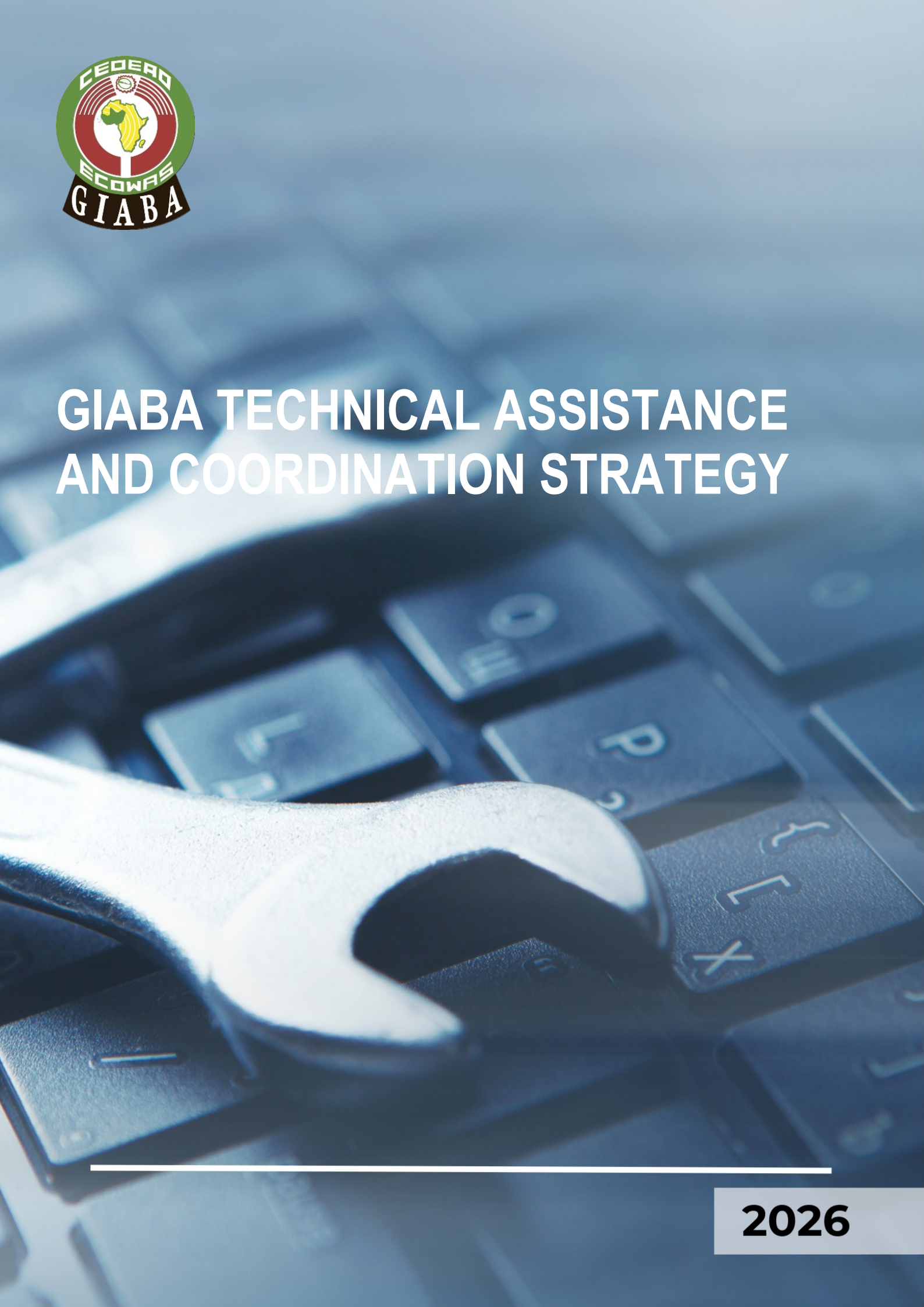


GIABA TECHNICAL ASSISTANCE AND COORDINATION STRATEGY

2026

The Inter-Governmental Action Group against Money Laundering (GIABA) is a specialized institution of ECOWAS and a FATF Style Regional Body that promotes policies to protect member State's financial systems against money laundering, terrorist financing, and the financing of the proliferation of weapons of mass destruction. The FATF Recommendations are recognised as the global anti-money laundering (AML) and counter terrorist financing (CTF) standard.

For more information about GIABA, please visit the website: www.giaba.org

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Executive Summary

The document provides guidance to the GIABA policies and practices with regard to the delivery of technical assistance (TA) activities. It updates the GIABA 2022/2023 Guidance and the GIABA 2022 Technical Assistance Coordination Strategic Plan . The purpose of the update is to consolidate the guiding principles of GIABA technical assistance with the third round of mutual evaluation that are within the mandate of GIABA and to be followed by staff in carrying out technical assistance activities. The guide is expected to be of use to GIABA staff, country authorities, and technical and financial partners. It also serves as a point of reference for future reviews of GIABA TA activities.

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Part 1 – Technical Assistance Overview

1. Background

1. In recognition of the threats of money laundering and terrorist financing to the economy of West Africa, on December 10th, 1999, in Lomé, Togo, the 22nd Session Meeting of the Authority of Heads of State and Government of the Economic Community of West Africa States (ECOWAS) adopted a protocol relating to the mechanism and decision to control money laundering. Following the development of the protocol mechanism of the formulation of GIABA, on December 6th, 2000, in Bamako, Mali, the 24th Session Meeting of Heads of State and Government of ECOWAS adopted the mandate on the creation of GIABA to enforce the implementation of acceptable international standards against money laundering and terrorist financing in the region.

2. The initiative, taken in 2000, has seen the establishment of the Inter-Governmental Action Group against Money Laundering in West Africa (GIABA) as the regional leader and FATF Style-Regional Body (FSRB) in tackling the scorges of money laundering, terrorist financing and proliferation financing.

3. The objectives of GIABA[1] are to:

i. Protect the national economies and the financial and banking systems of member States (MS) against money laundering, terrorism financing, and proliferation financing of weapons of mass destruction (ML/TF & PF);

ii. Improve measures and intensify efforts to combat ML/TF & PF;

iii. Strengthen cooperation amongst its member States; and

iv. Contribute to the achievement of the Financial Action Task Force (FATF) objectives.

4. To achieve the objectives of GIABA, GIABA is to undertake several functions[2], one of which is the critical component of providing technical assistance[3]. GIABA technical assistance is designed to up-scale the competencies and skills of officials in the relevant anti-money laundering, combating the financing of terrorism, and proliferation financing (AML/CFT/PF) stakeholder institutions in member States. Principally, the stakeholders include regulators and supervisors of the financial industry (Central Banks, Insurance and Securities regulators); the financial intelligence units (FIUs), the judiciary, prosecutors, law enforcement personnel, financial institutions (FIs), Designated Non-Financial Businesses and Professions (DNFBPs), Civil Society Organizations (CSO), Non-Profit Organizations (NPOs), Youths etc.

5. The goal of GIABA technical assistance is to help strengthen the AML/CFT/PF capacity of member States to enable them to effectively address current and emerging challenges with regard to money laundering, terrorist financing, and proliferation financing (ML/TF/PF). It is also meant to foster coordination, cooperation, and collaboration among member States on the one hand, and between GIABA and Technical and Financial partners /donors on the other. Ultimately, this is expected to impact positively on the AML/CFT/PF regimes of member States and the region as a whole.

