

ANNEXES

TABLE OF CONTENTS

ANNEX I: AGENDA FOR THE 6 TH STEERING COMMITTEE MEETING_____	1
ANNEX II; MINUTES OF THE FIFTH AFRITAC WEST 2 STEERING COMMITTEE MEETING _____	2
ANNEX III: FY 2018 TA ACTIVITIES _____	13
ANNEX IV: TA REPORTS COMPLETED AND TRANSMITTED IN FY 2018_____	25
ANNEX V: AFRITAC WEST 2 STAFF _____	29

ANNEX I: AGENDA FOR THE 6TH STEERING COMMITTEE MEETING

**Transcorp Hilton Hotel, Abuja, Nigeria
Tuesday, March 13, 2018,**

In the presence of the Honorable Minister of Finance of Nigeria, Mrs. Kemi Adeosun:

Time	Topic
8.30–9.00	Registration of Participants
9.00–9.15	Opening Remarks by Chairman and Adoption of the Minutes of the 5 th Steering Committee Meeting in April 2017
9:15–9:20	Video Message by Ms. Carla Grasso, Deputy Managing Director, IMF
9:20–9:35	Brief Remarks by AFW2 Development Partners
9:35–9.45	Official Group Photograph
9.45–10.00	<i>Coffee and Tea Break</i>
10:00–11:45	Implementation of the Fiscal Year (FY) 2018 work plan, Proposed FY 2019 work plan and Results-Based Management (RBM) Presentation by the AFW2 Center Coordinator Presentation by AFW2 Resident Advisors Feedback from Steering Committee Members
11.45–12.30	FY 2018 Financial Report, FY 2019 Budget and Phase II of AFW2 Presentation by IMF's Institute of Capacity Development (ICD) Feedback from Steering Committee Members
12.30–1.30	LUNCH
1.40–3.00	AFW2 Mid-Term Evaluation: Report & IMF response (Presentation & Discussion)
3.05–4.30	Break out groups sessions on the following topics: i) Overcoming CD challenges (Including Donor Coordination) ii) Priorities for the next AFW2 Cycle ii) Strengthening accountability for CD results
4.40–5.15	Plenary & Conclusion
7.00–9.00	DINNER

ANNEX II: MINUTES OF THE FIFTH AFRITAC WEST 2 STEERING COMMITTEE MEETING

APRIL 28, 2017

OASIS PRAIAMAR HOTEL, PRAIA, CABO VERDE

The fifth Steering Committee (SC) meeting of AFRITAC West 2 (AFW2) of the International Monetary Fund (IMF) was held on Friday, April 28th, 2017 at the Oasis Hotel, Praia in Cabo Verde. The meeting was chaired by His Excellency (H.E) Mr. Olavo Correia ¹, Minister of Finance for Cabo Verde.

AFW2's Steering Committee (SC) members welcomed the progress made by the Center in establishing itself as a frontline provider of capacity development (CD) in the sub-region. The SC endorsed the work program for FY 2018. The meeting was briefed on the roll-out of the Fund-wide Results-Based Management framework at the Center. Member countries were urged to retain ownership of the Center's capacity development work particularly in the context of the RBM. The inception note for the Center's mid-term external evaluation was presented at the meeting, the recommendations and the lessons of which would be reported to the SC at its next meeting to be held in Nigeria in April 2018.

1. Chairman's Opening Remarks and Adoption of the Minutes of the 4th Steering Committee Meeting held in April 2016

The meeting commenced at 9:15 am.

H.E. Mr. Olavo Correia, **the Chair and Minister of Finance for Cabo Verde**, welcomed the Steering Committee (SC) to Cabo Verde and to the meeting. In his opening remarks², the Chair was pleased with the progress made by the Center so far in fulfilling its mandate. He highlighted some of the Center's work in various countries which had received positive feedback and acknowledged the strengthened partnership between the Center and the regional bodies over the past year. Minister Correia urged national authorities to work diligently with the Center to achieve the results expected in the various countries and expressed appreciation to AFW2's development partners for their support.

The Agenda for the meeting was adopted.

The Minutes of the 4th SC meeting, held on April 28, 2016 were approved.

¹ The Minister was excused after the first part of the meeting to attend to other urgent matters and was replaced as Chair by Mr. Gilson Pina, Macroeconomic Advisor to the Minister of Finance Cabo Verde, and later by Ms. Liza Helena Vaz, Director of the National Directorate of State Revenue of Cabo Verde.

² The Minister's opening remarks will be included in the published annual report.

2. Brief Development Partners Remarks

Remarks were given by the representatives of the European Union (EU) and the European Investment Bank (EIB).

His Excellency José Manuel Pinto Teixeira, Head of the EU Delegation to Cabo Verde stated that capacity building was an important area of support for the EU and noted that the EU is the largest donor for AFW2. He welcomed the Center's resilience during the Ebola crisis, and going forward reaffirmed the EU's continued support for the Center.

Ms. Nina Fenton, European Investment Bank (EIB) indicated that the AFRITAC support was relatively new for the EIB. Notwithstanding, the EIB saw its relevance particularly in the financial sector. She welcomed the progress made by the Center in delivering its work.

3. Video Presentation: AFW2 Member Country Representatives' Views on the Center's Capacity Building Work

A 15-minute documentary video showcasing the Center's work was premiered at the meeting. The video featured high-level officials from all the six AFW2 member countries who gave positive feedback on the work of the Center in the various countries.

4. Reports on the Implementation of the FY 2017 Work Plan

Mr. Lamin Leigh, Center Coordinator -CC/AFW2, gave a presentation³ which broadly reviewed the Center's work in Fiscal Year (FY) 2017 and highlighted the strategic priorities for FY 2018. This was followed by a presentation by the AFW2 Regional Advisors on the implementation of the FY 2017 work program in the following order: **Ms. Faith Mazani** (Revenue Administration -Tax), **Mr. Philip Wood** (Revenue Administration - Customs), **Mr. Ashni Singh & Mr. Jaideep Mishra** (Public Financial Management -PFM), **Mr. Zsolt Ersek** (Monetary Policy Operations and Payment Systems -MONOPs), **Ms. Cheryl Bruce** (Financial Sector Supervision) and **Ms. Donna Grcman** (Real Sector Statistics). The sector presentations covered the key capacity development achievements for FY 2017, proposed interventions for FY 2018 work program and highlighted some challenges in the sectors.

Feedback and Discussions

The discussions centered on the following themes:

Country issues & Work of AFW2

Ms. Juldeh Ceesay⁴, Ministry of Finance and Economic Affairs (MOFEA), The Gambia,

³ All participants received copies of all the SC presentations on a flash drive.

⁴ Represented Mr. Lamin Camara who sent his regrets.

expressed appreciation to the Center for the recent outreach mission to The Gambia. She also welcomed the Center's support especially in PFM relating to State-Owned Enterprises (SOEs) and cash flow forecasting and hoped that the Center could serve as gatekeeper for development partners. Ms. Ceesay noted that the country needed more support on fiscal reporting and transparency, SOEs, capital market development and for the Statistics. She added that The Gambia is under a new dispensation and that the new government is in the process of developing a Rapid Response Plan. In this regard, AFW2 could expect new TA requests.

Ms. Maimuna John-Sowe⁵, Central Bank of The Gambia (CBG), mentioned that feedback on the work of the Center has been very positive. She reiterated the need for support to promote transparency in the management of SOEs explaining that The Gambia has challenges with growth and debt. SOEs remained a big risk putting pressure on the government's reserves. Also, in their experience, banks have issues with provisioning underscoring the need for effective supervision of the banking sector. She urged the Center to strengthen collaboration with other development partners, particularly with WAIFEM to avoid duplication of capacity building efforts.

Ms. Grace Akrofi, Bank of Ghana (BOG), welcomed the Center's peer-to-peer learning programs as well as the collaboration with regional bodies. She asked how the peer-to-peer learning could be applied to help address challenges such as widening the tax net to include the informal sector to boost revenue mobilization in Ghana. She added that liquidity forecasting in Ghana needs strengthening.

Mr. Osvaldo Lima, Banco de Cabo Verde (BCV), noted that the BCV has a good relationship with the Center although the work done so far was mostly in the monetary sector. He indicated that as Cabo Verde has cooperation with other Lusophone countries, they also receive assistance from other sources. With limited staffing, they are unable to participate in all AFW2 programs. He identified macroprudential indicators as an area of interest for the BCV and looked forward to hosting a workshop with the Center on the subject.

Ms. Liza Helena Vaz, National Directorate of State Revenue of Cabo Verde (DNRE), stressed the importance of country ownership in capacity development programs. She urged government institutions to have a better understanding of their challenges and to be able to articulate their vision. This would help in TA prioritization and make TA interventions more meaningful. She highlighted the challenge of balancing out the pressure to collect revenues with the need for reform in that sector. Ms. Vaz recognized the need for not only the infrastructure for government institutions to work with, but also an attitudinal change to enhance civil service integrity and the quality of public service. She hoped for a continued

⁵ Represented Mr. Bakary Jammeh who sent his regrets.

collaboration with AFW2.

Mr. Alimamy Bangura, Ministry of Finance and Economic Development (MOFED), Sierra Leone, acknowledged the assistance received by Sierra Leone in various areas notably in drafting the PFM Act, its accompanying regulations and the Fiscal Strategy Document. He indicated the country was negotiating a new program with the Fund anchored on Domestic Resource Mobilization. In this regard, while he welcomed the assistance provided by the Center on Revenue Administration, he asked for further support also in Tax Policy advocating for a Tax Policy Diagnostics Tool. On Statistics, he noted there was a discrepancy between the growth forecast of the Government of Sierra Leone and that of the IMF regarding the mining sector which is worth investigating. He identified domestic debt management and SOE oversight as areas where the country needed assistance. He also requested for AFW2's support to train 50 new economists and budget analysts recruited by the Ministry of Finance.

Mr. Baba Musa, West African Institute of Financial and Economic Management (WAIFEM), expressed appreciation for the collaboration and coordination between AFW2 and WAIFEM noting that it helped to avoid duplication in the past year. He attested to the impact of the PFM support provided by the Center to the Kaduna State Government explaining that it had helped to improve the capacity of the state.

On SOEs, **Ms. Faith Mazani, Revenue Administration Advisor/AFW2** pointed out that many Revenue Administrations in the sub-region are struggling to recover debts from SOEs and as such, the area required attention. She noted however that since SOEs covered different sectors requiring various technical skills, the Fund may not be able to provide all the assistance required in this area. **Mr. Ashni Singh, PFM Advisor/AFW2** added that the topic had been identified as a priority area for the Fiscal Affairs Department (FAD) of the Fund in the context of the new Results Based Management (RBM) framework, and was included in the Center's work plan for several member countries. Mr. Singh explained further that while actual reform of SOEs themselves is not a traditional area of work for the Fund, the Fund's work in relation to SOEs focused more on identifying, reporting and managing fiscal risks arising from SOE operations. He added that other DPs are better equipped to work on the microeconomic aspects of SOE reforms.

Regarding the issue of widening the tax net, **Ms. Mazani**, noted that from the revenue administration perspective, if governments could design policies that simplified the tax regime for small businesses, revenue administrations could then be empowered to educate, inform and collect from these small businesses. On Tax Policy, she added that a new support program for various countries dubbed the Revenue Mobilization Trust Fund would commence in May 2017 and managed by HQ. This program will support beneficiary countries in areas ranging

from tax policy to revenue administration.

