2019 Workplan Developing Template											
Cabo Verde - Real Sector Statistics - National Accounts (RSS_AW2_2014_01)											
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Logframe				Activity					
		Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date
Strengthen macroeconomic and financial statistics compilation and dissemination	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Strategy for the rebasing of the annual national accounts prepared	31-DEC-16	Fully achieved					
				Produce a workplan to establish the compilation of the new base – 2015	30-APR-17	Fully achieved					
				Release a public document explaining the project in detail	30-APR-17	Fully achieved					
				Define the requirements of SNA 2008 and assessment of the available data source	31-JUL-17	Fully achieved					
				Rebased ANA are released and compile SUT 2015 and the 2015 Sector Accounts	30-JUL-18	Partially achieved	Rebasing National Accounts	Mission	STX	11-Jun-18	22-Jun-18
				2015 (revised) and compile 2016 SUT and the 2016 Sector Accounts	12/31/2018		Rebasing National Accounts	Mission	STX	15-Oct-18	26-Oct-18

Cabo Verde - Real Sector - Prices (RSS_AW2_2014_01)												
Logframe					Activity							
Work Stream ((selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen macroeconomic and financial statistics compilation and dissemination	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 CPI Manual.	Assessment of CPI concepts, data sources and methods	31-MAY-17	Fully achieved						
				Development of revised data collection strategy and methodology	30-JUN-17	Fully achieved						
				Appropriate prices data collected	31-DEC-18	Not yet started	Rebasing CPI	Mission	STX	21-May-18	1-Jun-18	
				Redevelopment of the CPI compilation system	31-DEC-18	Not yet started	Rebasing CPI	Mission	STX	12-Nov-18	23-Nov-18	
						Dissemination of new CPI series	28-FEB-19	Not yet started	Rebasing CPI	Mission	STX	12-Nov-18
		Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	The number of staff trained to compile and disseminate these statistics is adequate.	Staff trained on: 1. CPI concepts, sources and methods; 2. Rebasing CPI; 3. PPI concepts, sources and methods; and 4. Rebasing PPI	30-APR-19	Partially achieved						Ongoing

RBM Logframe and FY2019 Workplan Developing Template												
Ghana - Real Sector Statistics - National Accounts (RSS_AW2_2014_01)												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Development of revised AGDP-E methodology	31-Mar-17	Fully achieved						
				Improved AGDP-E estimates compiled	30-Mar-17	Fully achieved						
				Dissemination of improved AGDP-E estimates	30-Apr-17	Fully achieved						
				Development of AGDP-P methodology	31-Jan-18	Fully achieved						
				Appropriate data collected to compile the SUT and rebase GDP	30-Jul-18	Largely achieved	Rebasing National Accounts	Mission	LTX	12-Jun-18	21-Jun-18	Ongoing. Support by AW2 will continue over the coming months.
				Dissemination of rebased AGDP estimates	28-Sep-18							
				Develop plan for rebase of ANA with base year 2018.	28-Feb-19	Not Started	Rebasing National Accounts	Mission	LTX	21-Jan-19	1-Feb-19	
				Appropriate data collected to compile QGDP-E	31-Aug-18	Not yet started						

		disseminated internally and/or to the public	disseminated on a quarterly or monthly basis.	Preliminary QGDP-E estimates compiled	31-Oct-18												
		Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	The number of staff trained to compile and disseminate these statistics is adequate.	Dissemination of QGDP-E estimates	30-Nov-18	Not yet started											
				Staff of 8 trained on revised methodology, data collection, SUT compilation, compiling rebased GDP estimates and dissemination of rebased GDP estimates.	30-Sep-19	Partially achieved											Ongoing
Ghana - Real Sector Statistics - Prices (RSS_AW2_2014_01)																	
Logframe																	
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Activity					
	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 CPI Manual.	Rebased and improved CPI compiled	29-Apr-19	Not yet started	Rebasing CPI	Mission	STX	11-Mar-19	22-Mar-19						

RBM Logframe and FY2019 Workplan Developing Template												
Liberia - Real Sector Statistics - National Accounts (RSS_AW2_2014_01)												
Logframe							Activity					
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques , including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	The compilation system is comprehensive, robust and well documented.	Data sources and methodologies are documented and disseminated with the release of the rebased estimates.	31-Mar-21	Not yet started						
		Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Appropriate survey and administrative data collected	29-Mar-19	Partially achieved	Rebasing National Accounts	Mission	Both LTX and STX	25 Jun 2018; 1 Oct 2018; 3 Dec 2018; 11 Feb 2019; 4 Mar 2019	29 Jun 2018; 12 Oct 2018; 7 Dec 2018; 22 Feb 2019; 8 Mar 2019	Economic Survey fieldwork has commenced.
				SUT and rebased AGDP estimates compiled	26-Feb-21	Not yet started						
				Dissemination of rebased AGDP estimates	31-Mar-21	Not yet started						