[1] See Article 2 a of the revised GIABA Statutes (2019)
[2] See Article 2 c of the revised GIABA Statutes (2019)
[3] Article 2 c (III)(c) of the revised GIABA Statutes (2006) empowers GIABA to provide technical assistance and training to its member states.

6. The GIABA technical assistance (TA) is conducted through the following directorates: Evaluation and Compliance, Policy and Research, and the Director Generals Office coordinated by a small core-team. The technical assistance is coordinated within member States by the network of National Correspondents (NCs) who serve as the main organs of GIABA. The NCs are the presidents/directors of each member States' financial intelligence units (FIUs). The technical assistance (TA) can be directly and indirectly delivered in collaboration with national/regional or international partners within agreed timeframes as budgeting reflects.

2. Guiding Principles

7. The guiding principles in this document focus on the review of the technical assistance provision of GIABA, including its objective, scope, prioritization, partnership with technical and financial partners and donors, delivery, monitoring and evaluation, and transparency.

8. The principles apply equally to all TA activities. They reflect important changes over the last second round of mutual evaluation, including the increasing demand of TA by member States. The increase in spending, an increase in donor targeted assistance, and tailoring TA strategies to each country's institutional capacity and specific needs through greater flexibility in delivery modalities, and more explicit attention to the results – improved outcomes in member countries.

9. In the aftermath of the GIABA Effective Improvement Action Plan (EIAP) and the completion of the second round of mutual evaluation, GIABA focused its TA towards countries under the FATF International Cooperation Review Group (ICRG) process to facilitate the implementation of strategic deficiencies measures. Subsequently, the focus shifted toward TA that helps member States strengthen policies and institutional frameworks to boost the effectiveness of AML/CFT/PF.

10. Consistent with GIABA's mandate, the main objective of the GIABA's TA activities is to help member States build strong institutions and boost skills to formulate and implement sound AML/CFT/PF policies. Some of these efforts also aim to deepen the dialogue between GIABA and member States experts on the FATF Recommendations. Strong institutions with skilled officials help in promoting strong AML/CFT/PF regimes thereby strengthening country economic stability, good governance, and sustainable growth, as envisage in the GIABA's mandate.

11. Accordingly, the provision of technical assistance by GIABA:

a) Shall be provided with due regard to the sovereign rights of member States, the GIABA Statute, and the request for technical assistance to be received.

b) Shall not be subject to any political, economic, military or other conditions incompatible with the provisions of GIABA's Statute.

c) GIABA's resources for technical assistance shall be allocated exclusively to meet the needs of its member States in combating ML, TF, and PF, subject to meeting the general conditions for receiving such assistance which are ECOWAS membership or membership contribution with eligibility to receive such assistance.

d) Technical assistance shall be designed and delivered to improve and meet the needs of protecting national economies of member States against ML, TF, and PF.

e) Strengthening national coordination and regional and international cooperation and collaboration.

2.1. Scope and Modalities

12. The GIABA's TA program works to achieve its objectives of strengthening institutional capacity and building individual capability through increasingly flexible delivery modalities:

- Strengthening institutional capacity helps member States put in place or enhance effective institutions, legal frameworks, and policies to promote AML/CFT/PF implementation. It also allows experts in member States and GIABA to have in-depth exchanges of views on particular FATF Recommendations on regional design and implementation.
- Building individual capacity helps strengthen the skills of officials to fully understand the FATF metedology, and to formulate effective coordination and collaboration to implement the recommendations between institutions. It also enhances GIABA's dialogue with authorities on policy issues and facilitates sharing policy experiences of member Statets through peer-to-peer learning.
- Efforts to strengthen institutions and to boost skills of officials are often combined in a complementary manner. Increasingly, opportunities are sought to exploit synergies by combining delivery modalities.

13. GIABA provides TA in its core areas of competence. Core areas covers the following:

i. **Capacity Building Development** – This aims to share knowledge and build the capacity (increase the understanding and skill) of stakeholders to implement AML/CFT/PF requirements within their sector effectively.

   - **Workshop** – This is an interactive, hands-on (group work) training that aims to engage participants in intensive discussion and activity on a particular AML/CFT/PF subject, two broad categories – intermediary and advanced.
   - **Sensitization** – This method is to provide a repeated explanation on AML/CFT/PF to raise awareness further within stakeholders.
   - **Forums** – This is an interactive discussion training/session focused on a particular AML/CFT subject with issued communique.
   - **eLearning** – These are computer-based training that is developed to facilitate the delivery of training across a wide spectrum of topics to a broad range of audiences regionally and globally.

ii. **Consultancy and Expert Services** – This constitutes full or part funding of consultants/experts to undertake specific research studies in assessing AML/CFT/PF risks and to provide best practices with international standards and the FATF Recommendations.

iii. **Mentorship** – This is a long-term placement designed to build the capacity of staff of an institution or technical training to assist a specified member State to establish, improve, and implement their AML/CFT regimes. This can be undertaken both on-site and off-site. The duration shall not exceed six (6) months.

iv. **MS Legal Assistance** – The provision of legal assistance to requesting member states in reviewing their AML/CFT legislation to ensure full compliance with international legal instruments, UN Conventions, and the FATF Recommendations.

v. **Promoting International Cooperation and Partnership** – Providing support to member States to access membership of the Egmont Group of FIUs and participation at international AML/CFT/PF forums, closed door sessions, and events.

vi. **Technical Equipment and Grants/Direct Financial Provision** – The technical equipment provision is based upon requests from member States to serve a specific AML/CFT/PF role.

Financial provision is geared towards specific aid to member states in addressing identified deficiencies within its mutual evaluation assessment.

14. GIABA's TA activities target high-impact activities. The TA activities are driven by demand from its member States and the mutual evaluation priority and recommended actions. The planning and implementation require the full involvement and buy-in of recipient countries to ensure effectiveness and impact. To gauge buy-in, implementation of past recommendations can be one input into the decision to provide additional TA, as can other relevant factors such as important changes in country circumstances. Country ownership can also be enhanced by collaborative evaluation and monitoring efforts of past and current TA activities received.

15. GIABA also cooperates closely with other providers of TA. Given the current financial constraints and tight limited regional expertise, GIABA seeks to avoid duplication in coverage and to enhance complementarity with other TA providers. This coordination is done at various stages and through different modalities.For example, GIABA is exploring the involvement of National Capacity Building Centers (CBCs) and global Thematic technical and financial partners, the GIABA Technical Assistance Group is also helpful in facilitating strategic dialogue, information sharing, and coordination, as it regularly brings together key stakeholders. In dealing on TA provision, GIABA considers whether other providers are engaged in similar efforts.