Financial Sector

Ms. Diane Mendoza, MCM/HQ⁶, introduced the Steering Committee to two specific tools that could assist central banks in identifying their TA needs. The first tool was the Financial Sector Stability Review (FSSR) which provided a sound diagnostic upon which financial sector reform programs could be formulated. She explained that the tool is designed to evaluate the adequacy of institutional frameworks and capacity in financial policies that had implications in financial stability, financial deepening and financial inclusion. Once the assessment has been done, HQ would collaborate with the relevant Technical Assistance Center (TAC) to provide the necessary TA to the country. The second tool dubbed the Technical Assistance Questionnaire for Banking Supervision and Regulation was geared toward the banking supervisors.

Ms. Maria Lopez Henriques, BCV, mentioned correspondent banking as an area of concern for Cabo Verde as American banks had closed several of such accounts. She enquired if AFW2 could provide some assistance from the external relations front to help manage the situation.

Mr. Michael Atingi-Ego, AFR/HQ⁷ indicated that correspondent banking and money laundering were topical issues under discussion between the Fund's African Department and MCM adding that a discussion note on the subject was in preparation. He advised that improving compliance with Anti Money Laundering provisions could help countries minimize the risks associated with correspondent banks. The Financial Integrity Unit of the Fund's Legal Department could also provide some assistance to countries in this area.

Statistics

Mr. Louis Venter, STA/HQ⁸ encouraged country authorities to provide resources to produce quality and timely statistics and to give statisticians access to administrative data. He urged the authorities to help facilitate Memorandum of Understanding (MOU) where needed, to make data access a reality. He urged countries to subscribe to the Enhanced General Data Dissemination System (EGDDS). He added that the platform was relatively cheap and easy to install. He noted that where needed, the Fund could provide assistance on this area.

Ms. Grace Akrofi (BOG) enquired if AFW2's statistics support could be extended to BOG as the bank is also involved in the production of economic statistics in the country. **Ms. Donna Grcman, Statistics Advisor/AFW2** indicated that in most countries the statistics offices did not have the full capacity to produce all the necessary statistics. Thus, central banks and the ministries of finance are typically also engaged in the compilation of statistics. She noted

⁶ Monetary and Capital Markets Department, IMF Headquarters (HQ)

⁷ Africa Department of IMF/HQ

⁸ Statistics Department of IMF HQ

however that AFW2 is mandated to cover only Real Sector Statistics. TA needs in other areas of statistics could be channeled to IMF HQ.

Mr. Michael Atingi-Ego, AFR/HQ highlighted that most central banks had challenges with receiving timely data from statistics offices. To get around this challenge, Central Banks have been encouraged to develop the Composite Index for Economic Activities (CIEA). AFRITAC-East for instance had taken a lead in helping central banks to compile this index. He noted that it was not the central banks mandate to produce and disseminate real sector statistics. That said, since data produced by statistics offices are not always timely and high frequency in nature, central banks sometimes fill the gap by developing internally leading indicators of economic activity mainly for monetary policy formulation.

Mr. Lamin Leigh, CC/AFW2, noted that AFW2 has also provided some assistance on the CIEA. Giving an overview on this work, **Mr. Zsolt Ersek, Monetary Policy Operations and Payment Systems (MONOPs) Advisor**, explained that in Sierra Leone, Liberia and The Gambia, the Center had recently started working with authorities on the development of the CIEA and this work was progressing well.

Mr. Degol Mendes⁹, Economic Community of West African States (ECOWAS), welcomed AFW2's assistance in statistics to member countries in as much it helped to facilitate the harmonization of macroeconomic statistics in the region. He acknowledged the support received by the member countries and urged for more coordination of TA in this area.

Mr. Douglasson Omotor, WAIFEM, briefed the meeting that on the compilation of Government Finance Statistics (GFS) which had a significant demand from member countries, WAIFEM is planning a training program in partnership with IMF HQ on this topic.

The work program for FY 2018 was endorsed by the Steering Committee.

5. FY 2018 Financial Report and Budget Presentation

Ms. Ahuozia Baiye, ICD/HQ¹⁰, presented on the status of fundraising for AFW2, the FY 2017 budget execution and the proposed budget for FY 2018.

Mr. Lamin Leigh, CC/AFW2 added that during the 2017 Spring Meetings, a proposal from WAIFEM to explore a joint training with AFW2 and ICD on a monetary policy modelling course for member countries was discussed in a meeting chaired by the Director of ICD ¹¹. As the proposed work program for FY 2018 had already been submitted to the SC at the time of this discussion, it was recommended that this proposal be discussed during the SC to solicit member countries' views. Expanding on this proposed training, **Mr. Zsolt Ersek** explained

⁹ Represented Mr. Lasane Kabore who sent his regrets.

¹⁰ Institute of Capacity Development (ICD), IMF Headquarters.

¹¹ The course would be a broader monetary policy course with training on monetary policy modelling incorporated into it.

that there is significant demand for such a course in AFW2 central banks based on his TA missions. He noted that it could be tailored to the needs of various member countries adding that it had the advantage of benefiting more government officials since it would be held within the region.

Mr. Douglass Omotor, WAIFEM also indicated this proposed training was in response to demand from WAIFEM's Board of Directors to help close the existing capacity gap in the areas of monetary policy.

Mr. Lamin Leigh, CC/AFW2 noted that since the capacity development work of AFW2 is underpinned by a demand driven approach, it is important to hear the views of AFW2 member countries.

Feedback and Discussions

Overall, AFW2 member countries at the meeting broadly saw merit in proceeding with the proposed training course thus the SC endorsed the course. The Center was also urged to ensure a robust selection of participants. **Mr. Carlos Rocha (BCV)**, noted however that the BCV has a training plan which they would consult with respect to the proposed training. Responding to the question of WAIFEM's contribution to the program, both Mr. Leigh and **WAIFEM** clarified that this was still under discussion. Commenting on the course participant selection, **Mr. Holger Floerkemeier, ICD/HQ** explained that the Fund does its best in the selection of candidates for the various courses offered. He urged country authorities to help with the selection process by sponsoring the right candidates to the various training programs.

6. Presentation of AFW2 Mid-Term Evaluation Timeline and Inception Note

Ms. Sybille Grob, a member of the AFW2 evaluation team from ECORYS gave a presentation on the draft inception note for the Mid-Term Evaluation of the Center. She noted that the main objectives of the evaluation are to assess the relevance, effectiveness, efficiency and sustainability of AFW2 activities using the OECD DAC criteria.

The following case studies were proposed:

- Ghana (PFM): strengthening of medium-term fiscal framework
- The Gambia (Monetary): liquidity forecasting and liquidity management
- Liberia (statistics): Strengthening national accounts
- Liberia (revenue management): Strengthening reforms in customs administration

In terms of the time line, Ms. Grob indicated that the field work of the evaluation is scheduled to take place in the second half of June and through early July with a visit to Accra, Ghana and the countries chosen for case studies. The evaluation report will be presented to the SC in April 2018.

Feedback and Discussions

Ms. Nina Fenton, EIB enquired when the Evaluation Sub Committee (ESC) could expect the draft inception note for committee's input and comments. She also pointed out that as financial supervision was a strategically important area for the EIB, they would like to see it clearly distinguished from the monetary sector.

Mr. Ashni Singh, PFM Advisor identified AFW2's work with the Kaduna State Government (KSG), Nigeria in the PFM sector as a possible candidate for inclusion amongst the case studies. He explained that while the proposed choice of the work on Ghana's medium-term fiscal forecasting would also be an interesting case, the support provided to KSG would be an important candidate for consideration, especially given the case selection criteria of level of effort and input intensiveness. In addition, Nigeria is the Center's largest member country and an economy of systemic importance in the sub-region. Furthermore, the intervention at the sub-national level generated spillover demand in other sectors of the Center's work — most recently in revenue administration. In addition, there are broader lessons of AFW2's intervention at the sub-national level for other RTACs. Finally, the case for its selection is reinforced by the fact that this intervention was the subject of specific and extensive discussion during the Center's third Steering Committee meeting.

The proposal to include the work done with KSG, Nigeria was supported by **Mr. Michael Atingi-Ego HQ/AFR** who indicated that this work was strategically important for the Africa Department of the Fund. **Mr. Holger Floerkemeier, ICD/HQ** also supported the proposal adding that work with sub-national governments (SNGs) was very special for the Fund and had implications beyond AFW2. He indicated that the newly-established RTAC in South Asia, SARTTAC would also be supporting SNGs. Thus, an analysis of AFW2's work with the KSG and any lessons drawn from this experience would be highly valuable for the IMF's CD engagement with SNGs more broadly. While the constraints regarding a field visit to Kaduna, as well as the trade-offs with other proposed case studies were appreciated, the evaluation should cover the KSG case at the very least through an in-depth desk review.

On the question raised by the EIB about financial supervision, **Ms. Grob** clarified financial supervision will be covered in the Evaluation. Regarding the inclusion of AFW2's support to KSG, Nigeria, she explained that the choice of case studies had also considered budget constraints for the evaluation and noted it could be considered for a desk review. The issue would be discussed further with the rest of the evaluation team.

Ms. Ahuoiza Baiye HQ-ICD indicated that the draft inception report was being finalized and would be shared in a few days. **Mr. Holger Floerkemeier, ICD/HQ** added that the evaluation report will be a key input for the preparation of the next phase of AFW2.

7. Chair and Location for the next Steering Committee Meeting in April 2018

Mr. Lamin Leigh, CC/AFW2 noted that in line with the governance arrangement approved

by the SC the rotation of the location and chair for SC meetings among AFW2 member countries was encouraged. Ghana hosted the first three SC meetings and the last SC meeting was held in The Gambia. Thus, Nigeria, Liberia and Sierra Leone are yet to chair and host AFW2's meeting.

Ms. Grace Akrofi (BOG) proposed Nigeria to be the next Chair and host of the SC. However, given that there was no representative from Nigeria at the meeting, she enquired about the Center's level of engagement with Nigeria. **The Gambia** seconded the proposal for Nigeria to host and chair the next SC meeting.

The CC noted that although Nigeria had so far not participated in the Centers' SC meetings, the Center's TA engagement with the country was extensive covering most sectors. Moreover, Nigeria had also recently appointed its representative to SC and when they were asked at this year's IMF/World Bank Spring Meetings, they also signaled their willingness to host and chair the next SC meeting. With no other proposals made by members, the SC endorsed Nigeria to be the next host and chair of the SC.

8. Presentation on the new Fund-wide Results-Based Management (RBM) framework

Ms. Tsegereda Mulatu, Results-Based Management (RBM) Advisor gave a presentation on the new Fund-wide RBM framework. She explained that the RBM was a strategic management tool used by many government institutions and international organizations. It would be used by the Fund to monitor how its TA efforts provide tangible outcomes. She noted that by focusing on results rather than inputs, the RBM framework offered several benefits for the Fund, member countries and DPs. She stressed that the use of the RBM required a shared effort and responsibility between country authorities and the Fund. Member countries were encouraged to actively engage in the TA program design and show commitment to the implementation of TA program and the attainment of the agreed results.

Feedback and Discussions

Mr. Baba Musah, WAIFEM welcomed the introduction of the RBM by AFW2 and noted that WAIFEM was also implementing an RBM. He indicated that from WAIFEMs' experience it was very useful to identify mitigating strategies for risks identified in the context of the RBM as CD outcomes are sometimes subject to factors that are well beyond the control of the authorities.

AFW2 Advisors **Ms. Mazani (Revenue Administration)** and **Mr. Jaideep Mishra (Public Financial Management)** reiterated that the RBM could be a useful tool in the management of various programs particularly in linking various interventions for common results.

Ms. Juldeh Ceesay, The Gambia, endorsed the RBM as a tool that could help countries to track progress in the implementation of their various development programs.