RBM Logframe and FY2019 Workplan Developing Template													
Nigeria - Real Sector Statistics - National Accounts (RSS AW2_2014_01)													
Logframe							Activity						
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of [Date] to be copied from mid-year report	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment	
Strengthen macroeconomic and financial statistics compilation and dissemination	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Backcast series estimated	31-May-17	Fully achieved						Were disseminated on 28 April 2018.	
				Dissemination of backcast series	30-Jun-18	Fully achieved							
				Develop plan for rebase of ANA with base year 2018.	31-Oct-18		Rebasing National Accounts	Mission	STX	10-Sep-18	21-Sep-18		
				Determine dimensions for the Supply and Use Tables for the rebase	31-Oct-18								
				Design SUT spreadsheet for rebasing	31-Oct-18								
		Higher frequency data has been compiled and disseminated internally and/or to the public	National accounts compiled and disseminated on a quarterly or monthly basis.	Assessment of QNA concepts, data sources and methods	30-Jun-17	Fully achieved							
				Development of QGDP-P&E methodology.	31-Oct-18	Largely achieved	Development of QNA by expenditure	Mission	STX	10-Sep-18	21-Sep-18		
				Appropriate data collected	30-Jun-19	Partially achieved	Development of QNA by expenditure	Mission	STX	11-Mar-19	22-Mar-19		

RBM Logframe and FY2019 Workplan Developing Template										
Sierra Leone - Real Sector Statistics - National Accounts (RSS_AW2_2014_01)										
Work Stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Logframe				Activity				
		Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date
	Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant international standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Appropriate survey and administrative data are collected	31-May-19	Partially achieved	Rebasing National Accounts	Mission	LTX	10/15/2018; 11 Mar 2019
				SUT and rebased AGDP estimates compiled	31-Jan-20	Not yet started				
				Development of revised ANA methodology	31-Jan-20	Not yet started				
				Dissemination of rebased AGDP estimates	29-May-20	Not yet started				
				Develop SSL business register which is harmonized with the National Revenue Authority taxpayer list as well as other registers.	30-Mar-18	Partially achieved				DFID EDDI2 mission will review in Feb 2018.
		Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	The number of staff trained to compile and disseminate these statistics is adequate	Staff of 4 trained on revised methodology, data collection, SUT compilation, compiling rebased GDP estimates and dissemination of rebased GDP estimates	31-Dec-18	Partially achieved				Ongoing

RBM Logframe and FY2019 Workplan Developing Template												
The Gambia - Real Sector Statistics - National Accounts (RSS_AW2_2014_01)												
Logframe							Activity					
Work stream (selected from IMF TA Catalog)	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Status of FY2018 milestones as of April 31, 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Strengthen compilation and dissemination of data on macroeconomic and financial statistics decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.		Data are compiled and disseminated using the classification of the latest manual/guide	The classifications used are in broad conformity with internationally recommended.	Source data are industry coded	30-Jun-18	Partially achieved						Progress is continuing.
				Develop procedures for the ongoing industry coding of new tax payers	30-Jun-18	Not yet Started	Development of Business Register	Mission	LTX	2-Jul-18	13-Jul-18	
				Establish a quality assurance team consisting of GBoS and GRA staff	30-Jun-18	Not yet Started	Development of Business Register	Mission	LTX	2-Jul-18	13-Jul-18	
				Match Economic Census data with Taxpayer list to establish business register base	29-Mar-19	Not yet Started	Development of Business Register	Mission	LTX	11-Feb-19	22-Feb-19	
				Establish Business Register Maintenance procedures	29-Sep-19	Not yet Started	Development of Business Register	Mission	LTX	29-Apr-19	10-May-19	
		Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	Administrative data collected	31-Mar-17	Fully achieved						
				Rebased AGDP estimates compiled	31-May-18	Fully achieved						
				Dissemination (including back cast series) of rebased AGDP estimates	5-Jul-18						Backcast series will be delayed	