2.2. Nature, Extent, And Scope of Technical Assistance

a) The technical assistance to be provided to a requesting State or group of States shall be based on identified needs as assessed through a technical assistance needs assessment (TANA), mutual evaluation (ME) process; or, based on specified demand as would be defined by the Government or Governments concerned, and the assistance requested shall be assessed by GIABA to ensure that it is in conformity with the identified needs in the TANA, ME process or relevant emerging issues. If requested, GIABA shall work with the requesting authorities to define the nature, extent and scope of the technical assistance being sought.

b) The State or group of States requesting technical assistance shall define, in advance, the type, purpose and project for which the technical assistance is being requested and shall be required to meet the critical conditions for the successful delivery of the technical assistance and to commit to facilitating the full realisation of the objectives set forth in the request.

c) Technical assistance shall be provided only for protecting countries' economies against the infiltration of criminal proceeds or terrorist funds into the mainstream economy.

d) Technical assistance must be relevant and directly related to the implementation of effective AML/CFT/PF measures.

e) No member State shall receive from GIABA more than one form of TA in a given year, except where the other TA is regional in nature designed to benefit all or a group of MS or the TA is being provided/funded by (an) external donor(s).

f) Technical Assistance by GIABA shall exclude the following:

   i. Erection of a building or renting of premises for use as an office for AML/CFT/PF related activities.

   ii. Provision of vehicles or other equipment that are not directly related to implementing AML/CFT/PF measures.

iii. Rehabilitation of drug abusers, prisons and prisoners; all of which may be addressed by other institutions of ECOWAS[4].

iv. Capacity development activities that are not related to AML/CFT/PF.

v. Direct involvement of GIABA staff in coordinated arrest, providing professional advice for the adjudication of ML/TF/PF cases, or investigations of predicate offenses.

2.3. TA Governance at GIABA

16. GIABA management[5] provides strategic direction and oversight, including with respect to the overall envelope for externally financed TA and the size of TA relative to other outputs of GIABA, through (i) regular reviews of and policy guidance for the GIABA's TA policies and activities; (ii) the budget process; (iii) the risk management process, including risk assessment reports and endorsement of risk mitigation directions; and (iv) monitoring and evaluation reports of activities and recommendations. Within this framework, management conducts the operations related to the GIABA's TA activities and establishes TA policies.

17. As part of the annual budget process, GIABA management provides information on TA outturns, as well as on planned TA financing and TA priorities and delivery.

18. Information provided by member States and the more information shared will better inform GIABA management on TA priorities and strengthen the strategic role of GIABA. Staff therefore periodically provide information to and engage with the GIABA management on TA activities, strategic directions, and delivery against priorities, including through informal briefings by TA and other units.

19. Management translates the strategic direction and the overall GIABA budget set into procedures and practices that govern TA activities through and integrated GIABA wide process for setting priorities on directorate accountability frameworks and for budget formulation. This includes management approval each year of the medium-term expenditure framework (MTEF) with TA priorities and a strategic summary of the MTEF resource allocation.

20. The GIABA Technical Assistance Group (TAG), co-chaired by GIABA Directors, is an integral part of the process. In August, the member States technical assistance group coordinators provide their TA requests by priorities. The GIABA Program Officer reviews the requests, recognizing the need for all TA to be directed to high-impact activities, ensures the delivery is against a range of metrics (e.g. mutual evaluation reports key recommended action, focusing on specific actions and timelines to tackle money laundering, terrorist financing and the financing of weapons of mass destruction).

21. The conclusions then feed into the GIABA-wide planning and budget discussions conducted in the context of each directorate mandate. This process helps align TA objectives with the broader GIABA Strategic Objectives priorities.

22. The Program Officer provides as the GIABA liaison with technical and financial partners and member States, and holds sharing sessions throughout the year to:

- Review the delivery of TA activities against plans and, as reflected by progress on results-based management (RBM), against objectives and desired outcomes.

[4] See ECOWAS website www.ecowas.int for information on other institutions as may be applicable
[5] GIABA Management refers to the Director General and Directors.

- Consider GIABA TA evaluations and monitoring reports results, and distill lessons learned.
- Coordinate meeting with member States and donors/T&FP on fundraising actitivies with objectives in light of TA priorities,
- Follow Up on Recommended Actions from Mission Reports and TA Advice; and
- Address any other important issues that flow from GIABA management and other review experiences

2.4. Eligibility of States to receive Technical Assistance

a) Subject to the guiding principles outlined in Section 2 above, all ECOWAS countries shall be eligible for technical assistance provided from GIABA's regular budget. Any non-ECOWAS country whose annual financial contribution to GIABA is adjudged equivalent to ECOWAS membership financial standing shall be eligible for technical assistance. Non-ECOWAS members who pay only annual subscription are not eligible for direct TAs from GIABA but may benefit from donor funded activities in which they are invited or serving as GIABA assessor to a mutual evaluation exercise.

b) Provision of technical assistance drawn from Community funds or donor funded projects shall be governed by the ECOWAS Financial Regulations or shall be based on the funding agreement reached with the entity providing the funds.

2.5. Sources Of Technical Assistance

a) Funding for technical assistance provided by GIABA shall be derived from the GIABA approved annual budget as derived from Community resources.

b) GIABA may provide technical assistance outside a given year's budget if it receives voluntary contributions from member States and technical and financial partners, of funds and gifts of services, equipment, and facilities according to the provisions of ECOWAS Financial Regulations.

c) GIABA may provide technical assistance in partnership with other international organizations, such as the FATF, UNODC, IMF, World Bank, Commonwealth Secretariat, GIZ, Egmont Group, Expertise France etc., other technical and financial partners such as the EU, etc., or countries such as the United States, Switzerland, France, Canada, etc., under the agreement concluded between GIABA and the respective technical and financial partners, institutions or countries.

d) GIABA may also serve as an implementing agency of partnership projects to provide technical assistance on behalf of the Government of any country or any specialized agency following an agreement concluded with the concerned party.

2.6. Agreement for the Provision of Technical Assistance

23. As technical assistance is demand-driven, written requests from member States' relevant institutions, agencies, and CSOs shall serve as a basis for the consideration of the provision of technical assistance. The request to GIABA shall meet the conditions required under GIABA's Statute for the provision of technical assistance by GIABA. A formal agreement reflecting the responsibilities of both GIABA and the beneficiary shall be entered into between GIABA and the beneficiary country for the delivery of the technical assistance.

2.7. Scope of Application of the Guiding Principles

24. These guiding principles shall apply to any technical assistance provided by GIABA, irrespective of the source of the funds or gifts involved and including projects for which GIABA serves as an executing agency or intermediary for a third country or for another organization, subject to the conditions set in partnership agreements.

25. All emerging unprogrammed TA requests shall be made formally in written form on the official letterhead of the requesting entity, including a concept note (introduction/background, objectives, targeted participants, outcome/output, delivery methodology, and budget/financial total) addressed to the Director General of GIABA.

Part 2 – Technical Assistance Coordination Strategy

Prioritization

26. Prioritization is essential because GIABA, even with donor support, does not have the resources to meet all member States requests for technical assistance services. The previous coordination strategy, based on member States third round of mutual evaluation sequence and GIABA overall strategic priorities, would guide the allocation of scare resources across member States, leaning on a risk based approach to determine topic areas, as well as between short- and medium term needs. To maximize the impact and efficiency of its technical assistance, GIABA needs to have the ability to mobilize quickly adequate resources to respond to short-term, mutual evaluation related TA needs and to help member states to be adequately prepared for the third round and build sound institutions to effectively implement the FATF Recommendations, while remaining able to sustain efforts to develop capacity in member States.