Ms. Liza Helena Vaz, DNRE, Cabo Verde stressed that success of the RBM would be related to ownership and coordination and encouraged country authorities to show strong leadership.

Mr. Osvaldo Lima, BCV, stated that good diagnosis was critical for TA. He advised that the RBM should have a gradualist approach considering the contextual factors in the various countries rather than adopting a one-size-fits-all approach. He said ownership would be reinforced when contextual factors are considered.

9. Concluding Remarks by Center Coordinator

Mr. Lamin Leigh, CC/AFW2 announced that he will soon be assuming a new assignment in the Fund, and that this meeting was therefore his last Steering Committee as the Center Coordinator for AFW2. He expressed gratitude to the staff of the Center, the various member country representatives as well as DPs for the support he received during his tenure at the Center. He informed the SC that his successor had been appointed, in the person of Mr. Oral Williams. Mr. Williams would take office in September 2017.

The meeting ended at 4:30 pm

Summary of main recommendations from the 5th AFW2 Steering Committee Meeting: April 28, 2017

1. The Center will follow up on member countries request for support on fiscal risks arising from SOEs operations, how to bring the informal sector into the tax net and how to minimize the risks/vulnerabilities posed by correspondent banks.
2. The Center will follow up on the proposed joint training course by ICD/AFW2/WAIFEM on monetary policy modelling.
3. The Evaluation team was urged to consider including the Center's work with the Kaduna State, Nigeria as an additional case study.
4. The Center will follow up with Nigeria on hosting and chairing of the next steering committee meeting in 2018.
5. The Center will follow up on the next steps in the implementation of the IMF-wide RBM framework at the Center.

AFW2 Fifth Steering Committee Meeting: Participants List

Name	Organization/Agency
Hon. Olavo Correia	Ministry of Finance, Cabo Verde
Carla Cruz	Ministry of Finance, Cabo Verde
Gilson Pina	Ministry of Finance, Cabo Verde
Mirza Brito	Ministry of Finance, Cabo Verde
Liza Helena Vaz	National Directorate of State Revenue (DNRE), Cabo Verde
Maria Teresa Lopes Henriques	Banco de Cabo Verde (BCV), Cabo Verde
Hon. Osvaldo Lima	Banco de Cabo Verde (BCV), Cabo Verde
Carlos Rocha	Banco de Cabo Verde (BCV), Cabo Verde
Grace Emma Akrofi	Bank of Ghana (BOG), Ghana
Alimamy Bangura	Ministry of Finance and Economic Development (MOFED), Sierra Leone
Maimuna Iya-Tunde John-Sowe	Central Bank of Gambia (CBG), The Gambia
Juldeh Ceesay	Ministry of Finance and Economic Affairs (MOFEA), The Gambia
Nina Clare Fenton	European Investment Bank (EIB), Luxembourg
H.E. José Manuel Pinto Teixeira	European Union (EU) Delegation to Cabo Verde, Cabo Verde
Degol Mendes	Economic Community of West African States (ECOWAS) Commission, Nigeria
Douglason Godwin Omotor	West African Institute for Financial and Economic Management (WAIFEM)
Baba Yusuf Musa	West African Institute for Financial and Economic Management (WAIFEM)
Michael Atingi Ego	International Monetary Fund/Headquarters
Holger Floerkemeier	International Monetary Fund/ Headquarters
Ahuoiza Baiye	International Monetary Fund/ Headquarters
Louis Venter	International Monetary Fund/ Headquarters
Diane Mendoza	International Monetary Fund/ Headquarters
Sybille Grob	ECORYS
Lamin Leigh	AFRITAC West 2 / International Monetary Fund
Philip Wood	AFRITAC West 2 / International Monetary Fund
Jaideep Mishra	AFRITAC West 2 / International Monetary Fund
Ashni Singh	AFRITAC West 2 / International Monetary Fund
Zsolt Ersek	AFRITAC West 2 / International Monetary Fund
Cheryl Bruce	AFRITAC West 2 / International Monetary Fund
Faith Mazani	AFRITAC West 2 / International Monetary Fund
Donna Grcman	AFRITAC West 2 / International Monetary Fund
Tsegereda Mulatu	AFRITAC West 2 / International Monetary Fund
Valeria B. Mensah	AFRITAC West 2 / International Monetary Fund
Janice Norman	AFRITAC West 2 / International Monetary Fund
Deborah Morrison	AFRITAC West 2 / International Monetary Fund

ANNEX III: FY 2018 TA ACTIVITIES

REVENUE ADMINISTRATION (TAX) FY 2018 MISSIONS

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Regional	Regional Workshop on Tools for Successful Revenue Reform Strategy Implementation	Mazani Faith	9/11/2017	9/15/2017	5
		Nkambule Brightwell	9/11/2017	9/15/2017	5
		Dostler Peter Matthias Gerhard	9/11/2017	9/15/2017	5
Regional	Joint Seminar on (ISORA) and Managing Performance in a Tax Administration	Mulatu Tsegereda	2/26/2018	3/2/2018	5
Cabo Verde	Data Matching Project Exchange program	Tait Robert William Hugh	5/15/2017	6/2/2017	19
Cabo Verde	Audit Training	Mazani Faith	10/6/2017	10/13/2017	8
		Pires Jose	10/9/2017	10/20/2017	12
Cabo Verde	Developing Taxpayer Service and Communication Strategy	Baltazar Antonio	1/22/2018	2/2/2018	12
Gambia	Audit Training & Recommendation Review	Mazani Faith	7/15/2017	7/19/2017	5
Gambia	Data Matching Project	Mazani Faith	10/2/2017	10/6/2017	5
Gambia	Telecom Audit and Regulator Training	Chege Andrew G	10/2/2017	10/13/2017	12
		Lugemwa Charles Ssekwe	10/2/2017	10/13/2017	12
Gambia	Data Matching Project	Tait Robert William Hugh	10/30/2017	11/10/2017	12
Gambia	VAT Compliance Review for GRA	Dawe Brian Howard	1/29/2018	2/16/2018	19
Gambia	Data Matching Follow up Audit Training	Fitzgerald Mirjana Marianne	3/12/2018	3/23/2018	12
		Gaperi Kanyesiime Henry	4/10/2018	4/25/2018	16
Gambia	Follow up mission on TADAT assessment	Muyangwa Charles	4/10/2018	4/25/2018	16
		Sparkman Rebecca Ann	5/22/2017	6/6/2017	16
Ghana	TADAT	Edwards-Dowe Denise	5/22/2017	6/6/2017	16
Ghana	Support the GRA Compliance Audit Program	Chege Andrew G	8/21/2017	9/1/2017	12

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Ghana	Excise Manual and Structure Review	Lugemwa Charles Ssekwe	8/21/2017	9/1/2017	12
Ghana	Post TADAT Strategy Setting and Design	Griffiths Philip	11/20/2017	11/24/2017	5
Ghana		Sparkman Rebecca Ann	11/27/2017	12/12/2017	16
Ghana		Nyanga Maimbo Christobel	11/29/2017	12/12/2017	14
Ghana		Story Thomas Martin	11/29/2017	12/12/2017	14
Ghana		Gillanders Norman William	11/29/2017	12/12/2017	14
Ghana	VAT Compliance Review and Improvement Program	Dawe Brian Howard	12/3/2017	12/15/2017	13
Ghana	LTO Compliance Improvement	Mazani Faith	12/4/2017	12/15/2017	12
Ghana	TAX: Review Excise Manual and Structure	Mazani Faith	1/15/2018	1/26/2018	12
Ghana	TRIPS Functionality Review for GRA	Menhard Peter	1/15/2018	1/26/2018	12
Ghana	Excise Manual and Structure Review	Griffiths Philip	1/15/2018	1/26/2018	12
Liberia	Developing Corporate Operating Procedures	Kariuki Elizabeth Judy Nyawira	8/7/2017	8/18/2017	12
Liberia	Business Process Management for LRA Domestic Tax Division	Mazani Faith	8/14/2017	8/18/2017	5
Nigeria	Lagos tax office	Nkambule Brightwell	2/19/2018	3/2/2018	12
Nigeria	Develop Project Governance Framework	Dawe Brian Howard	5/1/2017	5/2/2017	2
Nigeria	Review Processes for Kaduna State Internal Revenue	Mazani Faith	5/2/2017	5/10/2017	9
Nigeria	Audit Training Exchange Program	Mazani Faith	5/4/2017	5/5/2017	2
Nigeria	Data Matching for (FIRS)	Mazani Faith	6/12/2017	6/16/2017	5
Nigeria	Data Matching Project Exchange program	Chege Andrew G	6/12/2017	6/23/2017	12
Nigeria	ATAF Conference	Mwandha Antony Eric	6/12/2017	6/23/2017	12
Nigeria	Compliance Improvement Program FIRS	Mazani Faith	7/24/2017	7/26/2017	3
Nigeria		Mwandha Antony Eric	7/24/2017	8/11/2017	19
Nigeria		Dawe Brian Howard	7/24/2017	8/11/2017	19
Nigeria		Mazani Faith	9/25/2017	9/30/2017	6
Nigeria		Dawe Brian Howard	10/16/2017	11/5/2017	21
Nigeria		Mazani Faith	10/30/2017	11/8/2017	10

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Nigeria	Audit Training Exchange Program	Chege Andrew G	11/6/2017	11/17/2017	12
		Mwandha Antony Eric	11/6/2017	11/17/2017	12
Nigeria	TADAT Training	Pecho Trigueros Miguel Eduardo	2/28/2018	3/2/2018	3
Nigeria	Tax Administration	Gaperi Kanyesiime Henry	3/10/2018	3/14/2018	5
Sierra Leone	Audit Training Follow-up	Fitzgerald Mirjana Marianne	5/17/2017	6/2/2017	17
Sierra Leone	Develop a Compliance Improvement Program for the National Revenue Authority	Mazani Faith	8/24/2017	8/30/2017	7
Sierra Leone	Developing Compliance Management Program	Dawe Brian Howard	8/24/2017	9/15/2017	23
Sierra Leone	Streamlining Intelligence and Investigation	Mwandha Antony Eric	1/29/2018	2/9/2018	12
Sierra Leone	Debt Management	Da Silva Shirley	2/12/2018	2/23/2018	12
Sierra Leone	WAH-Assist NRA in Finalizing the Strategic Plan for 2018-2022	Dostler Peter Matthias Gerhard	2/26/2018	3/9/2018	12

REVENUE ADMINISTRATION (CUSTOMS) FY 2018 MISSIONS

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Regional	Regional Workshop on Stakeholder Engagement	Wood Philip R.	9/4/2017	9/8/2017	5
		Argyle Andrew Thomas	9/4/2017	9/8/2017	5
Regional	Regional Workshop on JSA Project	Wood Philip R.	9/19/2017	9/21/2017	3
Regional	Regional Workshop on Integrity	Wood Philip R.	12/4/2017	12/8/2017	5
Regional	Regional Workshop on Strategic Management	Argyle Andrew Thomas	12/4/2017	12/8/2017	5
Regional	Regional Workshop on Strategic Management	Wood Philip R.	4/15/2018	4/19/2018	5
Cabo Verde	Development of Integrity Strategy & Risk Management Strategy (inc estb. of RM Steering Comm etc)	Wood Philip R.	5/29/2017	6/9/2017	12
Cabo Verde	Control of Exemptions from Customs Duties and Taxes	Collins Brian	5/29/2017	6/9/2017	12
Cabo Verde	Control of Exemptions from Customs Duties and Taxes	McGrath Ronald Denis	11/20/2017	12/1/2017	12