Logframe and FY2019 Workplan												
Cabo Verde - Domestic Tax (TAX_AW2_2014_01)												
Logframe							FY19 Activity (RAP)					
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-April 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	A detailed data match program and use of third party data implemented and results used to identify key compliance risks.	7/31/2018	Partially achieved	Data Matching Mission	TA mission	STX	15-Jul-2018	26-Jul-2018	Portuguese Expert requested
				Structure and processes for intelligence and investigation capacity to enhance compliance	4/30/2019		Mission to Develop Intelligence and investigation capacity	TA mission	LTX/STX	Feb 12 2019	22-Feb-2019	New outcome area added
				A risk based compliance management program implemented.	4/30/2019	Partially achieved						No further work foreseen in the next fiscal year
Tax Administration Core Functions Log Frame		A larger proportion of taxpayers meet their payment obligations as required by law.	Management of tax arrears improved	Structure and processes for the management and enforcement of debt reviewed and recommendations provided to the authorities	4/30/2019		Effective Arrears Management Mission	TA mission	LTX/STX	8-Apr-2019	19-Apr-2019	New outcome area added
	Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Automated cross-checking used to verify return information.	LTO auditors trained on audits and audit manual reviewed.	4/30/2018	Partially achieved	Mission on audit training (Sao Vicente e Santo Atao)	TA mission	STX	Sept 2 2018	Sept 13 2018	Portuguese STX requested (Mr. Jose Maria Pires)

Logframe and FY2019 Workplan												
Ghana - Domestic Tax (TAX_AW2_2014_01)												
Logframe							FY19 Activity (RAP)					
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-April 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
III.1 Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Support functions enable more effective delivery of strategy and reforms.	Improved ICT strategies and systems support the tax administration	Process review completed and standard operating procedures for core functions documented.	10/31/2018	Not Yet Started	Mission on development of SOPs	TA mission	STX	25-Jun-18	9-Jul-18	
				Staff trained on revised processes.	4/30/2019	Not yet started	Mission to train staff of revised TRIPS processes	TA mission	STX	20-May-19	31-May-19	
		Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Reform Management Capacity strengthened or put in place for reform implementation, including dedicated resources	Staff capacity built for preparation and implementation of the strategy plan	1/31/2019		Mission on Strategic Planning	TA mission	LTX/STX	23-Jul-18	27-Jul-18	New outcome area
							Mission on Monitoring and Evaluation (M&E)	TA mission	LTX/STX	30-Jul-18	3-Aug-18	New outcome area
							Mission on performance management for Middle Managers	TA mission	LTX	18-Mar-19	22-Mar-19	New outcome area

III.2 Tax Administration Core Functions Log Frame	Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Corporate Priorities are better managed through effective risk management	Improved identification, ranking and quantification of compliance risks	A VAT Compliance improvement plan for LTO is developed on the basis of the data matching and other mission recommendations and submitted to authorities for implementation.	FY19 Q3		Mission on VAT Compliance	TA mission	LTX/STX	3-Dec-18	14-Dec-18	
		Tax administrative procedures legally established	Tax procedure codes in line with modern standards is in place, widely communicated, and effectively applied	Excise operational procedures manual developed and presented to GRA management.	Staff trained on developed manual.	10/31/2018	Fully achieved						
	Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.		Automated cross-checking used to verify return information.	Audit capacity in LTO and MTO strengthened through training and development.	1/30/2019	Not yet started	Mission to train staff on Excise audits	TA mission	STX	15-Oct-18	26-Oct-18	
				Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	Data Matching report implemented per the recommendations and in line with compliance risk management principles, and risk-based compliance management program developed for identified risky sectors;	4/30/2018	Partially achieved						
				More use of third-party information informs audit planning.		4/30/2018	Largely achieved.						

Logframe and FY2019 Workplan												
Liberia - Domestic Tax (TAX_AW2_2014_01)												
Logframe							FY19 Activity (RAP)					
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-of April 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned.	Substantive provisions of the tax and customs laws aligned with modern standards	All Corporate SOPs are developed, approved and in use across all corporate functions and a regular review process and structure is established.	7/31/2018	Partially achieved						LRA may need desk support. No on-site mission needed at the moment.
		Corporate priorities are better managed through effective risk management	Improved Identification, assessment, ranking and quantification of compliance risks	Capacity of MTO staff built in surveillance and intelligence techniques	7/31/2018	Not yet started	Two-week Professional Attachment for MTO Staff in surveillance and intelligence techniques	Professional Attachment		2-Jul-2018	13-Jul-2018	New Outcome area added
Tax Administration Core Functions Log Frame	Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Automated cross-checking used to verify return information Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	Audit capacity in MTO strengthened through training and development Data Matching report implemented per the recommendations and in line with compliance risk management framework developed, and MTO implementation plan developed for risky sectors.	7/31/18 12/31/18	Partially achieved Largely achieved	Mission Audit training for MTO	TA Mission	LTX/STX	6-Aug-2018	17-Aug-2018	Milestone date changed to the next FY Milestone date updated
				Risk Management Tool kit designed	7/31/2018		Mission on developing a Risk Management Tool Kit	TA Mission	STX	11-Jun-2018	22-Jun-2018	Additional Milestone added

