



EAST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER (EAST AFRITAC)

INFORMATIONAL ANNEXES FY 2016



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**ANNEX I. The IMF's Regional Technical Assistance Centers****INTERNATIONAL MONETARY FUND
FACTSHEET****IMF Regional Technical Assistance Centers**

Nine regional technical assistance centers in the Pacific, the Caribbean, Africa, the Middle East, and Central America help countries strengthen human and institutional capacity to design and implement policies that promote growth and reduce poverty. The centers focus on financial sector supervision, tax and customs administration, medium-term expenditure frameworks and public financial management, money markets, and macroeconomic statistics—topics key to helping countries advance towards sustainable development goals.

A regional approach

The IMF's regional approach to capacity development—[technical assistance and training](#)—allows for better tailoring of assistance to the particular needs of a region, closer coordination with other assistance providers, and an enhanced ability to respond quickly to emerging needs. It also fosters regional integration.

The Pacific and Caribbean Regional Technical Assistance Centers

The [Pacific Financial Technical Assistance Center \(PFTAC\)](#), established in Suva, Fiji, in 1993, now serves 16 Pacific island countries and territories, including the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tokelau, Tonga, Tuvalu, and Vanuatu. Its current program cycle is funded by the Asian Development Bank, Australia, the European Union, the IMF, Korea, New Zealand, and the host country Fiji.

The [Caribbean Regional Technical Assistance Center \(CARTAC\)](#) was established in Bridgetown, Barbados in 2001. It serves 20 Caribbean countries and territories, including Anguilla, Antigua and Barbuda, Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and Turks and Caicos. Its current program cycle is funded by Australia, Canada, the Caribbean Development Bank, the European Union, the United Kingdom, the host country Barbados, member countries, and the IMF.

The African Regional Technical Assistance Centers

The African Regional Technical Assistance Centers are part of the IMF's [Africa Capacity-Building Initiative](#), launched in May 2002. Responding to calls from African leaders, including under the [New Partnership for Africa's Development](#) (NEPAD), the Initiative



promotes strengthening the capacity of African countries to design and implement their poverty-reducing strategies, as well as to improve the coordination of capacity building in the Poverty Reduction Strategy Paper (PRSP) process. The centers' activities take place in close cooperation with the [African Development Bank](#) and donor partners. This facilitates a coordinated design, implementation, and monitoring of ongoing technical assistance programs in member countries.

As part of the Initiative, five African Regional Technical Assistance Centers (AFRITACs) have been established. [AFRITAC East](#) was opened in Dar es Salaam, Tanzania, in 2002, and now serves seven countries in East Africa (Eritrea, Ethiopia, Kenya, Malawi, Rwanda, Tanzania, and Uganda). [AFRITAC West](#)—which operated in Bamako, Mali, since 2003 and moved to Abidjan, Côte d'Ivoire, in mid-2012—serves ten countries in West Africa (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, and Togo). [AFRITAC Central](#) was opened in Libreville, Gabon, in 2007, to serve countries in the CEMAC group (Gabon, Cameroon, Chad, Republic of Congo, Central African Republic, and Equatorial Guinea), plus Burundi and the Democratic Republic of Congo. [AFRITAC South](#), based in Ebene, Mauritius, was opened in June 2011, to serve 13 countries in Southern Africa (Angola, Botswana, Comoros, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, and Zimbabwe). [AFRITAC West 2](#), based in Accra, Ghana, started operations in December 2013, covering the non-francophone countries from the **Economic Community of West African States** (ECOWAS) that are not served by the current AFRITAC West: Cape Verde, The Gambia, Ghana, Liberia, Nigeria, and Sierra Leone.

The AFRITACs are financed by contributions from a number of donor partners, the IMF, and host and member countries. Current partners include the African Development Bank, Australia, Brazil, Canada, China, the European Investment Bank, the European Union, France, Germany, Italy, Kuwait, Luxembourg, the Netherlands, Switzerland, and the United Kingdom.