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Cabo Verde	Establishment of Valuation Team to Collect & Analyze Price Data	Barnett Janice Elizabeth	12/11/2017	12/21/2017	11
Cabo Verde	Development of Internal Governance Framework (Customs Division)	Wood Philip R.	12/11/2017	12/22/2017	12
Cabo Verde	ASYCUDA Training PCA Mentoring & Implementation of SOPs for Exemptions & Waivers	Penfold Jacqueline Ann	1/22/2018	2/2/2018	12
Gambia	Development of Induction Training Program & Design & Delivery of Train-the-Trainers Training P1	Barnett Janice Elizabeth	1/22/2018	2/2/2018	12
Gambia	Development of Induction Training Program & Design & Delivery of Train-the-Trainers Training P2	Brimble Brian	2/26/2018	3/9/2018	12
Gambia	Development of Induction Training Program & Design & Delivery of Train-the-Trainers Training P2	Nolan Lea Bruce	2/26/2018	3/9/2018	12
Gambia	Development of Induction Training Program & Design & Delivery of Train-the-Trainers Training P2	Wood Philip R.	2/26/2018	2/28/2018	3
Gambia	Delivery of Customs Induction Training Module (Pilot Event)	Wood Philip R.	5/13/2017	5/26/2017	14
Gambia	Development of Stakeholder Engagement Strategy & Risk Management Strategy (incl RM SC etc)	Argyle Andrew Thomas	5/15/2017	5/26/2017	12
Gambia	Development of National Intelligence Strategy & Mentoring Support to Intelligence & Investigation Unit	Argyle Andrew Thomas	6/28/2017	6/30/2017	3
Gambia	PCA Mentoring Support & Delivery of Training in Cargo Inspection Procedures	Penfold Jacqueline Ann	6/28/2017	6/30/2017	3
Gambia	Delivery of Customs Induction Training Module (Part 2)	Argyle Andrew Thomas	7/10/2017	7/21/2017	12
Gambia	Integrity Workshop (Diagnostic Study)	Penfold Jacqueline Ann	7/10/2017	7/21/2017	12
Liberia	Development of PSI Exit Strategy	Argyle Andrew Thomas	8/14/2017	8/25/2017	12
		Penfold Jacqueline Ann	8/14/2017	8/25/2017	12
		Wood Philip R.	8/28/2017	9/1/2017	5
		Collins Brian	8/28/2017	9/8/2017	12
		Collins Brian	10/16/2017	10/27/2017	12
		Bines Gordon Henri	1/8/2018	1/19/2018	12
		Hughman Thomas Shipston	1/8/2018	1/19/2018	12
		Wood Philip R.	1/8/2018	1/10/2018	3
		Argyle Andrew Thomas	3/4/2018	3/16/2018	13
		Wood Philip R.	3/4/2018	3/9/2018	6
		Wood Philip R.	3/26/2018	3/29/2018	4
		Penfold Jacqueline Ann	6/5/2017	6/15/2017	11
		Wood Philip R.	6/12/2017	6/15/2017	4

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Liberia	Delivery of Project Management Training	Wood Philip R.	9/25/2017	9/29/2017	5
Liberia	Documentation of Import Procedures & Preparation of Materials for Publication on LRA website	Penfold Jacqueline Ann	9/25/2017	9/29/2017	5
Liberia	Implementation of Risk Management Strategy	Argyle Andrew Thomas	11/13/2017	11/24/2017	12
Liberia	PCA Training & Mentoring Support (Phase 1)	Wood Philip R.	11/13/2017	11/21/2017	9
Nigeria	IMF Technical Assistance Mission in Tax & Customs Policy and Administration	Hughman Thomas			
Nigeria	Review of TTF Program	Shipston	12/4/2017	12/15/2017	12
Nigeria	Development of RM Strategy RM Committee & Support with the Establishment of an RM Unit (Ph. 1)	Wellens Jeremy	3/12/2018	3/23/2018	12
Nigeria	PCA Mentoring Support (Phase 1)	Wood Philip R.	3/21/2018	3/23/2018	3
Nigeria	Project Management Training				
Nigeria	Leadership & Management Development Training	Wood Philip R.	5/1/2017	5/10/2017	10
Nigeria	PCA Mentoring Support (selection planning & execution of audits)	Wood Philip R.	10/9/2017	10/18/2017	10
Nigeria	Implementation of Transit Procedures	Penfold Jacqueline Ann	2/19/2018	3/2/2018	12
Nigeria	Development of Stakeholder Engagement Strategy & Exemption Policy & Procedures	Bines Gordon Henri	2/19/2018	3/2/2018	12
Nigeria	Stakeholder Engagement Strategy Implementation & Training in Cargo Inspection Procedures	Hughman Thomas			
Sierra Leone	Delivery of Project Management Training	Shipston	3/12/2018	3/23/2018	12
Sierra Leone	PCA Mentoring Support (selection planning & execution of audits)	Argyle Andrew Thomas	4/9/2018	4/17/2018	9
Sierra Leone	Implementation of Transit Procedures	Argyle Andrew Thomas	4/18/2018	5/2/2018	15
Sierra Leone	Development of Stakeholder Engagement Strategy & Exemption Policy & Procedures	Penfold Jacqueline Ann	4/18/2018	5/2/2018	15
Sierra Leone	Stakeholder Engagement Strategy Implementation & Training in Cargo Inspection Procedures	Gillan John	7/17/2017	7/28/2017	12
Sierra Leone	Development of Stakeholder Engagement Strategy & Exemption Policy & Procedures	Wood Philip R.	7/26/2017	7/28/2017	3
Sierra Leone	Stakeholder Engagement Strategy Implementation & Training in Cargo Inspection Procedures	Brimble Brian	8/21/2017	9/1/2017	12
Sierra Leone	Development of Stakeholder Engagement Strategy & Exemption Policy & Procedures	Wood Philip R.	11/27/2017	12/1/2017	5
Sierra Leone	Stakeholder Engagement Strategy Implementation & Training in Cargo Inspection Procedures	Tait Robert William Hugh	11/27/2017	12/8/2017	12
Sierra Leone	Development of Stakeholder Engagement Strategy & Exemption Policy & Procedures	Collins Brian	2/8/2018	2/21/2018	14
Sierra Leone	Stakeholder Engagement Strategy Implementation & Training in Cargo Inspection Procedures	Wood Philip R.	2/8/2018	2/16/2018	9

PUBLIC FINANCIAL MANAGEMENT (PFM) MISSIONS FY 2018

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Regional	Regional Workshop on Strengthening Fiscal and Financial Reporting	Mishra Jaideep	8/7/2017	8/11/2017	5
		Bartlett Wayne Brian	8/7/2017	8/11/2017	5
		Khemani Pokar D.	8/7/2017	8/11/2017	5
		Tillmann Zorn Hendrik	8/7/2017	8/11/2017	5
		Singh Ashni Kumar	9/4/2017	9/8/2017	5
Regional	Regional Workshop Fiscal Risk Management State-Owned Enterprises and Public-Private Partnership (SOEs and PPPs)	Krivenkov Vladimir	9/4/2017	9/8/2017	5
		Darcy Martin David	9/4/2017	9/8/2017	5
		Steger Gerhard	9/4/2017	9/8/2017	5
		Mishra Jaideep	9/18/2017	9/22/2017	5
		Emasu Stephen	9/18/2017	9/22/2017	5
Regional	Regional Workshop on Risk Based Internal Auditing	George Alexander	9/18/2017	9/22/2017	5
		Jha Naresh	4/9/2018	4/13/2018	5
		Platais Janis	4/9/2018	4/13/2018	5
		Prakash Tej	4/9/2018	4/13/2018	5
		Costa Araujo Franselmo	6/14/2017	6/17/2017	4
Cabo Verde	Desk Review of Organic Budget Law				
Cabo Verde	Treasury Single Account and Cash Management	Mishra Jaideep	7/12/2017	7/24/2017	13
		Williams Michael	7/12/2017	7/24/2017	13
Cabo Verde	Developing the Medium-Term Fiscal Framework	Manuel Armando	7/19/2017	7/28/2017	10
		Singh Ashni Kumar	9/20/2017	10/3/2017	14
Cabo Verde	Oversight of State-Owned Enterprises	De Albuquerque Claudiano Manoe	9/20/2017	10/3/2017	14
		Romano Claudia Bice	9/22/2017	10/3/2017	12
		Mishra Jaideep	5/1/2017	5/11/2017	11
Gambia	Donor funds debt and contingent liabilities.	Singh Ashni Kumar	5/2/2017	5/11/2017	10
		Singh Ashni Kumar	6/2/2017	6/15/2017	14
Gambia	SOE oversight and fiscal risks	Krivenkov Vladimir	6/2/2017	6/15/2017	14
		Lennblad Anna	7/10/2017	7/21/2017	12
Gambia	Gambia mission	Hida Sybi	9/21/2017	10/5/2017	15
		Lennblad Anna	1/2/2018	1/12/2018	11

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Gambia	HQ Mission Treasury Single Account	Kariuki Elizabeth Judy Nyawira	2/5/2018	2/16/2018	12
Gambia	Support to SoE database and International Financial Reporting Standards	Grinyer John	4/16/2018	4/20/2018	5
	Advancing the Reorganization of the Ministry of Finance	Bartlett Wayne Brian	4/27/2018	5/3/2018	7
Ghana		Khemani Pokar D.	7/4/2017	7/12/2017	9
Ghana	Strengthening Fiscal Data Integrity and Financial Reporting	Cavanagh Joseph Barry	8/23/2017	9/1/2017	10
Ghana	PFM Regulations	Koshima Yugo	9/20/2017	10/3/2017	14
		McDonald Kieran Michael	9/20/2017	10/3/2017	14
		Aziz Imran Atif	9/20/2017	10/3/2017	14
Liberia	Fiscal Oversight of State-Owned Enterprises	Singh Ashni Kumar	7/17/2017	7/28/2017	12
		Krivenkov Vladimir	7/17/2017	7/28/2017	12
Liberia	Public Investment Management	Clifton Robert Neville	8/7/2017	8/18/2017	12
		Mishra Jaideep	10/2/2017	10/3/2017	2
Liberia	National Workshop on Making IPSAS Work in Liberia	Bartlett Wayne Brian	10/2/2017	10/3/2017	2
		Van Schaik Francois	10/2/2017	10/3/2017	2
Liberia	Follow up Mission to Liberia on Fiscal Reporting	Jha Naresh	4/17/2018	4/24/2018	8
		Bartlett Wayne Brian	4/17/2018	4/24/2018	8
Nigeria	Accounting Data Quality and Financial Reporting	Mishra Jaideep	8/16/2017	8/28/2017	13
		Bartlett Wayne Brian	8/16/2017	8/28/2017	13
Nigeria	Advancing TSA Implementation and Cash Management (sub-national)	Mishra Jaideep	8/29/2017	9/8/2017	11
		Jonsson Per-Olof	8/29/2017	9/8/2017	11
Nigeria	Strengthening Oversight of Federal Government-Owned Enterprises	Steger Gerhard	10/4/2017	10/17/2017	14
Nigeria	Outreach Mission	Grinyer John	3/14/2018	3/16/2018	3
		Jha Naresh	3/14/2018	3/16/2018	3
Nigeria	Cash/debt management and SOEs	Seiwald Johann	4/25/2018	5/3/2018	9
		Funke Katja Inge Brigitte	4/25/2018	5/3/2018	9