		Taxpayer service initiatives to support voluntary compliance are strengthened.	Scope, currency and accessibility of information for taxpayers improves over time.	Segmented taxpayer engagement and communication channels expanded for wider and effective coverage and lower compliance costs.	7/31/2018	Not yet started	Review of Taxpayer Service	TA Mission	STX	3-Sep-2018	14-Sep-2018	
		A larger proportion of taxpayers meet their payment obligations as required by law	Management of tax arrears improved (TADAT POA5-15)	Structure for the management and enforcement of debt reviewed and recommendations for improvements provided to the authorities	1/31/2019		Mission on arrears management	TA Mission	LTX/STX	22-Oct-2018	2-Nov-2018	New Outcome area added
		The Integrity of the taxpayer base and ledger is strengthened	More accurate and reliable taxpayer information held in centralized database (TADAT POA1-1)	Guidelines for the registration of new taxpayers produced to ensure completeness and in line with best practices	1/31/2019		Mission on registration of taxpayers	TA Mission	STX	14-Jan-2019	25-Jan-2019	New Outcome area added
		A larger proportion of taxpayers meet their filing obligations as required by law	Management of filing compliance improved				Mission to review returns processes	TA Mission	STX	11-Mar-2019	22-Mar-2019	New Outcome area added

Logframe and FY2019 Workplan												
Nigeria - Domestic Tax (TAX_AW2_2014_01)												
Logframe							FY19 Activity (RAP)					
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-April 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff) tbd	Planned Mission Start Date	Planned Mission End Date	Comment
Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Capacity to reform increased due to clear reform strategy	Strategic and operational plans are prepared and adopted.	Annual operational plans for SGs developed and implemented.	1/31/2018	Not achieved						No further work.
			Key performance indicators established, regularly reported and monitored.	Performance management system implemented and cascaded to three levels of management	1/31/2019	Partially achieved	HQ-led TADAT follow up mission	TA Mission		Aug 13 2018	Aug 24 2018	New Activity
Strengthen core tax administration functions	Strengthen core tax administration functions.	1. Taxpayer service initiatives to support voluntary compliance are strengthened	Scope, currency and accessibility of information for taxpayers improves over time	A taxpayer service strategy developed and implemented.	10/31/2018	Not yet started	Mission to Strengthen Taxpayer service delivery	TA Mission	STX/LTX	18-Jun-18	29-Jun-18	
		A larger proportion of taxpayers meet their payment obligations	On-time payment ratio improved (TADAT POA5-14)	Service standards updated and form part of performance management.	10/31/2018							
				A comprehensive, risk-based compliance management program developed to address a number of compliance gaps using sector-based strategies.	7/31/2019	Partially achieved	Mission to develop a compliance management program	TA Mission	STX	2-Jul-18	13-Jul-18	

			Management of tax arrears improved (TADAT POA5-15)	VAT Filing and Payment Compliance Mechanisms reviewed	10/31/2018		Mission on VAT Compliance	TA Mission	STX/LTX	17-Sep-18	28-Sep-18	New Milestone & related activity added at the authorities request
3. Audit and other verification programs more effectively ensure accuracy of reporting.			Automated cross-checking used to verify return information.	Data analysis implemented and staff trained to use different sources of third-party data.	10/31/2018	Largely achieved	Mission on Data Matching	TA Mission	STX/LTX	19-Nov-18	30-Nov-18	
			A risk-based audit plan developed on the basis of identified risks and in line with data matching results.		10/31/2018	Largely achieved						
			Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	Audits conducted for identified specialized sectors (telecommunications, financial sector) and compliance strategies developed for the informal sector	10/31/2018	Largely achieved	Mission on developing a compliance strategy for the informal sector	TA Mission	STX/LTX	21-Jan-19	31-Jan-19	
				Compliance strategies developed for the informal sector	10/31/2018	Largely achieved						