The Middle East Regional Technical Assistance Center





The [Middle East Regional Technical Assistance Center \(METAC\)](#) was established in Beirut, Lebanon, in 2004 to serve ten countries/territories in the Middle East (Afghanistan, Egypt, Iraq, Jordan, Lebanon, Libya, Sudan, Syria, West Bank and Gaza, and Yemen). Algeria, Morocco, Tunisia, and Djibouti join the center in May 2016. A particular focus of METAC is to help post-conflict countries in the region achieve macroeconomic stability and develop basic institutions for policymaking. METAC's current program cycle is financed by contributions from the European Investment Bank, the European Union, France, Germany, the IMF, Kuwait, Oman, the United States, the host country Lebanon, and member countries.

**The Central America, Panama, and the Dominican Republic Regional Technical Assistance Center**

The [Central America, Panama and the Dominican Republic Regional Technical Assistance Center \(CAPTAC-DR\)](#) started operations in May 2009 in Guatemala City, Guatemala. It serves Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. The second cycle—which commenced in July 2014—is supported by the European Union, Canada, Mexico, Luxembourg, the host country and member countries, and a firm pledge by the Inter-American Development Bank.



ANNEX II. Agenda for the 18th Steering Committee Meeting

   	
<p align="center">IMF EAST AFRITAC–18th STEERING COMMITTEE MEETING Addis Ababa, Ethiopia, April 3 – April 5, 2016 Agenda</p>	
<p align="center">SUNDAY, APRIL 3, 2016</p>	
Time	Activity
Whole Day	<i>Transfers from the Airport to Sheraton Addis Hotel</i>
14:00 – 15:00	Meeting of IMF HQ and East AFRITAC staff (<i>Simien Room, Sheraton Addis Hotel</i>)
15:30 – 16:30	Meeting of East AFRITAC Member Countries and IMF Staff (<i>Simien Room, Sheraton Addis Hotel</i>)
17:00 – 18:00	Meeting of Development Partners and IMF staff (<i>Simien Room, Sheraton Addis Hotel</i>)
19:00 – 21:00	<i>Welcome Cocktail hosted by the National Bank of Ethiopia, and Ministry of Finance and Economic Cooperation at Simien Room, Sheraton Hotel</i>
<p align="center">MONDAY, APRIL 4, 2016</p>	
08:00 – 09:00	<i>Registration of Participants</i>
09:00 – 9:15	Welcome by Deputy Governor Ayalew (NBE) and State Minister Shide (MOFEC), 18 th Steering Committee Chairs
09:15 – 09:45	Formal Opening by Dr. H.E. Ato Neway Gebre Ab, Advisor to the Prime Minister
09:45 – 10:00	Approval of the Agenda and of the Minutes of the 17 th Steering Committee Meeting (Chairperson 18 th SC) Matters Arising from the 17 th Steering Committee Meeting (AFE)



10:00-10:30	Development Partner Presentations on Strategic Priorities and Implications for IMF East AFRITAC
10:30-11:00	<i>Coffee and Tea Break</i>
Time	Activity
11:00 – 13:00	Reports on the Implementation of the FY 2016 Work Plan <ul style="list-style-type: none"> ➤ Member Country/EAC Presentations as users of TA/training ➤ Presentations by Center Coordinator and Resident Advisors ➤ Feedback from Steering Committee Members
13:00 – 14:00	<i>Lunch Hosted by the National Bank of Ethiopia, and Ministry of Finance and Economic Cooperation (Summerfields Restaurant, Sheraton Addis Hotel)</i>
14:00 – 14:45	East AFRITAC Mid-Term Evaluation <ul style="list-style-type: none"> ➤ Implementation Plan Status (ICD/AFE) Discussion
14:45 – 15:15	Value for Money in IMF Capacity Development (ICD)
15:15-15:45	East AFRITAC Outreach – Use of Social Media (AFE)
15:45 – 16:15	<i>Coffee and Tea Break</i>
16:15 – 17:00	IMF/ East AFRITAC Capacity Development and the SDGs/FfD (IMF/AFE)
17:00 – 18:00	East AFRITAC Financial Report FY 16 and Update on Phase IV Financing, including Member Country Contributions (ICD)
19:30	<i>Dinner Hosted by the National Bank of Ethiopia and Ministry of Finance and Economic Cooperation at Top View Restaurant</i>
TUESDAY, APRIL 5, 2016	
09:00 – 11:00	East AFRITAC's Proposed Work Plan for FY 2017 <ul style="list-style-type: none"> ➤ Presentations by Member Countries on Key Objectives in 2017 ➤ Presentations by Center Coordinator and Resident Advisors ➤ Feedback from Steering Committee Members