27. The principles underlying GIABA's prioritization framework include:

- As mentioned in paragraph 16, GIABA management provides strategic direction and oversight on TA priorities.
- Each year, decisions need to be made on the size, scope, and topic activities in relation to other key output areas. The guidance from internal and external reports[6] is aligned with the Strategic Objectives to guide GIABA priorities, directorate/unit accountability, and budget formulation.
- At member States, prioritization should reflect immediate AML/CFT/PF action plan priority areas and the country's own TA AML/CFT/PF strategy. MS authorities play a leading role throughout the TA process, with due consideration to institutional and capacity constraints. Such a country-centered approach requires strong collaboration and coordination between program directorate to be in the leading role on GIABA's overall country engagement, including establishing country strategies and priorities for TA, taking into account the country's own strategy and absorptive capacity, and working in collaboration with technical assistance coordinators and the inter-ministerial committees. In this context, GIABA directorates, including GIABA Program Officer, play a key role in engaging member States on their TA needs and conveying information about demand to TA directorates. Discussions with country authorities provide crucial inputs into the elaboration of TA.
- The core mandate of the GIABA is to conduct mutual evaluation exercise of its member States. GIABA conducts peer reviews of each member on an ongoing basis to assess levels of implementation of the FATF Recommendations. Therefore, prioritizing the training of assessors and in country personnel on the FATF Standards

28. TA in lieu of the third round of mutual evaluation would prioritize member States according to their key recommended action plan to strengthen countries AML/CFT/PF regimes stemming from the conclusion of the mutual evaluation. Proper coordination towards members States who are at high-risk to enter the ICRG process or will enter the ICRG pool after the 3rd Round on-site.

29. Overall the annual TA prioritization exercise is an iterative process, which reflects member States views on priorities for GIABA work, direct requests for TA services, and GIABA management decisions on GIABA budget. GIABA priorities and resource constraints are translated into specific deliverables.

[6] Third round mutual evaluation report key recommended action plan

Model 1 – GIABA member States Jurisdiction Prioritization Model

Priority S/N	Priority Technical Assistance
Priority 1	Member States who have completed the 3rd Round of Mutual Evaluation with developed Key Recommended Action.
Priority 2	Member States who are preparing for the 3rd Round of mutual evaluation with significant risks and deficiencies from the 2nd Round of mutual evaluation.
Priority 3	Emerging and new risks with focus on improving effectiveness and implementing the identified key priority actions and recommendations from GIABA and External Reports.

Donor Partnerships and Funding

30. TA activities are funded by both GIABA's own resources and donor financing. GIABA's overall budget financing is drawn directly from the ECOWAS Community Levy from member States, through a budget arbitration process, the budget might also include donor-financed TA programmes. The amount of GIABA financed TA takes into account the demand for other GIABA activities (administrative costs and staff welfare).

31. Partnering with donors to fund TA services is mutually beneficial:

- Partnerships allow GIABA to scale-up TA delivery to meet the increasing demands from its members, particularly non-ECOWAS member States.
- Donors also appreciates the high quality and continuity of GIABA TA and ME expertise consistency and complementarity with GIABA surveillance and lending.
- Outside of financing, partnership promotes accountability of GIABA for both resources and results. This allows donors to integrate GIABA TA with their own planning and resource allocation more directly, which helps increase the overall effectiveness of support to members.

32. Internal and external financing of TA are not perfect substitutes for each other, as external financing is affected by donors' preferences for TA activities in particular member states, on particular topics, or through particular vehicles.

33. Consequently, GIABA needs to make decisions on whether to finance TA activities using internal or donor financing. These decisions should be guided by the following management approved principles:

- **GIABA's role**: GIABA financing of TA should be considered in the following cases:
  i. In member States or on topics where donor funding is not available, including in program cases;
  ii. When a quick reaction is required; or
  iii. When GIABA expertise in particular areas needs to be maintained.

- **Donor's role**: Donor financing of TA should be considered in the following cases:
  i. When donor interests are consistent with GIABA priorities and objectives;

ii. When sufficient space is available in the GIABA's budget to cover related indirect costs;
iii. When TA financing can sufficiently benefit non-ECOWAS member States.

- **Additionality**: Donor financing should result in additional delivery of TA to members to meet set objectives and AML/CFT/PF action plan items

34. New donor-financed initiatives (e.g. a new thematic fund or a significant donor's contribution to a bilateral account) are subject to an interdirectorate review and management clearance process. This process is meant to ensure that the initiative is aligned with the GIABA's institutional objectives and internal budget constraints. The process is also intended to provide internal coordination, ownership, and assurances to donors that, if and when external financing is provided for a new TA intitiative, GIABA will be ready to use such financing.

35. In light of the significant growth of the GIABA TA activities in recent years, the sustainability and fungibility of external financing is critical, and related risks need to be closely monitored and managed. GIABA has been moving toward greater flexibility of external financing through broader and more strategic partnerships, promotion of multi-partner and umbrella agreements, and securing financing upfront before carrying out TA activity.

Part 3 – Technical Assistance Delivery

1. Methods of Delivery

36. TA services are delivered to member States through various modalities. These modalities are normally part of multi-year TA Strategic Objectives Programs to ECOWAS member States or group of countries (provided by technical and financial partners). This include field assignment of experts to member States for periods ranging from days to months; individual missions; virtual/online, classroom, and customized training; peer-to-peer learning and technical workshops; and discussions forums. A close integration of all modalities of delivery should be sought when feasible.

i. Capacity Building Development – This aims to share knowledge and build the capacity (increase the understanding and skill) of stakeholders to implement AML/CFT/PF requirements within their sector effectively.
   - Workshop – This is an interactive, hands-on (group work) training that aims to engage participants in intensive discussion and activity on a particular AML/CFT/PF subject, two broad categories – intermediary and advanced.
   - Sensitization – This method is to provide a repeated explanation on AML/CFT/PF to raise awareness further within stakeholders.
   - Forums – This is an interactive discussion training/session focused on a particular AML/CFT subject with issued communique.
   - eLearning – These are computer-based training that is developed to facilitate the delivery of training across a wide spectrum of topics to a broad range of audiences regionally and globally.

ii. Consultancy and Expert Services – This constitutes full or part funding of consultants/experts to undertake specific research studies in assessing AML/CFT/PF risks and to provide best practices with international standards and the FATF Recommendations.

iii. Mentorship – This is a long-term placement designed to build the capacity of staff of an institution or technical training to assist a specified member State to establish, improve, and implement their AML/CFT regimes. This can be undertaken both on-site and off-site. The duration shall not exceed six (6) months.

iv. MS Legal Assistance – The provision of legal assistance to requesting member states in reviewing their AML/CFT legislation to ensure full compliance with international legal instruments, UN Conventions, and the FATF Recommendations.

v. Promoting International Cooperation and Partnership – Providing support to member States to access membership of the Egmont Group of FIUs and participation at international AML/CFT/PF forums, closed door sessions, and events.

vi. Technical Equipment and Grants/Direct Financial Provision – The technical equipment provision is based upon requests from member States to serve a specific AML/CFT/PF role. Financial provision is geared towards specific aid to member states in addressing identified deficiencies within its mutual evaluation assessment.

37. In general, the following guidelines should apply to the delivery of TA services:
   - GIABA TA activities, regardless of model of delivery, are planned with the involvement of receipient countries' authorities.