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
		Mungenast Clemens	4/25/2018	5/3/2018	9
Nigeria	Scoping mission for PIMA SOEs and MTBF	Grinyer John	4/25/2018	5/3/2018	9
Sierra Leone	Strengthening Accounting and Reporting	Mishra Jaideep	5/23/2017	6/2/2017	11
		Watkins David Keith	5/23/2017	6/2/2017	11
Sierra Leone	National Workshop on Making IPSAS Work in Sierra Leone	Mishra Jaideep	10/4/2017	10/6/2017	3
Sierra Leone	National Workshop on IPSAS Implementation	Bartlett Wayne Brian	10/5/2017	10/6/2017	2
		Van Schaik Francois	10/5/2017	10/6/2017	2
Sierra Leone	Implementation of PFM regulations and SOE Unit development	Koshima Yugo	1/29/2018	2/9/2018	12
		Ray Rohini	1/29/2018	2/9/2018	12
		Kostiainen Juho	1/29/2018	2/9/2018	12
Sierra Leone	Implementation of PFM Regulations and SOE Unit Development	Jha Naresh	1/29/2018	2/9/2018	12

MONETARY OPERATIONS AND PAYMENT SYSTEMS (MONOPS) FY 2018 MISSIONS

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
		Ersek Zsolt	7/31/2017	8/3/2017	4
Regional	Regional Workshop on Compliance with CPMI-IOSCO Principles for Financial Market Infrastructures	Connock Dale Gordon	7/31/2017	8/3/2017	4
		Alice Zanza Dubawi	7/31/2017	8/3/2017	4
Regional	Regional Workshop on FX Market Simulation for Central Banks	Csepai Zoltan	9/4/2017	9/8/2017	5
Regional	Regional Workshop on Improving Central Bank Communication	Roos Isaksson Gudrun Cecilia	9/25/2017	9/29/2017	5
Regional	Regional Workshop on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures	Bossone Biagio	1/22/2018	1/25/2018	4
		Connock Dale Gordon	1/22/2018	1/25/2018	4

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
Regional	Regional Workshop on Money Market and FX Market Instruments–WAH	Veres Istvan	4/5/2018	4/13/2018	9
Regional	Regional Workshop on Money Market and FX Market Instruments	Vandepeute Alain P.	4/23/2018	4/27/2018	5
		Veres Istvan	4/23/2018	4/27/2018	5
		Ersek Zsolt	4/26/2018	4/27/2018	2
Gambia	Improving Monetary Policy Analysis and Monetary Operations	Ersek Zsolt	8/7/2017	8/18/2017	12
		Fukac Martin	8/7/2017	8/18/2017	12
		Kondrat Zsolt	8/7/2017	8/18/2017	12
Gambia	Development of the Monetary Policy Analysis	Fukac Martin	2/15/2018	2/28/2018	14
Ghana	Liquidity Forecasting and Foreign Exchange Operations	Ersek Zsolt	10/30/2017	11/10/2017	12
		Kondrat Zsolt	10/30/2017	11/10/2017	12
Ghana	Professional Attachment on Financial Market Infrastructures and Payments at Bank of Tanzania	Ersek Zsolt	2/12/2018	2/16/2018	5
Liberia	Monetary Policy Analysis and Liquidity Management Operations	Ersek Zsolt	12/4/2017	12/15/2017	12
		Kondrat Zsolt	12/4/2017	12/15/2017	12
		Fukac Martin	12/4/2017	12/15/2017	12
Liberia	Improving Monetary Policy Analysis	Kondrat Zsolt	4/5/2018	4/18/2018	14
Nigeria	Monetary Policy Operations - A Stock Taking	Ersek Zsolt	6/12/2017	6/16/2017	5
		Ersek Zsolt	5/29/2017	6/9/2017	12
Sierra Leone	Monetary Policy Analysis and Monetary Operations	Fukac Martin	5/29/2017	6/9/2017	12
Sierra Leone	Development of Payment Systems	Ersek Zsolt	11/13/2017	11/24/2017	12
		Vermeulen Jan Joris R.	11/13/2017	11/24/2017	12

FINANCIAL SECTOR SUPERVISION FY 2018 MISSIONS

Beneficiary Country/Region	Description	Name	Start Dt	End Dt	Days Total
Regional	Regional Workshop on Macroprudential Supervision	Bruce Cheryl Theresa	11-Dec-17	15-Dec-17	5
		Steffensen Emil Ragnar	11-Dec-17	15-Dec-17	5
		Pastor Campos Gonzalo Carlos E	11-Dec-17	15-Dec-17	5
		Mahmud Hassan	11-Dec-17	15-Dec-17	5
		Bruce Cheryl Theresa	19-Mar-18	22-Mar-18	4
Regional	Regional Workshop on High Level Forum on Governance and Strategy	Aspden John R	19-Mar-18	20-Mar-18	2
		Shimmin Peter Mark	19-Mar-18	22-Mar-18	4
		William Brian Cullen Timothy	19-Mar-18	22-Mar-18	4
		Bruce Cheryl Theresa	23-Apr-18	27-Apr-18	5
Regional	Regional Workshop on Credit Risk	Guenther Thomas Edward	23-Apr-18	27-Apr-18	5
		Algier Ronald P.	23-Apr-18	27-Apr-18	5
		Bruce Cheryl Theresa	9-May-17	23-May-17	15
Gambia	Enhancing Risk Focused Supervision	Adamsons Karlis E.	9-May-17	23-May-17	15
Gambia	Enhancing Risk Based Supervision	Bruce Cheryl Theresa	13-Nov-17	24-Nov-17	12
		Tower Ian Thomas	13-Nov-17	24-Nov-17	12
Gambia	Enhancing Risk-Based Onsite Supervision_2	Bruce Cheryl Theresa	8-Apr-18	12-Apr-18	5
		Tower Ian Thomas	9-Apr-18	20-Apr-18	12
Ghana	IFRS Training	Bruce Cheryl Theresa	5-Jun-17	16-Jun-17	12
		Thetford Susan	5-Jun-17	16-Jun-17	12
Ghana	Enhancing Risk Focused Supervision	Tower Ian Thomas	19-Jun-17	30-Jun-17	12
		Bruce Cheryl Theresa	30-Oct-17	10-Nov-17	12
Ghana	IFRS Accounting Standards	Thetford Susan	30-Oct-17	10-Nov-17	12
		Grolleman Dirk Jan	27-Nov-17	30-Nov-17	4
Ghana	Training on Consolidated Supervision	Tower Ian Thomas	27-Nov-17	1-Dec-17	5
		de Bie Tijs Merlijn	5-Feb-18	16-Feb-18	12
Ghana	Capacity Building on Market and Liquidity Risk	Grolleman Dirk Jan	5-Feb-18	16-Feb-18	12

Beneficiary Country/Region	Description	Name	Start Dt	End Dt	Days Total
Liberia	Credit Risk Review	Bruce Cheryl Theresa	23-Oct-17	4-Nov-17	13
Liberia	Addressing High Non-Performing Loans	Guenther Thomas Edward	23-Oct-17	3-Nov-17	12
Liberia	Cyber Risk Guidelines	Gaidosch Tamas	5-Mar-18	16-Mar-18	12
		Stepanyan Komitas	5-Mar-18	16-Mar-18	12
Nigeria	Basel II - ICAAP/SREP review	Bruce Cheryl Theresa	24-Jul-17	4-Aug-17	12
		Ball Alan Frederick	31-Jul-17	11-Aug-17	12
Nigeria	IFRS 9 Implementation	Bruce Cheryl Theresa	9-Oct-17	20-Oct-17	12
		McIntosh Damion Ricardo	9-Oct-17	20-Oct-17	12
Nigeria	Risk Based Supervision (RBS) Framework	Guenther Thomas Edward	11-Dec-17	15-Dec-17	5
Nigeria	Risk Based Supervision (RBS) Framework	Guenther Thomas Edward	23-Jan-18	3-Feb-18	12
Nigeria	Implementation of the Pillar II framework	Ball Alan Frederick	12-Feb-18	23-Feb-18	12
Nigeria	IFRS 9 Implementation	McIntosh Damion Ricardo	9-Apr-18	20-Apr-18	12
Sierra Leone	Conference on Financial Stability	Bruce Cheryl Theresa	3-Jul-17	5-Jul-17	3
Sierra Leone	IFRS part II	Awayiga Joseph Yaw	11-Sep-17	22-Sep-17	12
		Guenther Thomas Edward	9-Apr-18	20-Apr-18	12
Sierra Leone	Credit Risk Analysis	Bruce Cheryl Theresa	15-Apr-18	19-Apr-18	5

STATISTICS FY 2018 MISSIONS

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
AFRITAC West 2	Training: National Accounts	Grcman Donna Marie	29-Oct-17	3-Nov-17	6
AFRITAC West 2	Training: National Accounts	Youll Robin	29-Oct-17	3-Nov-17	6
AFRITAC West 2	Training: National Accounts	Allen Andrew	29-Oct-17	3-Nov-17	6
AFRITAC West 2	Training: National Accounts	Lee Peter Andrew	27-Nov-17	1-Dec-17	5
AFRITAC West 2	Training: National Accounts	Drew Steve	27-Nov-17	1-Dec-17	5
AFRITAC West 2	Steering Committee Meeting	Grcman Donna Marie	10-Mar-18	13-Mar-18	4

Beneficiary Country/Region	Description	Name	Start Date	End Date	Days Total
AFRITAC West 2	Steering Committee Meeting for AFRITAC West 2	Gogoberishvili Levani	13-Mar-18	13-Mar-18	1
Cabo Verde	National Accounts	Grcman Donna Marie	6-Nov-17	15-Nov-17	10
Cabo Verde	National Accounts	Grcman Donna Marie	9-Apr-18	18-Apr-18	10
Gambia	National Accounts	Grcman Donna Marie	28-Jun-17	12-Jul-17	15
Gambia	National Accounts	Grcman Donna Marie	13-Sep-17	27-Sep-17	15
Gambia	National Accounts	Grcman Donna Marie	12-Feb-18	23-Feb-18	12
Gambia	Quarterly National Accounts	Grcman Donna Marie	23-Apr-18	4-May-18	12
Ghana	National Accounts	Grcman Donna Marie	7-Aug-17	18-Aug-17	12
Ghana	National Accounts	Grcman Donna Marie	22-Jan-18	26-Jan-18	5
Liberia	National Accounts	Grcman Donna Marie	24-Jul-17	1-Aug-17	9
Liberia	National Accounts	Grcman Donna Marie	4-Dec-17	7-Dec-17	4
Liberia	National Accounts	Lee Peter Andrew	15-Jan-18	19-Jan-18	5
Liberia	National Accounts	Lee Peter Andrew	9-Apr-18	13-Apr-18	5
Nigeria	Consumer Price Index	Lane Walter	22-May-17	26-May-17	5
Nigeria	Consumer Price Index	Lane Walter	18-Sep-17	22-Sep-17	5
Nigeria	National Accounts	Drew Steve	25-Sep-17	6-Oct-17	12
Nigeria	Prices and Index Numbers	Bird Derek	13-Nov-17	24-Nov-17	12
Nigeria	National Accounts	Drew Steve	5-Mar-18	16-Mar-18	12
Nigeria	Prices and Index Numbers	St. Catherine Edwin	16-Apr-18	27-Apr-18	12

ANNEX IV: TA REPORTS¹² COMPLETED AND TRANSMITTED IN FY 2018

Title of Report	Country	Date Sent to Authorities
REVENUE ADMINISTRATION (TAX & CUSTOMS)		
Design of Customs Induction Training Program (1 & 2)	The Gambia	May & September 2017
Strengthening Core Customs Functions – TA under regional project supported by the Government of Japan (HQ-led)	Nigeria	June 2017
TA memo on strengthening compliance risk and enterprise risk management	Nigeria	June 2017
Strengthening Core Customs Functions	Liberia	July 2017
Review and Development of Functional Structures and Standard Operating Procedures for Kaduna Internal Revenue Service (KADRIS)	Nigeria	July 2017
TADAT report	Ghana	July 2017
Fortalecimento das Funções Centrais das Alfândegas na Gestão de Riscos	Cabo Verde	August 2017
Report on Data Matching Project Mission for FIRS and NCS	Nigeria	September 2017
Strengthening Post Clearance Audit	Sierra Leone	September 2017
Implementing Revised Transit Procedures	Sierra Leone	October 2017
Report on Project Management Workshop	Liberia	October 2017
Strengthening Risk Management	The Gambia	October 2017
Domestic Tax Department Large Taxpayer Compliance Risk Management Strategy	Sierra Leone	November 2017
Development of National Intelligence Strategy & Provision of Mentoring Support	The Gambia	November 2017
Implementation of LRA Risk Management Strategy	Liberia	December 2017
Compliance Improvement Program for Large Taxpayers for the Federal Inland Revenue Service (FIRS)	Nigeria	December 2017
Documentation of Customs Procedures and Publication of Materials on LRA website	Liberia	December 2017
Control of exemptions from Customs Duties and Taxes	Cabo Verde	December 2017
Customs Exemptions and Stakeholder Engagement Mission	Sierra Leone	December 2017
Post Clearance Audit Mentoring Support and Delivery of Training in Cargo Inspection Procedures	The Gambia	January 2018
Development and Implementation of Internal Governance Frameworks	Cabo Verde	February 2018
Stakeholder Engagement Strategy Implementation and Training in Cargo Inspection Procedures	Sierra Leone	February 2018

¹² These reports are made available on the AFW2 secure website after 60 days of transmission to authorities, if there are no objections to their publication.