11:00 – 11:30	<i>Coffee and Tea Break</i>
11:30 – 12:30	IMF East AFRITAC's Proposed Work Plan for FY 2017 (contd) <ul style="list-style-type: none">➤ Presentations by Resident Advisors (contd.)➤ Feedback from Steering Committee Members
12:30 – 13:00	<ul style="list-style-type: none">• Date and Venue of 19th Steering Committee Meeting• Summing-Up and Closing remarks by State Minister Shide (MOFEC), and Deputy Governor Ayalew (NBE), 18th Steering Committee Chairs
13:00 – 14:30	<i>Lunch Hosted by the National Bank of Ethiopia, and Ministry of Finance and Economic Cooperation (Summerfields Restaurant, Sheraton Addis Hotel)</i>
19:30 -21:30	<i>Closing Dinner Hosted by the National Bank of Ethiopia at 2000 Habesha Cultural Restaurant</i>



ANNEX III. Minutes of the 18th Steering Committee Meeting

Minutes of the 18th East AFRITAC Steering Committee Meeting

Held at Sheraton Hotel, Addis Ababa on April 4-5, 2016

Executive Summary

The 18th Steering Committee (SC)¹ welcomed member countries' achievements and IMF East AFRITAC (AFE) TA support in FY 2016, the first year of Phase IV. Particular emphasis was placed on:

- **Funding:** Steering Committee members agreed that solving the funding gap issue was critical and all stakeholders committed to expedite their efforts so as to reduce uncertainty over work planning and avoid costly adjustments to Capacity Development (CD) services.
- **Evaluation and Results Based Management (RBM):** Progress on implementing the mid-term evaluation's recommendations was noted, in particular the IMF-wide RBM system. The Center will use some resources to merge its RBM system into the IMF-wide system over the next year. Discussions were also held on value for money indicators which have been stressed by some donors.
- **Donor Coordination:** appreciation of donor coordination efforts at AFE, and the cooperation embodied in the TADAT assessments. Note taken of a donor's call for more systematic coordination in the field, particularly on PFM. AFE will explore the scope for higher participation in PFM donor groups and for resident representatives to supplement AFE efforts. The Fund called for more systematic sharing of information from donors too and reinforced coordination role of member countries.
- **SDGs/FfD:** The role of the IMF's and AFE's CD work in supporting the SDG/FfD agenda was highlighted. AFE contributions are mainly in domestic revenue mobilization, public investment management, fiscal risk management and debt sustainability, and financial market/monetary operations development.
- **Steering Committee Meeting Attendance and Format:** Recognition that meeting effectiveness could be improved by broader attendance from member countries (especially Finance Ministries) and donor officials with a broader rather

¹ Five of the seven AFE members attended (Tanzania and Eritrea were absent) as well as the EU, DfID, The Netherlands, AfDB, EIB, USAID and IMF staff from ICD, AFR and each of the TA Departments (FAD, MCM and STA).



than country specific oversight of RTAC operations. A meeting format where member countries and donors outlined their priorities was strongly supported.

- **Chair and 19th Steering Committee Meeting:** Ethiopia passes the Chair to Malawi which agreed to host the 19th Meeting.

Welcome Address and Vote of Thanks

The meeting was formally opened by H.E. Neway Gebre-Ab, Economic Advisor to the Prime Minister of Ethiopia. He highlighted the great development strides made by Ethiopia, commended the capacity building efforts of the IMF, and urged development partners to continue their support to AFE.

Deputy Governor Yohannes Ayalew and State Minister Ahmed Shide jointly chaired the meeting. Dr. Ayalew also highlighted the importance of effective capacity building to support his country's development goals, drawing attention to work on revenue administration, public financial management, economic and financial statistics and high frequency indicators in particular. He thanked the Center for its work and development partners for their support.

Approval of the Agenda and Minutes of the 17th Steering Committee Meeting

The Minutes of the 17th Meeting and Agenda for the 18th Meeting were approved as presented.