- GIABA TA activities are subject to quality controls. Experts in the field have direct access to the wide expertise embedded in GIABA staff. Their work is facilitated by strong quality control processes, including backstopping of experts and regular supervision by the relevant TA directorate and the review process of the program officer[7]. Experts also work in consultation with the Financial Intelligence Units (FIUs) and Inter-Ministerial Committees (IMCs) to develop an understanding of country progress or changing circumstances and offer appropriate advice. These processes also help to integrate TA more fully into GIABA's analytical activities and policy dialogue.
- GIABA TA is delivered by either staff or by external experts that are selected, contracted, and backstopped by GIABA. GIABA maintains a roster of experts with proven track record and familiarity with international best practices in areas specific to GIABA's TA activites. As the effectiveness of TA delivery depends to a large extent on the quality of the experts, GIABA retains full control on selection of TA experts and content of TA advice, regardless of mode of delivery or source of financing.
- GIABA TA represents advice or training that is of the highest quality, reflecting international best practices and complemented by the GIABA's analytical work. GIABA TA is tailored to the country's needs and reflective of its absorptive capacity. It also builds in a follow-up process to help ensure implementation and a sustainable impact.

38. Continued efforts are expected to be made to enhance the impact and efficiency of TA through further strengthening integration with GIABA's surveillance and lending operations, and by tailoring strategies to each country's institutional capacity and specific needs, while focusing on implementation and outcomes. Such strategies should inform and be informed by GIABA's broader country engagement and reporting, particularly for heavy users of TA, including to ensure the volume of GIABA TA does not exceed the authorities' absorptive capacity.

39. GIABA is building on existing strategies to move toward greater modernization and agility in TA delivery, including the involvement of National Capacity Building Centers and continued experimentation with innovative technologies to support more flexible delivery of TA. Staff are expected to use advances in information and communication technology, such as video conferences, online courses, webinars, mobile and cloud-based technology, artificial intelligence simulations, and big data, in order to expand TA delivery efficiently and sustain the interaction with member States on TA needs and activities. These activities are expecte to complement face-to-face TA.

2. Capacity Building Development

40. The GIABA Secretariat capacity building development could be delivered regionally or nationally. Each capacity building format is structured to take into consideration the diverse legal, administrative, and operational frameworks, including the different financial systems of member states, to significantly improve their AML/CFT systems and strengthen the effective implementation of the FATF Recommendations. The capacity building development provision highlighted below provides a summary of the components of the training, objectives, and/or type of technical assistance requirements:

[7] Close supervision of TA specialists by experts at headquarters (known as "backstopping") and peer review distinguish GIABA TA from that of many other providers, which outsource projects to independent contractors.

AML/CFT Training

The training focuses on providing participants a comprehensive and consistent framework of measures which member states should implement in order to combat money laundering and terrorist financing and the financing of proliferation of weapons of mass destruction.

The program is designed to provide an entry and intermediary level into the FATF Recommendations and an overview of the mutual evaluation process. The training can be delivered either as a train-the-trainer format to enable participants to replicate and share the knowledge and skills in their organizations. Audiences are drawn from all AML/CFT stakeholders.

AML/CFT eLearning Course

GIABA has developed a range of high-quality computer-based training in collaboration with the UNODC to facilitate the delivery of training across a wide spectrum of topics to a broad range of users in its member States. The course provides several modules related specifically to AML/CFT to educate and train law enforcement and other key officials involved in tackling these twin scourges.

The aim of these modules is to provide an overview of AML/CFT issues and a foundation understanding of the methods and practical measures required to address them.

Sharing Session

The global AML/CFT/PF field changes rapidly as the evolving nature of crime and criminals seemingly appear to be a step ahead of legislation and law enforcement agencies. To keep ahead of criminals, national (public and private), regional, and international organizations must keep a step ahead in fluidity in the delivery of its activities. The Secretariat meets these challenges by offering a sharing session where an informal or formal collaborative meeting between the Secretariat and a specific AML/CFT stakeholder sector is targeted for presentation on either upcoming changes to the FATF Recommendations or to provide further insight regarding internal processes and implementation challenges and/or sensitization regarding AML/CFT.

Combating Financing of Terrorism Training

Terrorism financing has impacted our region with member states recognizing the nexus between licit and illicit financial flows and terrorism. The training is to provide participants on the cross-cutting aspects of legal and illegal cash flow for terrorist acts. The regional and national training is adapted according to local/regional needs and reflect current threats and local/regional operating procedures.

Participants are trained to identify scenarios that pose strategic risks to national security, including terrorism and threats from transnational organized crime and corruption. The training can be delivered in a train-the-trainer format to enable participants to replicate and share the knowledge and skills within their organizations. Audiences include law enforcement agencies, FIUs, intelligence agencies, and AML/CFT policy bodies.

Proliferation Financing Training

The “financing of proliferation” is referred to as the act of providing funds or financial services which are used, in whole or in part, for the manufacture, acquisition, possession, development, export, trans-shipment, brokering, transport, transfer, stockpiling or use of nuclear, chemical or biological weapons and their means of delivery and related materials (including both technologies and dual-use goods used for non-legitimate purposes), in contravention of national laws, or where applicable, international obligations.

Recommendation 7 of the FATF Standards requires countries to implement proliferation financing-related Targeted Financial Sanctions (TFS) made under the United Nations Security Council Resolutions (UNSCRs or resolutions). Recommendation 2 requires countries to put in place effective national cooperation and, where appropriate, coordination mechanisms to combat the financing of proliferation of weapons of mass destruction (WMD). Immediate Outcome 11 and certain elements of Immediate Outcome 1 relating to national cooperation and coordination aim to measure how effective countries are implementing these Recommendations.

The primary objective of the training is to sensitize national competent authorities on counter-proliferation financing and the global best practices to combat proliferation financing. The training would further provide participants on the UNSC two-tier approach in combating WMD and associated financing of proliferation.

Cash Courier / Cross Border Cash Smuggling Training

The informal cash market in our region permutates the illegal transport of cash across states. The training provides an opportunity for national stakeholders engaged in border control to develop their knowledge and skill for monitoring, to search, and to identify cross-border transportation of cash and bearer negotiable instruments.

The training would emphasize the implementation of the FATF Recommendations 32 and its interpretative notes on cash couriers. This training would be delivered in a practical approach including group work and practical exercises to foster creative thinking in conducting search and seizures.

Financial Investigation (AML/CFT) Training

The training is geared towards the provision of in-depth training for national financial investigators and prosecutors in current methods and practices used to develop and conduct financial investigations. The national version of the training is customized to reflect legal and procedural processes on presenting financial investigation evidence. Consideration is given to raise awareness of the methods used in money laundering and the financing of terrorism, including the legislative aspects of financial crime and the respective mandates, powers, and authorities and methods to investigate financial crimes. The regional training group participants to plan and conduct an AML/CFT investigation based on current best practices and methodologies to tackle a fictitious case. The relationship between financial investigators and prosecutors is to ensure that financial investigators can gather and develop high-quality evidence for presenting money laundering and terrorist financing charges to the courts. The FATF Recommendation requires national coordination in AML/CFT work as well as regional and international cooperation when investigating money laundering and financing of terrorism cases.

FIU Analyst Training

The regional or national FIU analyst course provides training to FIU analysts in current methods and practices used to develop and analyze financial intelligence. The key to financial intelligence is the ability to identify and analyze suspicious transactions relating to money laundering and terrorism financing. Participants are, therefore, trained to develop their analytical techniques and learn the methodology behind writing effective and accurate intelligence reports. They also learn how information is collected, from what sources, and what tools are used to develop information into financial intelligence.

The details of the training are to address the relationship between the FIU and the national agencies responsible for investigating money laundering and the financing of terrorism. The goal is to ensure that the FIU is able to provide high-quality and usable information to respective investigative agencies. The training is in two components intermediary and advance.