Title of Report	Country	Date Sent to Authorities
Review of functionality of TRIPS	Ghana	February 2018
Post Clearance Audit and Cargo Inspection skills training	Gambia	February 2018
Report on Tax Payer Service Strategy Mission	Cabo Verde	February 2018
Report on Internal Governance Mission	Cabo Verde	February 2018
Cargo Inspection Skills training and Stakeholder engagement mission report	Sierra Leone	March 2018
Report on Customs Risk Management Mission	Nigeria	March 2018
Customs Induction Training Report (final)	The Gambia	March 2018
Excise Control and structure review	Ghana	March 2018
Implementation of Post Clearance Audit procedures	Nigeria	March 2018
Post Clearance Audit Training and Mentoring Support (Phase 1)	Liberia	April 2018
Delivery of Project Management and Leadership and Management Development Training	Nigeria	April 2018
PUBLIC FINANCIAL MANAGEMENT		
Strengthening Commitment Controls and Arrears Management	Liberia	May 2017
Melhorar o Quadro Orcamental de Medio Prazo para Reforçar a Credibilidade do Orçamento	Cabo Verde	June 2017
Implementação de um Sistema Integrado de Planeamento e Orçamentação	Cabo Verde	June 2017
Review of the Functions of the Ministry of Finance	Ghana	June 2017
Accounting and Reporting of Grants and Donor Funds, Reporting of Debt, and Contingent Liabilities	The Gambia	June 2017
State-Owned Enterprise Budgeting and Reporting for Fiscal Oversight	The Gambia	July 2017
TSA implementation and implications for cash management	Ghana	July 2017
Consolidating Budget Execution Reforms	Liberia	July 2017
Report on Strengthening Accounting and Reporting	Sierra Leone	September 2017
Fiscal Oversight of State Owned-Enterprises	Liberia	September 2017
Advancing the Reorganization of the Ministry of Finance	Ghana	September 2017
Strengthening Accounting Data Quality and Financial Reporting	Nigeria	October 2017
Advancing Treasury Single Account and Cash Management (Kaduna)	Nigeria	October 2017
Revisitando a Consistência do Quadro Orçamental de Médio Prazo	Cabo Verde	October 2017
Reengineering Key Business Processes within the Ministry of Finance	Ghana	October 2017
Strengthening Fiscal Data Integrity and Financial Reporting	Ghana	October 2017
Developing a Consistent Macro-Fiscal Database for	The Gambia	October 2017

Title of Report	Country	Date Sent to Authorities
Projections		
Developing a Unified Database for Public Investment Projects	Liberia	November 2017
Fiscal Stress Test	The Gambia	November 2017
Cash Management and the Treasury Single Account	Liberia	December 2017
Drawing an outline for an MTEFF & making projections in a Macro-Fiscal database	The Gambia	March 2018
MONETARY POLICY AND PAYMENT SYSTEMS		
Improving Monetary Analysis, Review of Monetary Policy Toolkit and Balance Sheet Management Issues	Cabo Verde	May 2017
Improving Payment System Oversight and Liquidity Forecasting	Ghana	July 2017
Improving Monetary Policy Analysis and Monetary Operations	Sierra Leone	August 2017
Strengthening Monetary Policy Analysis & Operations	The Gambia	September 2017
Strengthening Monetary Policy Analysis and Liquidity Management	The Gambia	October 2017
Development of Payment Systems	Sierra Leone	January 2018
Developing monetary policy analysis & liquidity management operations	Liberia	March 2018
Strengthening Monetary Policy Analysis	The Gambia	June 2018
FINANCIAL SUPERVISION		
Implementing Risk Based Supervision	The Gambia	July 2017
Enhancing Risk-Based Supervision	Ghana	August 2017
Enhancing Risk-Based Supervision	The Gambia	March 2018
REAL SECTOR STATISTICS		
Report on National Accounts Mission	Sierra Leone	May 2017
Report on National Accounts mission	Nigeria	May 2017
Report on National Accounts Mission	Gambia	June 2017
Report on CPI Mission	Nigeria	August 2017
Report on National Accounts Mission	The Gambia	August 2017
Report on National Accounts Mission	Liberia	September 2017
Report on National Accounts Mission	Cabo Verde	September 2017
Report on CPI Mission	Cabo Verde	September 2017
Report on National Accounts Mission	The Gambia	October 2017
Report on CPI Mission	Nigeria	November 2017
Report on National Accounts Mission	Nigeria	November 2017
Report on National Accounts Mission	Cabo Verde	December 2017
Report on PPI Mission	Nigeria	December 2017
Report on National Accounts Mission	Liberia	January 2018
Report on National Accounts Missions (2015-2017)	Liberia	January 2018

Title of Report	Country	Date Sent to Authorities
Report on National Accounts Mission	Liberia	March 2018
Report on National Accounts Mission	Ghana	March 2018

ANNEX V: AFRITACWEST 2 STAFF

Coordinator, Resident Advisors and the Local Economist



Mr. Oral Williams, Center Coordinator, is a national of St. Kitts and Nevis. He is a macroeconomist with 24 years' experience in the implementation of macroeconomic policies across, Sub-Saharan Africa, Latin America and the Caribbean, and the Middle East. His career experience encompasses small island states (Antigua and Barbuda, Barbados, Dominica), emerging markets (Dominican Republic, Jamaica, Uruguay), low- income/fragile states (Bolivia, Burundi, Democratic Republic of the Congo, Malawi), oil/gas producers (Bolivia, Gulf Cooperation Countries, Nigeria), monetary and near monetary unions (CFA Franc Zone, Eastern Caribbean Currency Union, East African Community).

His expertise covers a broad spectrum of competences including, macroeconomic modelling, monetary policy in low-income countries, capacity development in public financial management, fiscal policy and macro-economic program design and implementation. He has conducted policy oriented research that culminated in IMF publications and peer-reviewed journal articles.

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



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



Mr. John Grinyer joined the Center in January 2018, having previously worked for the Fund as a long-term expert in Botswana and on various short-term PFM assignments. John covers the 'upstream' aspects of PFM, covering macro-fiscal, budgeting and state-owned enterprise topics, building on his experiences as an advisor in several Ministries of Finance, including Timor Leste, Afghanistan, the Maldives and Lesotho. John has previously been a senior economic advisor with the UK's Department for International Development (DFID), and an advisor with various consulting firms. He began his career as a fast stream economist in the UK, before taking an Overseas Development Institute (ODI) Fellowship in Lesotho in 2004.



Mr. Naresh Mohan Jha has been part of the Ministry of Finance in the Federal Government of India, working in the last ten years mostly in the capacity of Director Budget. He was responsible for the formulation and implementation of federal budget as well as in designing and implementing a range of public financial management reforms. He has over 20 years of operational and policy making experience on government accounting and financial management. In his previous assignment, he was engaged in implementing an IT based public finance management system of the country.

Mr. Henry Kanyesiime Gaperi joined the center on April 1, 2017 as the Regional Revenue Administration Advisor. He has also worked in the same capacity in the IMF AFRITAC East serving seven eastern African countries. Henry has over 25 years of experience in taxation, revenue administration and institutional re-engineering. Prior to joining the center, Henry served as the first Commissioner General of Office Togolais des Recettes (OTR), where he helped the Government of Togo to create their revenue administration. He held several senior positions in Rwanda including: Chief Executive Officer of the Social Security Fund of Rwanda (SSFR) where he spearheaded reform and modernization of the social security system in Rwanda; The Commissioner General of Rwanda Revenue Authority (RRA) where he championed reform and modernization of the Rwanda tax system ranging from policy, administration and legal framework. He coordinated the introduction of VAT in Rwanda. He also served as the Permanent Secretary in the Ministry of Commerce, Investment, Tourism and Cooperatives in Rwanda. He chaired the Rwanda Capital Markets Advisory Council charged with developing and regulating capital markets in Rwanda. He coordinated the introduction of the Capital market in Rwanda which commenced in 2008. He was a member of East Africa Information and Communication Technology



Impact Investment task force. He has served on a number of boards including banks, academic institutions and NGOs.

Before joining the civil service, Henry worked and lectured at several universities both in Canada and Rwanda. He has an MBA from Simon Fraser University in Canada and a Bachelor of Commerce from the National University of Lesotho. He is a fellow of the African Leadership Initiative and a member of the Aspen Global Leadership Network.



Mr. Philip Wood joined the Center in September 2016 as Advisor for Customs. He is a Customs and Strategic Management expert with nearly 30 years of experience in more than 30 countries. Philip was previously a member of HM Revenue and Customs in the United Kingdom and has obtained a wide experience of Customs work. As a graduate of the Civil Service Fast Stream Development Program, he has been appointed to a number of roles at administrative, operational and senior management levels, including administrative management of customs operations at London Heathrow and compliance management (VAT, Excise & Corporation Tax) for some of the UK's largest and most complex businesses. Philip is a registered PRINCE2™

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

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





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



Ms. Pokuaa Nana Akua Adu – Local Economist/Special Projects Officer

Pokuaa joined AFW2 on July 9 after working for the past 3.5 years with the Monitoring, Learning and Evaluation Unit of the Institute of Statistical, Social and Economic Research at the University of Ghana. Her experience spans a variety of fields and sectors, including project management, impact evaluation, survey design, data analysis and reporting, capacity building, and training in research methods and software. Her most recent work and research experience has been in Ghana, Burkina Faso,

Mali and Niger.

AFRITAC West 2 Administrative Staff



Ms. Janice Norman, Office Manager

Mr. Selase Kofi Dusi, Admin. Assistant/IT Officer

Selase has worked for several international organizations including Save the Children, USAID, Canadian and Indian High Commissions where he was Office Manager, Logistics Manager and Admin Assistant respectively. During this period, he worked within the West and Central Africa Region.

Before joining AFRITAC West 2 in January 2014, he was an Administrative Assistant at the International Finance Corporation (IFC) for one year and was a key logistics person for the move into the new World Bank Group Building.