Matters Arising from the 17th Steering Committee Meeting

The Center Coordinator provided an update on the status of issues arising from the 17th Steering Committee meeting:

- **Funding:** Development partners and member countries were thanked for their contributions. There still exists a large funding gap of close to 50 percent of Phase IV budgetary needs that requires urgent action, both from donors and member countries. Uncertainty over funding is adversely affecting the Center's planning.
- **Evaluation and Results Based Management (RBM):** Progress has been made at IMF HQ and will be elaborated in a subsequent session on implementation of the measures from the mid-term evaluation.
- **TA Dissemination:** Dissemination continues with over 50 reports shared in FY 2016 on the secure extranet. Considerable outreach is undertaken via the detailed monthly newsletter, which includes forthcoming missions. Two issues that had arisen on dissemination in FY 2016 were more operational than TA policy related and have been resolved. First, many PFM reports were delivered as Aide Memoires and thus were not disseminated as they were not sent as formal reports requiring the country's non-objection. They will now be treated in the same way as formal reports. Second, all joint reports done with IMF HQ will be disseminated by the Center. Previously this was done via IMF HQ.



- **Burundi and South Sudan:** Neither country has applied to join AFE. There is a separate Trust Fund for South Sudan supporting several long term resident advisors. Both countries continue to be invited to relevant regional workshops.
- **Steering Committee Meeting Attendance and Format:** Effective annual meetings are critical to the Center's governance. The Fund encourages participation from key member country agencies (especially more attendance from Finance Ministries since half the Center's work is fiscal). Attendance from donor HQ representatives in charge of RTAC issues would also be helpful. A meeting format where member countries were given time to discuss TA outcomes, and donors outlined their strategic priorities, had worked well and would be continued.

The Center Coordinator also reported on regional TA and the Center's peer-to-peer capacity building program.

Development Partner Presentations on Strategic Priorities

All development partners attending the meeting reported on their strategic priorities and implications for AFE.

- **Netherlands:** the representative highlighted his country's commitment to the five AFRITACs, amounting to \$7 million. The IMF has been given latitude to allocate these funds across the Centers. He expressed concerns over AFE funding gap, enquired about new financing sources, asked about results are being measured and encouraged coordination with other DPs. Queries were also raised over AFE role in domestic revenue mobilization following FfD Conference held in 2015, and the importance of TA to conflict-affected countries such as South Sudan and Burundi.
- **GIZ:** presented on behalf of Switzerland's State Secretariat for Economic Affairs (SECO) and itself (observer). Beyond FY 2017, SECO is deciding on priority countries, which are unlikely to include those in the AFE region. GIZ summarized its own interventions in AFE member countries, stressing the long-term nature of these engagements and the need for coordination of efforts amongst all partners, including AFE.
- **EU:** highlighted that AFE is amongst its strategic priorities and has a natural partnership with the IMF given the macroeconomic underpinnings for budget support. The EU has pledged additional financial support to the RTACs, and is finalizing the package. In parallel the EU is continuing support to beneficiary countries, notably in domestic revenue mobilization and PFM. On coordination, reference was made to a joint IMF-EU conference "Collect More, Spend Better" at the forthcoming Spring Meetings.
- **DfID:** appreciated the RTAC model and AFE's capacity building efforts. The agency's global related priorities were revenue mobilization, more efficient spending, and addressing corruption, including illicit financing. AFE's regional work, such as that on the EAC customs union, was commended. DfID funding was secure to June 2017; beyond this was under discussion. Diversification of funding sources was welcomed. On value for money, DfID suggested benchmarking the costing of activities with other centers, and considering cost



recovery on training. The data in the annual report was appreciated while calling for ways to further improve the presentation of outcomes.

- **AfDB:** noted AFE's objectives were in line with the Bank and called for further improvements in coordination between the institutions. AfDB's funding strategy was based on country-specific programs, and the Bank will be discussing AFE funding at a separate forum.
- **European Investment Bank:** acknowledged the importance of AFE to EIB's own operations, highlight AFE's PFM/PIM work for improving the quality and effectiveness of infrastructure investment and financial sector work for EIB's support for SME development.
- **USAID (Observer)** noted it had a big presence in all AFE member countries, primarily in health, education, and economic growth. Following last year's MoU with the IMF, USAID was committed to deepening coordination with the Fund, including learning more about AFE and identifying areas for collaboration.