DNFBPs AML/CFT Training

Designated Non-Financial Businesses and Professions (DNFBPs) are certain types of "non-financial" businesses that are susceptible to money laundering and terrorist financing due to their businesses' nature and the financial transactions relating to the activities they may conduct. The FATF Recommendations lists the following businesses and professions as DNFBPs:

- Real Estate developers and agents that carry out transactions with a customer involving the buying or selling of real properties;
- Dealers in precious metals and dealers in precious stones;
- Law firms, notaries, and other independent legal businesses;
- Accounting firms;
- Trust and Company Service Providers – In preparation or undertaking transactions for clients concerning activities highlighted in FATF Recommendation 22
- Casinos - When customers engage in financial transactions equal to or above the applicable designated threshold.
- Faith Based Organizations

The training targets the following DNFBPs and any other at risk non-financial institutions as deemed in GIABA member States on emerging AML/CFT risks and focus on the FATF Recommendations pertaining to DNFBPs. Participants are trained on how to identify (red flags), report (STRs), and made aware of new emerging risks.

Compliance Officers of FIs and DNFBPs Training

Compliance officers serve a vital role in the implementation of AML/CFT within reporting institutions (financial institutions and DNFBPs). In particular, FATF Recommendation 18 places obligation on reporting institutions to appoint and designate compliance officers to coordinate the implementation of AML/CFT programs within their institutions and act as liaisons with competent authorities. The level of compliance by reporting entities remains low, owing to several factors, including lack of in-depth understanding of ML/TF risks and insufficient commitment to the management of financial institutions in the implementation of AML/CFT standards.

Thus, compliance officers' training is geared towards sensitizing/training them on new developments in technology and other emerging risks, also reemphasizing their obligations to report suspicious transactions and collaborate with the competent authorities.

Mutual Evaluation Assessors and FATF Standards Training Course

The core mandate of GIABA is to undertake an AML/CFT mutual evaluation assessment of its member States. This evaluation is conducted under a peer-review mechanism. The mutual evaluation process identifies the assessed country's progress and constraints mechanism, this enables the Secretariat and its technical and financial partners to determine the type of technical assistance required by member States to improve measures against money laundering and terrorist financing. The technicality of the exercise requires only trained assessors in the implementation of the FATF Methodology and Recommendations are to be utilized for the mutual evaluation exercise. Therefore, the GIABA Secretariat organizes a mutual evaluation assessor training solely or in conjunction with the FATF; FSRBs, and/or other technical and financial partners to adequately train new or provide refresher training to member States assessors in the conduct of the mutual evaluation exercise. As a pre-requisite of this course, assessors are to be familiar with the FATF Recommendations and Methodology, complete reading of pre-course materials and the FATF Introductory eLearning course and complete the quiz at the end of the course.

The FATF Standards Training Course aims to strengthen countries' understanding of the FATF Standards and how they help combat money laundering, terrorist financing and proliferation financing (funding for weapons of mass destruction), and to assist FATF Style Regional Bodies (FSRBs) in the conduct of mutual evaluations. The FATF delivers these activities in partnership with the FSRBs. As a pre-requisite for taking this course, attendees are to ensure complete reading of the pre-course materials and fully sign-up for the FATF Introductory eLearning course and complete the quiz at the end of the course.

Pre-Assessment Training

In preparation of member States towards the conduct of the mutual evaluation exercise according to the GIABA mutual evaluation Process and Procedures (as revised) the Secretariat provides a training workshop to national authorities one year prior to the mutual evaluation on-site visit. The training is designed to help national authorities to understand their roles in the mutual evaluation process, inform and sensitize the national stakeholders on the significance of the process.

The pre-assessment training will also provide stakeholders with technical guidance on how to complete the technical compliance questionnaire (TCQ), and the process, procedures and expectations of the mutual evaluation on-site exercise.

Virtual Currency / Virtual Assets Service Providers (VASPs) / Cryptocurrency Training

The virtual currency training looks into how new technologies, products, and related services provides new opportunities for criminals and terrorists to launder their proceeds or finance their illicit activities. The training aims to provide information on how jurisdictions are to implement the FATF Recommendations towards new technologies i.e. Recommendation 15 and its Interpretative Notes. Participants would have a clear understanding of how to conduct a risk based approach to new technologies, how illicit actors can abuse VASPs engaging in VA activities, for ML, TF, sanctions evasion, fraud, ransomware payments and other nefarious purposes, and awareness of

the intersection and potential impact AML/CFT requirements have on other regulatory requirements and policy areas, such as data protection and privacy, financial inclusion, derisking, consumer and investor protection and financial innovation.

The training also provides a platform for regulatory authorities to discuss regulatory matters that are potentially relevant to Vas and VASPs (e.g., consumer and investor protection, prudential safety and soundness, tax, anti-fraud or anti-market manipulation issues, network IT security standards, or financial stability concerns). This training could possibly be expanded to include investigatory components for law enforcement agencies on how to effectively investigate and prosecute criminal cases involving cryptocurrencies to build comprehensive skills on how to investigate DARKNET illicit markets.

Asset Recovery Training

The flow of proceeds of criminal activities like corruption, tax avoidance and other criminal dealings lead to a drain of resources and capital in West Africa. The underdevelopment, weak criminal justice systems, lack of rule of law, ethnic conflicts, financing of terrorism and political instability root causes are embedded in the use of proceeds of crime and stolen assets. One of the critical ways in ensuring that criminals do not take control of our financial systems, capture governmental powers and ultimately collapse the systems is to deprive the criminals of the proceeds of their criminal activities. This should be done through the confiscation and recovery of tainted property and its management.

This GIABA training focuses on building the capacity of participants to use modern techniques to identify, trace, recover and manage assets related to money laundering and associated predicate offences, and the financing of terrorism.

AML/CFT Judges and/or Prosecutors Training

The wheel of AML/CFT compliance would not progress swiftly without the judiciary involvement. The work of judges, prosecutors and other investigative authorities is crucial for stable institutions, transparency and the rule of law, which are pillars of an effective AML/CFT system. The training aims to reinforce the effectiveness in the investigation and prosecution of money laundering and terrorist financing, and in the recovery of the proceeds of crime.

It is aimed to address some challenges faced by judges and prosecutors in investigating and prosecuting ml/tf, and in recovering the proceeds of crime. Highlighting best practices in the conduct of investigations, prosecutions, convictions and confiscation, and international cooperation. The mock trial provides participants with a fictional environment in which judiciary and investigative agencies could hone their skills with issues that could arise during the prosecution of a money laundering offence. This court scenario with pre-determined evidence is produced and reviewed against the background of national laws, protocols, judicial procedures and overall admissibility.

Due to the nature of the mock trial training aspect, this component is available as a national training to increase the participants' skills and knowledge in anti-money laundering, money trail investigations, prosecution techniques and tracing and confiscation of proceeds of crime through mutual legal assistance.

AML/CFT Awareness Training for Youth

Money laundering and terrorism financing particularly has witnessed support from women and the youths, as both active participants and victims. West Africa with an estimated population of 349 million people is estimated that women constitute 52% and 66% of the population are less than 25 years. A significant proportion of these young people are out of school and unemployed. Consequently, there is a very high risk that these young people will be targeted by terrorists and other criminals for requirement into their networks. And evidently, there is a growing trend of women and youths getting directly involved in financial crimes such as money laundering, cyber-crime, human trafficking, drug and arms trafficking as well as in terrorist activities and extreme radicalism.