**Ms. Maria Adam**, Admin Assistant

Before joining the AFRITAC West 2 office she worked with Vodafone Ghana as a customer service representative for over a year and also with the Ghana Internal Revenue Service as their data system person.

Deborah Morrison, Staff Assistant

Deborah has over eight years' experience in administration, management and human resources. Prior to joining the Fund on October 14, 2016, she served as an Administrator in a real estate company. She also worked as an Administrative Assistant and later as an HR Assistant with New Crystal Health Services Limited, one of the largest private health care service providers in Ghana. Deborah holds a BBA in Human Resource Management from the Methodist University College Ghana.

**Peter Nii Laryea, Driver**

Prior to joining AFRITAC West 2 he worked with the Nissan Auto parts four years and TATA Africa Holdings for a year as a mechanical engineer. He also had the opportunity to work with the Movenpick Ambassador Hotel as a driver for a year.



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
Improved customs administrations functions	Trade facilitation and service initiatives support voluntary compliance	Cargo Clearance times decrease 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
			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) & Valuation Task Force	Mission	STX	8/13/2018	8/24/2018	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 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

RBM Logframe and FY2019 Workplan											
Ghana - Customs (CUS_AWZ_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 and government 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
		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.
Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.		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
Strengthen revenue administration management and governance arrangements	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

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

		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.	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 4/30/2020	Partially achieved Partially achieved	PCA mentoring Support (Phases 2 & 3) PCA mentoring Support (Phases 2 & 3)	1. Mission 2. Mission 1. Mission 2. Mission	STX STX STX STX	3/11/2018 10/26/2018 3/11/2018 10/26/2018	10/26/2018 3/22/2019 10/26/2018 3/22/2019	Milestone date changed Milestone date changed Milestone date changed
		PCA Unit has the necessary technical knowledge and skills to undertake risk-based audits in high risk sectors.	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
	Transparency and accountability are more effectively supported by independent external oversight and internal controls.	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
		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		4/30/2018	Largely achieved	No mission planned in FY19					There will be a follow-up mission in FY20
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	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	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. 2. Cargo Clearance times decrease 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
			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

	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)	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		

RBM Logframe and FY2019 Workplan

Ghana - 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 achieved by 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	
IFRS/Accounting for NPLs	To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices	Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles.	1. Banks' compliance with IFRS and provisions of NPL regulations as evidenced by a) banks' auditors' reports; b) supervisory reports. 2. Supervisory capacity in applying IFRS and balancing accounting and regulatory requirements, as evidenced in banks' improvement in 1. above.	Training of staff completed.	Dec. 2017	Fully achieved	IFRS 9 Review and Training		LTX STX	2 weeks			
				Provisioning increased if appropriate and applicable.	Dec. 2018	Partially achieved							
				1. Supervisory actions in enforcement of new regulations, updated on-site/off-site practices.	Dec. 2018		Review of IFRS 9 models	2) Follow Up Work from Home Mission	1 week				

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. Databases and management practices modified to ensure capture of relevant information.	2. Working group agrees on relevant changes and feeds information to IT team.	Dec. 2018	Partially achieved				
			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.	1. A training program is designed and delivered to supervisors.	Dec. 2017	Largely achieved				
		Supervisory reports focus on key risk aspects of the banking system, and provide appropriate recommendations.	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						
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
	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
Basel II/III Implementation		Strengthened institutional structure and operational procedures	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			
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	Authorities assess modifications to legislation needed.	1. Processes for reviewing and supervising risks adopted into supervisory framework and manual.	Apr. 2019		As above					
					Apr. 2018	Partially achieved						

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 organizational and inter-organizational 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	Not yet started	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							

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 end 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. 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.	Apr. 2018	Largely achieved						
					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	Pillar 1 & 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 provisioning	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		

	through improving regulatory guidelines against international standards and practices	is commensurate with credit risk and sufficient for capital adequacy assessment.		<p>2. Draft guidelines/regulations amendments compliant with TA recommendations produced.</p> <p>3. Industry/stakeholder consultations completed.</p> <p>4. Revised guidelines and regulations drafted.</p>	Dec. 2018	Partially achieved						
Risk-based Supervision	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	<p>1. Supervisory reports focus on key risk aspects of the banking system, and provide appropriate recommendations.</p> <p>2. Inspection reports of individual banks are more risk oriented and identify key qualitative and quantitative risks.</p>	<p>Supervisory frameworks are reviewed to determine gaps and weaknesses in frameworks and align with newer developments such as Basel II/III</p> <p>1. A training program is complete</p>	Dec-2018		RBS: Updating and Linking Frameworks_1	Mission	LTX/STX	2 weeks each		
					Apr-2019							

RBM Logframe and FY2019 Workplan

Sierra Leone - Financial Sector Supervision (BSR_AWZ_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 as achieved by your organization	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; 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 2. Databases and management practices modified to ensure data adequacy and integrity	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.	
				Examiners analyze information to identify, address and control risks more effectively.	Dec. 2018		As above						
				Current databases reviewed to enhance data capture and analysis. 1. Supervisory trained on key risk monitoring and control concepts related to credit	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	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	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		
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	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 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
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. b) Authorities determine the approaches to follow and calibrate requirements / options to accommodate local conditions. c) Modifications to existing legislation and regulations or new regulations are drafted and consulted upon with banks.	Apr-19	Not Achieved	Basel II/III implementation _1.	Mission	LTX/STX	1 week/2 weeks		Milestone date moved to next FY
					Apr-18	Not Achieved	Basel II/III implementation _2	Mission	STX	2 weeks		
					Apr-19		As above					

RBM Logframe and FY2019 Workplan Developing Template												
Nigeria - Monetary Operations/Policy, FPAS and Payment Systems (MPO_AW2_2014_01)												
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						
		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	1 LTX 2 STXs	10/29/2018	11/9/2018	

RBM Logframe and FY2019 Workplan Developing Template

Sierra Leone - Monetary Operations/Policy, FPAS and Payment Systems (MPO_AW2_2014_01)

Activity in FY2019												
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 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
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						
		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.	Apr. 2019	Partially achieved						
		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	

	<p>volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor</p>	<p>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.</p>	<p>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.</p>	<p>Apr. 2019</p>	<p>Partially achieved</p>	<p>Monetary and FX Operations</p>				
			<p>Analyze driving forces of interest rate volatility inside the corridor.</p>	<p>Dec-20</p>	<p>Partially achieved</p>					
			<p>Work out and publish documentation and regulations on the use of standing facilities.</p>	<p>Apr-19</p>	<p>Partially achieved</p>					
	<p>4. The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions</p>	<p>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</p>	<p>Extend reserve maintenance period to at least 2 weeks. Prepare and updated and comprehensive reserve</p>	<p>Apr 2019</p>	<p>Largely achieved</p>					
				<p>Jul-19</p>	<p>Largely achieved</p>					

	To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime.	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	The financial system has supportive infrastructure for interbank trading. Market trading information is available on a timely basis to the central bank. Interbank reference rates can be calculated.	Capacity building on financial markets to relevant CB staff, relevant staff members achieve ACI Dealing Certificate.	Apr. 2020	Partially achieved	Money Market and FX Market Instruments Workshop	regional workshop	1 LTX 2 STXs	4/22/2019	4/26/2019	
11.2 Foreign Operations and FX Policy Implementation Log Frame		The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	An internal policy document exists that defines the objectives of intervention, the criteria for its use and the indicators that will be used to assess the success of intervention operations. Operational procedures governing intervention exist.	Capacity building on financial markets to relevant CB staff, relevant staff members achieve ACI Dealing Certificate.	Apr 2020	Partially achieved	1. Improving Monetary Policy Analysis, Monetary and FX Operations 2. Oversight of Payment Systems, Improving Monetary Policy Analysis and FX Operations	TA mission TA mission	1 LTX 3 STXs 1 LTX 2 STXs	5/21/2018 2/4/2019	6/1/2018 2/15/2019	Postponed from FY2018

			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			
II.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. FMI's operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the	A payment system strategy is worked out Appropriate planning for implementing the national payment strategy is undertaken and actions are defined. There is a National Payment Systems Law or comparable legislation. There are adequate regulations issued governing FMI's.	An internal payment system strategy document is drafted with a time table and necessary CB action defined. A national payment system strategy is prepared to be officially adopted. The existing and draft regulations governing FMI's are reviewed and comments provided to provide consistency.	Dec 2018 Apr-20 Apr 2019	Partially achieved Partially achieved 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	

RBM Logframe and FY2019 Workplan Developing Template

Gambia - Monetary Operations/Policy, FPAS and Payment Systems (MPO_AWZ_2014_01)

Activity in FY2019												
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 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	Improving Monetary Analysis and Liquidity forecasting	TA mission	1 LTX 2 STXs	9/3/2018	9/14/2018	
				A well-articulated operational strategy is elaborated and the main elements published on website.	Apr. 2019	Partially achieved						
		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	Partially achieved						

				Increase transparency by regularly disseminating aggregate transaction data.	Apr-19	Partially achieved	Payment System Oversight and Improving Monetary Analysis and FX operations	TA mission	1 LTX 2 STXs	1/7/2019	1/18/2019	
	To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime.	The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	An internal policy document exists that defines the objectives of intervention, the criteria for its use and the indicators that will be used to assess the success of intervention operations, Operational procedures governing intervention exist, have been practiced and are widely understood by dealing staff and relevant operational management.	Capacity building on financial markets to relevant CB staff, relevant staff members achieve ACI Dealing Certificate.	Apr 2020	Partially achieved						
			Internal intervention strategy with clearly defined operational procedures are elaborated.	Internal intervention strategy with clearly defined operational procedures are elaborated.	Dec-19	Partially achieved						
II.2 Foreign Operations and FX Policy Implementation Log Frame		Criteria and principles are developed governing the conduct of FX intervention such that intervention operations are conducted in a competitively neutral manner (i.e. on a level playing field). Appropriate instruments are available for the	Criteria and principles are developed governing the conduct of FX intervention such that intervention operations are conducted in a competitively neutral manner (i.e. on a level playing field). Appropriate instruments are available for the	FX auction operationally renewed.	Apr-19	Partially achieved						

			conduct of FX intervention including spot markets and potentially forward and derivatives markets if appropriate.		Apr 2019	Partially achieved	FX Spot and Swap Market Simulation workshop for Central Banks	regional workshop	1 LTX 1 STX	6/25/2018	6/29/2018	
	The exchange rate is sufficiently flexible in response to changes in supply and demand. The degree of flexibility is consistent with the desired FX and monetary policy regime. The transition process to a more flexible regime is appropriately sequenced and does not give rise to undue financial stability risks.	The range of FX hedging instruments is developed to allow agents to adequately manage FX risks associated with a flexible exchange rate. Prudential regulations are developed to ensure FX risks are adequately monitored and managed in the financial sector.	Intense capacity building concerning forward and FX swap instruments by on-site and regional workshops.	Apr. 2018	Partially achieved	Review of regulatory, accounting and tax framework around FX hedging operations.	Regional Workshop	1 LTX, 2 STXs, 1 guest speaker	27/08/2018	31/08/2018		
Forecasting and Policy Analysis System (FPAS) Log	Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and	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	Well-structured central databank developed with an internal data release calendar.	Apr. 2018	Largely achieved	Review of net open currency regulation and monitoring.	1. Regional Workshop on Monetary Policy Communication 2. Improving Monetary Analysis and Liquidity	Regional Workshop TA mission	1 LTX 2 STXs 1 LTX 2 STXs	03/09/2018	14/9/2018	

		monetary policy decision-making process	and forecasting schedule in place with specified responsibilities and work process defined for the core forecasting team members and for the sectoral experts. 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	reporting materials are streamlined to be more analytical, focused and forward looking.	Apr-19	Largely achieved	and Forecasting 2. Payment System Oversight and Improving Monetary Analysis and FX operations	TA mission	1 LTX 2 STXs	07/01/2019	18/01/2019	
II.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	FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements	There is a National Payment Systems Law or comparable legislation. There are adequate regulations issued governing FMIs. Central Bank Law establishes its operational and oversight	The existing and draft regulations governing FMIs are reviewed and comments provided to provide consistency. Operational rules of FMIs operated by the CB are worked	Apr. 2019 Sep-19	Partially achieved	Payment System Oversight and Improving Monetary Analysis and FX operations	TA mission	1 LTX 2 STXs	1/7/2019	1/18/2019	