Logframe and FY2019 Workplan											
Sierra Leone - Domestic Tax (TAX_AW2_2014_01)											
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each country, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-April 2018	FY19 Activity (RAP)				
							Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date
Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management.	Compliance risk mitigation activities monitored and evaluated.	Compliance risk management framework and its implementation plan developed and submitted to the authorities for implementation.	4/30/2018	Fully achieved					No further work expected on compliance risk management as it will be covered by the RMTF.
			Better identification, assessment and mitigation of institutional risks	Corporate Risk Analysis framework developed for authorities to implement.	4/30/2019		Mission to Develop a Corporate Risk Analysis Framework	TA mission	STX/LTX	4-Mar-19	15-Mar-19
		Support functions enable more effective delivery of strategy and reforms	Improved ICT strategies and systems to support the tax administration	MIS Business requirements specificities outlined	7/31/2018	Not yet started	Mission on the review of the MIS	TA Mission	STX	7. Oct 8 2018	7. Oct 19 2018
Tax Administration Core Functions Log Frame	Strengthen core tax administration functions.	1. Taxpayer service initiatives to support voluntary compliance are strengthened.	Scope, currency and accessibility of information for taxpayers improves over time	Information channels expanded and survey results show improved access to available information products.	4/30/2019	Partially achieved	Mission on the taxpayer register	TA mission	LTX	14-May-18	25-May-18
							Follow up mission on the taxpayer register	TA mission	STX	14-Jan-19	25-Jan-19
											Milestone date changed to FY 19 as it will not be met in the current FY18
											Milestone date changed to FY 19 as it will not be met in the current FY18

			Taxpayer perceptions of service monitored and improved (TADAT POA3-9)	Taxpayer charter updated based on survey results, and service standards form part of management performance assessments, with improved results.	1/31/2019	-	Mission on Taxpayer Service Charter	TA mission	STX	10-Sep-18	21-Sep-18	Milestone date changed to FY 19 as it will not be met in the current FY18
	2. A larger proportion of taxpayers meet their payment obligations as required by law.	Management of tax arrears improved (TADAT POA5-15)	Debt management manual developed and implemented, and processes monitored.	7/31/2018	Not yet started	Mission on Debt Management	TA mission	STX	4-Jun-18	15-Jun-18	Milestone date changed to FY 19 as it will not be met in the current FY18	
	3. Audit and other verification programs more effectively ensure accuracy of reporting.	Automated cross-checking used to verify return information (TADAT POA6-16)	Improved audit coverage and compliance levels.	7/31/2018	Largely achieved	Mission on audit training	TA mission	STX	21-Aug-18	31-Aug-18	Milestone date changed to FY 19 as it will not be met in the current FY18	

Logframe and FY2019 Workplan												
The Gambia - Domestic Tax (TAX_AW2_2014_01)												
Logframe							FY19 Activity (RAP)					
Topic Area	Objective (selected from IMF TA Catalog)	Outcomes (Expected Results) (selected from IMF TA Catalog)	Outcomes Verifiable Indicators (selected from IMF TA Catalog)	Milestones (customized for each county, to be achieved by your organization)	Milestones planned achievement date	Milestone Status as of end-April 2018	Mission Title/Description	TA Type (mission, workshop, attachment, etc.)	Staffing (LTX, STX, and/or staff)	Planned Mission Start Date	Planned Mission End Date	Comment
Revenue Administration & Governance	Strengthen revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management	Compliance improvement program in place to mitigate identified risks	Compliance risk management framework and its implementation plan developed.	4/30/2019	Partially achieved	Mission to develop a compliance management framework	TA Mission	STX	28-May-2018	8-Jun-2018	Milestone date changed
			Institutional risks identified, assessed and ranked	Enterprise risk strategy developed and submitted to the authorities.	4/30/2019		HQ-led follow up mission on TADAT	TA Mission	LTX	9-Jul-2018	20-Jul-2018	New Activity
Tax Administration Core Functions Log Frame	Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Automated cross-checking used to verify return information	Audit capacity strengthened through training and development.	4/30/2018	Largely achieved	Mission on audit training	TA Mission	STX	3-Dec-2018	14-Dec-2018	Milestone date changed
							Mission on audit training	TA Mission	STX	11-Feb-2019	22-Feb-2019	
			Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	An audit program developed.	FY19 Q4	Partially achieved	Mission on audit training follow up mission	TA Mission	LTX	1-Oct-2018	12-Oct-2018	Outcome area and Milestone changed