Thus, the Secretariat conducts different forms of sensitization awareness training focused on the vulnerable groups to ML/TF therefore mobilizing them against money laundering, terrorist financing, and other predicate offences by positively impacting their minds, attitudes, behavior and beliefs.

These training could be undertaken as either:

- Open House on AML/CFT Sensitization for Youths
- AML/CFT Awareness Raising Road Show
- Inter-University Speech Contest on AML/CFT Impact on West African Economies
- Regional Forum on Gender and Youth Dimensions of Transnational Economic and Financial Crimes.

Journalist Training

The media particularly investigative journalists play a crucial role in uncovering allegations of corruption, promoting good governance, attracting the sustained attention of law enforcement authorities and the public to the fight against financial and economic crimes. The media are also guarantors of a fundamental right, and the correct information. GIABA has been carrying out sensitization programs for media professionals since 2009, and in 2010 in Abuja, Federal Republic of Nigeria; established a regional network of investigative journalists specializing in the denunciation of economic and financial crimes. The aim is to contribute to member States AML/CFT efforts and strengthen the engagement of non-state actors and critical sectors playing a crucial role in the effective implementation of AML/CFT measures.

A closer and more productive collaboration with the media, as they constitute one of the main sources of information and intelligence, both for political decision-makers and for the international community, and the general public. The journalist training provides investigative journalists with the tools to better understand the conceptual issues of money laundering and terrorist financing, techniques and methods of journalistic investigation of financial and economic crimes, the role of the media in promoting good governance as well as the strategic mechanisms for setting up a regional network of investigative journalists in the field of AML/CFT.

NPOs and CSOs AML/CFT Training

Non-Profit Organizations (NPOs) and Civil Society Organizations (CSOs) are a vibrant and integral part of the contemporary global environment and play a significant role in combatting terrorism, bad governance, corruption, and many other societal ills. The wide range, geographic reach, and

operational endurance of their activities arguably make NPOs unique among international actors. While there is currently no data as to the number of NPOs operating globally, one study of the national NPO sectors of 35 countries indicated the scale and importance of NPO activity. A report by the Johns Hopkins Comparative Non-profit Sector Project published in 2003 determined that by the late 1990s, the 35 national sectors represented a USD 1.5 trillion industry, which is equivalent to the world's seventh largest economy, and encompasses over 39 million full-time equivalent workers. The NPO sector is also an integral partner for the public sector in implementing shared initiatives, such as the UN Millennium Development Goals. The NPO sector has also traditionally enjoyed substantial public trust, which has been one of the basic components to the sector's success. The maintenance of this public trust is integral to the continued effectiveness of the NPO sector.

However, the concept of carrying out good works has been a target for those whose goals are not purely benevolent. The most extreme threat of abuse is posed by those engaged in terrorist activity. While the vast majority of NPOs work tirelessly to better the lives of people around the world, a small number of organizations and individuals have taken advantage of the NPO sector for the most contrary of reasons: to support those who engage in terrorism or support to terrorist organizations. The abuse of NPOs to finance or materially support terrorism may seem to be a risk with low probability, yet the impact of these activities is particularly acute for both the victims of terrorism and those who should benefit from the good works of NPOs. This immediate impact is multiplied when one considers the loss of public confidence in the integrity of the NPO sector.

The AML/CFT training of the NPOs and CSOs aims to provide a platform for participants to share perspectives, discuss unintended consequences of the application of the FATF Recommendations, build consensus, foster cooperation and collaboration toward the protection and prevention of these sectors from money laundering and terrorist abuse, identify gaps in national legal and regional regulatory frameworks, and enhance domestic cooperation, coordination and engagement between government and the NPOs and CSOs sector.

3. Consultancy and Expert Services

This constitutes full or part funding of consultants/experts to undertake specific research studies in assessing AML/CFT risks and to provide best practices with international standards and the FATF Recommendations. This also extends to serving as a resource person at a Secretariat training. Biannually the Procurement Unit sends out an email through its network requesting for CVs from persons working in AML/CFT related field to populate its internal database of experts. This call is also posted on its social media platform of Twitter and Facebook. Be on the lookout!

4. AML/CFT Mentorship Program

The AML/CFT mentorship program is a long-term capacity building and training program designed to assist a specified member State to establish, improve, and implement their AML/CFT regimes. Mentors serve as a key part of the GIABA Secretariat strategy to enhance national capacity, coordination and further the overall effective implementation national AML/CFT regimes in member States. The mentors are carefully selected and with the level of operational experience, they are ideally positioned to give expert advice, as well as provide the hands-on guidance that national practitioners need to both hone their craft and effectively implement their country's AML/CFT regimes to meet international standards.

Once engaged, mentors are based in the field and provide on-site technical assistance by delivering tailored outreach programs and training to help participating member States make the best use of their

AML/CFT capabilities and to comply and effectively implement with the international standards as set out in the FATF Recommendations, United Nations Security Council Resolutions, and any other related Conventions.

Mentors provide benefits to the institution they are mentoring, as national AML/CFT experts and practitioners learn through experience and are guided on how to bring newly acquired knowledge and skills into their organizations. GIABA Secretariat provides mentors for member States legal bodies, law enforcement, regulatory agencies, and FIUs. The duration of the mentorship program does not exceed six (6) months.

5. MS Legal Assistance

GIABA provides assistance in the review of both common and civil law legal systems, guidelines; supranational legislations to assist countries and supranational institutions to set up their AML/CFT legislation in full compliance with international legal instruments, UN Conventions, and the FATF Recommendations.

6. Promoting International and Regional Cooperation and Partnership

Having a strong global AML/CFT network is of utmost importance to strengthening AML/CFT/PF implementation, particularly since money laundering, terrorist financing, and the financing of proliferation are transnational activities. The linking of member States to this network of AML/CFT professionals and experts foster strong and effective anti-money laundering, combating financing of terrorism, and proliferation financing regimes.

The Egmont Group of Financial Intelligence Units (FIUs) is one of the coveted international networks that globally all FIUs aim to be a member. As a global organization, the Egmont Group facilitates and prompts the exchange of information, knowledge, and cooperation amongst member FIUs. GIABA Secretariat recognizes the importance of financial intelligence sharing importance to the global follow the money apparatus. In furtherance of promoting international and regional cooperation, GIABA assists member States FIUs in joining the Egmont Group.

The Secretariat also collaborates, cooperates, and form partnership with numerous other international and regional organizations to deliver, support, and provide AML/CFT/PF geared technical assistance to member States.

7. Technical Equipment and Grants/Direct Financial Provision

The technical equipment provision is based upon requests from member States to serve a specific AML/CFT role, such as providing ICT equipment, required secured Software, and necessary hardware to curtail ML/FT. Grants are given to undertake a specific research study. The technical equipment financial provision is to aid member states in addressing identified deficiencies within its mutual evaluation assessment. Member States under the FATF International Cooperation Review Group (ICRG) with strategic deficiencies in their national regimes are by default targeted for direct financial provision to protect the integrity of the financial system.

Coordination, Communication, and Dissemination

41. Effective internal consultation and information sharing on TA activities is critical to support the country-centered model of TA delivery. GIABA is investing in better processes and information systems, including the harmonization of the ECOAML Platform with digital workplace, knowledge management initiatives, and TA management to strengthen access to data, documents and tools across departments and workstreams.