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 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
		Availability of performance information for service delivery	Percentage variation between forecast and actuals of the main macroeconomic variables	Roadmap developed for streamlining/simplification of program-based budgeting model.	10/31/2018	Partially achieved						Additional work in this area has been pushed back

RBM Logframe and FY2019 Workplan												
Ghana - 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
PFM Laws and Institutions	Improved laws and effective PFM institutions	1. A more comprehensive legal framework covering all stages of the public financial management cycle is enacted.	Comprehensive PFM legislation (FTC 2.2.1)	Implementing regulations to support the new PFM Act are drafted. Implementing regulations to support the new PFM Act are issued and brought into operation	10/31/2017 10/31/2018	Largely achieved	Continue momentum on restructuring of MoF (Economic Research and Forecasting Division, Budget Division and Public Investment Division	TA mission TA mission	STXx1 LTX STXx1	May Jan 2019	May Jan 2019	Follow-on from 2 missions in FY18 to maintain momentum
Budget Preparation	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Availability, adoption and reporting of fiscal strategy (PEFA PI-15)	The government has prepared for its internal use a current fiscal strategy that includes qualitative objectives for fiscal policy.	10/31/2017	Partially achieved						No follow-up TA in FY19 recommended. 2018 budget speech makes

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	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 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												
Nigeria - 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	1. A more credible medium-term macro-fiscal framework that supports budget preparation	Percentage variation between aggregate expenditure and approved budget (PEFA PI-1)	TBD - will depend on whether support is sought, and nature of that support sought.	4/30/2018		Improving budget performance (PIMA follow-up mission)	TA mission	LTX, STXx2	28 May	8 June	Authorities have requested "Achieving 100% execution of Federal Government Budget" - hence TA on budget realism could be delivered, in particular for capital budget - this could follow - up for any PIMA related actions
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)	Comprehensive list of SOEs compiled.	12/31/2017	Partially achieved	Establishment of Data Bank of Government Investment and Evaluation of Investments	TA mission	STX x2	17-Sep	25-Sep	Authorities have requested. "Effective and Efficient Management of Government Investment Portfolio" the stated objective. Need to follow-up on whether this refers to financial or non-financial assets

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	Comment	
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)	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	
	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. Data gathered and reports compiled on SOE performance, both individually and the sector as a whole.	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.	
IV.6 Fiscal Risks					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 STx1	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 programis 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
IV2 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	

Strengthened Identification, Monitoring, and Management of Fiscal Risks	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	Follow-up on Fiscal Risks and SoEs

RBM Logframe and FY2019 Workplan

Cabo Verde - Public Financial Management (PFM_AWZ_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	Planned Mission End Date	Comments		
IV4 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-financial 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. 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. Q2 FY20: PEFA Score "A" - Same as above and are supported by a reconciled cash flow statement.	Oct. 2018	Partially achieved								

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. 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 Apr. 2019	Largely achieved	Follow up on Cash Management	TA Mission	STX (Williams Michael)	January 19	2 Weeks	STX Availability to be confirmed
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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	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	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	2 Weeks	STX Availability to be confirmed
				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							

	Improved Coverage and Quality of Fiscal Reporting	Comprehensiveness and quality of fiscal reports is enhanced	PEFA PI-27 Financial Data Integrity.	<p>Q4 FY20: PEFA Score "A" - Data on the stock, age, and composition of expenditure arrears is generated quarterly within four 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</p>	Apr. 2020	Partially achieved						
IV.4 Fiscal Reporting Log Frame				<p>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.</p>	Jan. 2018	Partially achieved						
				<p>Q3 FY19: 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.</p>	Jan. 2019							

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	Largely achieved					
				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. 2019	Largely achieved					

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 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/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	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)
				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						

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	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 "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+" 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. 2019 Jan. 2020							

	<p>Improved integration of assets and liability management framework</p>	<p>More central government revenues and expenditure are deposited and disbursed through a Treasury Single Account</p>	<p>PEFA PI-20 Accounting for revenue</p>	<p>liabilities, guarantees, and long-term obligations.</p> <p>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 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" - 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 arrears, and transfers to Treasury and other designated agencies at least quarterly within four weeks of the end of quarter.</p>	<p>Apr. 2018</p>	<p>Largely achieved</p>	<p>integrating cash planning.</p>				
<p>IV. 5 Asset Management Log Frame (Federal)</p>					<p>Apr. 2019</p>						

		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. 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.	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	
IV. 5 Asset Management Log Frame (Sub-national - Kaduna)	Improved integration of assets and liability management framework	More state 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	Largely achieved							

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.	Jan. 2018	Partially achieved						
			PEFA PI-25 Internal controls for non-salary expenditure	FY19: Future work is dependent on outcome of the detailed study to be done in 2018.	Apr. 2019							
				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;	Jan. 2018	Partially achieved						

				<p>FY19: Future work is dependent on outcome of the detailed study to be done in 2018.</p>	Apr. 2019			<p>1. Support Project audit undertaken in the high spending MDA's 2. Hands on support in carrying out Performance audit</p>	<p>1. TA mission 2. TA mission</p>	<p>1. STX (Cavanagh Joseph) 2. LTX/STX (Cavanagh Joseph)</p>	<p>1. May, 18 2. May, 18</p>	<p>1. 1 week 2. 1 week</p>	<p>1. STX confirmation needed 2. STX Confirmation needed (Both missions can be combined)</p>
	<p>Improved integration of assets and liability management framework</p>	<p>1 Cash flow forecasts for all of central government are more accurate and timely</p>	<p>PEFA PI-21 Predictability of In-year resource allocation</p>	<p>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.</p>	Jan. 2018	Partially achieved	<p>Technical support in cash management and TSA implementation</p>	TA mission	HQ/LTX	November, 18	2 weeks	<p>Carry over (planned as HQ Mission)</p>	
<p>IV. 5 Asset Management Log Frame</p>	<p>Improved Coverage and Quality of Fiscal Reporting</p>		<p>Comprehensiveness and quality of fiscal reports is enhanced</p>	<p>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.</p>	Apr. 2019		<p>Support in development of the cash flow forecast MDAs and preparation of cash plans and database.</p>	TA mission	LTX	September, 18			
				<p>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.</p>	Apr. 2020		<p>Support in preparation of financial statements using the cash basis IPSAS and use of GFS reporting format.</p>	TA Mission	LTX/STX (Bartlett Wayne/Van Schaik Frans)	February, 19	2weeks	<p>LTX- 1 WEEK STX- 2 WEEKS (STX availability to be confirmed)</p>	

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 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.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									

	Improved Coverage and Quality of Fiscal Reporting	Comprehensiveness and quality of fiscal reports is enhanced	PEFA PI-27 Financial Data Integrity	<p>Q4 FY20: PEFA Score "A" -Internal audits 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.</p> <p>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.</p> <p>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.</p>	Apr. 2020	Largely achieved						
IV.4 Fiscal Reporting Log Frame					Oct. 2017							
					Oct. 2018							

RBM Logframe and FY2019 Workplan Developing Template

Cabo Verde - 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 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	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	

RBM Logframe and FY2019 Workplan Developing Template												
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 Development of revised data collection strategy and methodology Appropriate prices data collected Redevelopment of the CPI compilation system Rebased and improved CPI compiled Dissemination of new CPI series	31-MAY-17 30-JUN-17 31-DEC-18 31-DEC-18 31-JAN-19 28-FEB-19 30-APR-19	Fully achieved Fully achieved Not yet started Not yet started Not yet started Partially achieved	Rebasing CPI Rebasing CPI Rebasing CPI Rebasing CPI	Mission Mission Mission Mission	STX STX STX STX	21-May-18 12-Nov-18 12-Nov-18 12-Nov-18	1-Jun-18 23-Nov-18 23-Nov-18 23-Nov-18	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 international standard, including 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 Improved AGDP-E estimates compiled Dissemination of improved AGDP-E estimates	31-Mar-17 30-Mar-17 30-Apr-17 31-Jan-18	Fully achieved Fully achieved Fully achieved Fully achieved						
				Development of AGDP-p methodology 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 Develop plan for rebase of ANA with base year 2018.	28-Sep-18 28-Feb-19							
		Higher frequency data has been compiled and	National accounts compiled and	Appropriate data collected to compile QGDP-E	31-Aug-18	Not yet started	Rebasing National Accounts	Mission	LTX	21-Jan-19	1-Feb-19	

		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 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 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 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						
		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.	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							
				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)												
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 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 SUT and rebased AGDP estimates compiled	31-May-19	Partially achieved	Rebasing National Accounts	Mission	LTX	10/15/2018; 11 Mar 2019	10/26/2018; 22 Mar 2019	Economic Survey in the field
				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

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 country, 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 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 A risk based compliance management program implemented.	4/30/2019	Partially achieved	Mission to Develop Intelligence and investigation capacity	TA mission	LTX/STX	Feb 12 2019	22-Feb-2019	New outcome area added 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 for improvements 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)

	Strengthen core tax administration functions.	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
	Audit and other verification programs more effectively ensure accuracy of reporting.	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 1/30/2019	Fully achieved Not yet started	Mission to train staff on Excise audits	STX	15-Oct-18	26-Oct-18
III.2 Tax Administration Core Functions Log Frame			Automated cross-checking used to verify return information. 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; More use of third-party information informs audit planning.	4/30/2018 4/30/2018	Partially achieved Largely achieved.				

Logframe and FY2019 Workplan												
Liberia - Domestic Tax (TAX_AW2_2014_01)												
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 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				2-Jul-2018	13-Jul-2018	LRA may need desk support. No on-site mission needed at the moment. New Outcome area added
		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				
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

Logframe and FY2019 Workplan												
Nigeria - Domestic Tax (TAX_AW2_2014_01)												
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	
			On-time payment ratio improved (TADAT POA5-14)	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	

Logframe and FY2019 Workplan												
Sierra Leone - 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 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 RMIF.
			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	Corporate Risk newly requested by authorities
Tax Administration Core Functions Log Frame	Strengthen core tax administration functions.	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	New area of work based on request from authorities
		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	Milestone date changed to FY 19 as it will not be met in the current FY18
							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

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 Institutional risks identified, assessed and ranked	Compliance risk management framework and its implementation plan developed. Enterprise risk strategy developed and submitted to the authorities.	4/30/2019 4/30/2019	Partially achieved	Mission to develop a compliance management framework HQ-led follow up mission on TADAT	TA Mission TA Mission	STX LTX	28-May-2018 9-Jul-2018	8-Jun-2018 20-Jul-2018	Milestone date changed New Activity
	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 Audit training follow up mission	TA Mission TA Mission	STX STX	3-Dec-2018 11-Feb-2019	14-Dec-2018 22-Feb-2019	Milestone date changed
Tax Administration Core Functions Log Frame		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 Audit training follow up mission	TA Mission	LTX	1-Oct-2018	12-Oct-2018	Outcome area and Milestone changed	