42. Systematizing existing good practices on coordination with other TA providers, notably with the FATF, AML/CFT/PF partners and key bilateral donor agencies, is critical. Effective coordination supports efficiency gains and helps sustain the impact of TA. It ensures consistency of policy advice, mitigates risks of duplicating efforts, helps better leverage available resources and expertise at both the authorities' and providers' ends.

43. Dissemination of TA information and related communication have several benefits:

- The membership (and the public at large) gains from better understanding of best practices and the GIABA's experience in the provision of TA services;
- Coordination with donors and other TA providers is facilitated, which in turn eases the absorption of TA advice by countries and also prioritization of the GIABA's TA delivery, and
- Consequently, ECOWAS Commission and GIABA member States can more easily account for the use of funds. Consequently, GIABA TA Information Sharing Policy now provides for wider dissemination of TA information, combined with safeguarding confidential information and the candor of GIABA advice, including through pursuing innovative approaches to raise awareness of GIABA's TA work.

44. GIABA Technical Assistance Information Sharing Guidelines guide the current procedures to enhance dissemination of TA information to various consistuencies, including the recipient agency and other agencies within the recipient country, GIABA staff, technical and financial partners, donors, including the general public.

Part 4 – General Operating Rules

Elaboration of the programme of technical assistance to be provided from Community resources

a) At the request of member States, GIABA shall take steps to make its expertise available to them in the drawing up of programmes that will facilitate the economic development and integration of member States through the provision of requested technical assistance or in the drawing up of individual requests, including those relating to long-term projects. For this purpose GIABA may send staff members, experts or programming missions to requesting States.

b) The Government of each requesting member State shall submit its detailed requests for technical assistance in accordance with the established procedure and the timetable established for that purpose. Requests for TA for an integrated and/or multi-year project should be accompanied by a clear justification on the relevance of the TA to the multi-year programme/development plans or priorities and objectives of that State or group of States i.e. priority will be given to member States with a national AML/CFT Strategy where such TA is clearly defined.

Annual approval and review of the technical assistance programme

a) Depending on the type of TA requested, GIABA shall, in accordance with established procedures, examine and approve each year, the proposals for technical assistance as listed under item 5 (a) of the Principles outlined, to be provided from GIABA's regular budget in the following year. In so doing, GIABA shall take into account the amount involved.

b) GIABA may approve technical assistance projects involving the services of experts or the provision of equipment of a duration of more than one year where such project is judged to be critical to the AML/CFT regime of the beneficiary country. The financial implications of each of such projects shall be reviewed during each ensuing year after its approval and such review shall take due account of the relative priority of the project. Multi-year projects shall be subject to the approval of the ECOWAS Administration and Finance Committee in line with the provisions of the Financial Regulations.

c) Technical Assistance activities shall be reported upon in the GIABA Annual Report on Technical Assistance provided by GIABA to its member States.

d) The timetable for the submission and consideration of requests for technical assistance to be provided by GIABA from Community resources for a given year shall be made in the preceding year as follows:

S/N	Month/Date	Required Action	Responsibility
1	January - March	Invitation to member States to submit detailed requests for technical assistance for the following year.	Director General's Office

S/N	Month/Date	Required Action	Responsibility
2	April	Final date for the receipt of detailed requests for technical assistance to be provided in year C. Compilation of all technical assistance request.	ECD and PRD
3	July	Final establishment of priorities among Member States' requests in consultation with the Member States.	All Directorates
4	August - September	Incorporation of TAs into coming year draft budget	All Directorates
5	October - November	Budget Arbitration and budget approval by AFC	GIABA and AFC

e) A Technical Assistance Evaluation Committee (TAEC) shall annually review all technical assistance that GIABA has provided during the preceding year, including projects for which GIABA has served as executing agency or intermediary, regardless of the source of funds for the technical assistance.

Changes to approved TA-funded Activity

45. At the request of or in agreement with the recipient Government/institution concerned, the Director General may rat his discretion, approve the modification to a project already approved, provided that the modification shall not alter the nature and major objective of the project as originally approved. If the modification requires additional expenditure by GIABA it may be approved provided that the required funds are available from the project or by virement from other budget lines or sources in accordance with the provision of the Financial Regulations.

Financial Controls to be applied to the programme of technical assistance provided from GIABA's regular budget.

46. The financial controls to be applied to the provision of technical assistance provided from Community resources shall conform to the relevant provisions of the Financial Regulations of ECOWAS and any other relevant ECOWAS rules.

Ownership and Sustainability

47. GIABA development efforts are guided by its statutes, its mission, its strategy and action plan, all of which were developed and endorsed by the GIABA Plenary and Technical Commission and approved by the GIABA Ministerial Committee (i.e. member states).

48. GIABA Seeks to:

i. Consolidate the institutional capacity of its member States to enable them to assume ownership of activities and ensure sustainability.

ii. Emphasize needs-driven activities that have a high possibility of sustainability.

iii. Depending on the type of TA (e.g. equipment), on receipt of such assistance from GIABA, member States and the beneficiary institution shall ensure that all necessary steps are taken for the proper management and maintenance of the TA received from GIABA.

iv. GIABA member States shall have full ownership of the implementation and responsibility for monitoring of the TA, which they request and receive from GIABA.

Monitoring and Evaluation

49. Monitoring and evaluation is used to review TA activities, to ensure accountability, to assess their relevance, efficiency, effectiveness, and impact, and to distill lessons on how to strengthen future activities. It is recognized that monitoring and evaluation is key to ensure quality and effectiveness of TA activities. Regulare reviews of TA content are expected to be an integral part of TA-delivering departments' work processes. All monitoring and evaluation activities should seek input from recipient authorities to ensure that their views are fully taken into account.

50. GIABA Monitoring and Evaluation Officer with the Program Officer will continue the process of developing a systematic approach to monitoring and evaluation. One key component of the approach is the Result Based Management (RBM) framework, which aims to systematize the tracking of outcomes using indicators ad is expected to play an increasingly larger role in monitoring and evaluation. The RBM framework applies to all TA activities, whether internally or externally financed. This framework should assist in steering and managing projects, ensure that staff and authorities remain focused on goals, and lay the foundation for the evaluation.

51. Evaluation is another key component of the approach, which relies on a number of different instruments including (i) GIABA mutual evaluation to assess overall AML/CFT/PF compliance and effectiveness of member States; (ii) Strategic Objectives evaluation to assess GIABA directorates technical assistance activities impacts; (iii) donor-mandated evaluations; and (iv) evaluations by ECOWAS Commission. Evaluations results should be used to support learning and accountability.

52. GIABA utilizes several tools as below to evaluate and monitor the technical assistance provided:

- **National AML/CFT Strategies/Plan** – This provides a framework for the focus and the completed actions member States have undertaken towards improving their AML/CFT deficiencies.
- **Questionnaires and Surveys** – Circulated to stakeholders and participants after activities (workshops, seminars, etc). The results provide conditions for improving the delivery of the given TA and explore new themes.
- **Follow-Up Discussions** – Discussions with member States on fulfilling objectives of the highlighted key priority actions from the mutual evaluation reports.
- **Reports/Feedback** – following a training and capacity building programs from participants. Improve national and regional cooperation and direct engagement with member States officials. Entrench the implementation of the FATF Recommendations.
- **Database of Consultants/Experts/Resource Persons** – Harnessing the expertise of regional and international consultants/experts/resource persons for the delivery of GIABA mandate and vision.



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