The Coordinator appreciated the strong support for AFE from the development partners and their recognition of the effectiveness of the RTAC model of hands-on, on-the-ground support tailored to local needs and demands. Responding to queries, Fund staff outlined the three-pronged approach to financial sustainability: (i) development of long-term relations with existing strategic partners; (ii) broadening the partner base; and (iii) gradual increase in member country contributions. On measuring impact, the new RBM system to be used from FY 2018 has indicators anchored in international sector standards, such as those set by the Public Expenditure and Financial Accountability (PEFA) and Tax Administration Diagnostic Assessment Tool (TADAT). The Fund was supporting the FfD agenda including via the RTACs. AFE's TADAT work was supporting revenue mobilization and trade facilitation, PFM work on Public Investment Management (PIM) to ensure productive scaling up of investment, as well as work on debt sustainability and development of financial markets. On donor coordination, Fund staff agreed this was an important objective while also highlighting the role member countries should also play to avoid duplication of assistance. Fund staff also responded on the query on fragile states, pointing to more fundamental challenges in these settings, such as the lack of political support, resources and capacity.

Presentations by Member Country Representatives

Uganda: expressed his country's appreciation for AFE's TA, highlighting benefits in areas including: revenue mobilization; insurance regulation; consolidated supervision; monetary policy; national accounts; PFM and macro-fiscal. AFE's TA fit well with Uganda's needs. Reiterated Uganda's commitment to financing AFE's operations and appealed to stakeholders to continue support to the Center.

Rwanda: Thanked donors to AFE. Confirmed support for doubling country contributions, allocation in the budget and signing of the LoU. Rwanda appreciative of many initiatives undertaken including monetary policy modernization (through the Forecasting Policy Analysis Framework (FPAS)) and the development of high frequency indicators); building capacity on Balance of Payments; financial markets development;



support on financial stability achieved through adoption of Basel II/III standards; improved statistics, including national accounts i.e. quarterly GDP; and work on improving tax administration. Rwanda also stressed that beyond quantitative indicators of performance, the qualitative dimension was difficult to measure. Mentoring and insights provided by AFE to its TA recipients is often behind the success of TA interventions. There were also spillovers from TA across sectors (e.g. how TADAT assessments can help improve national accounts). Rwanda also called for member countries to convene in-country internal evaluation sessions ahead of the Steering Committee meeting to improve TA prioritization at the country level.

Malawi: highlighted the role AFE's PFM support has provided since the "cash-gate" scandal. Thanked other development partners (DPs) for their work, including GIZ, AfDB and the EU. Acknowledged AFE's support over recent years in other areas too: such as fiscal reporting (implementation of the macro-fiscal database); tax administration (TADAT and Tax Reform – compliance and client management); financial supervision, and statistics.

Kenya: highlighted Kenya's institutional context of fiscal devolution and EAC integration. Discussed recent banking problems in Kenya requiring swift interventions by the CBK, and stressed the need for TA to be equally flexible. Commended TA supplied in the areas of PFM (support for EAMU convergence) and government finance statistics.

Ethiopia: He expressed Ethiopia's gratitude to AFE and the DPs for the assistance received. Summarized various areas of support by AFE: program-based budgeting; Treasury Single Account and cash management; revenue and tax analysis; national accounts and price statistics; financial supervision; forecasting and liquidity management for the NBE; and tax administration and compliance.

Implementation of the FY 2016 Work Plan

Presentation by Center Coordinator and Resident Advisors

The Center Coordinator provided the macro context for AFE's work, an overview of CD activity, resource use and results in FY 2016. The challenging external environment rendered AFE's capacity building work of ever greater importance. It was of concern then that some activities, including new areas of work in natural resources management and fiscal law, had been postponed due to funding uncertainties. He introduced his successor from late summer, Mr. Hervé Joly, who was familiar with the region and the EAC integration process. Advisors presented an overview and main results in their sectors.

Comments from Steering Committee members covered:

- **Coordination:** AfDB asked to be brought on board on the TADAT/Revenue Administration work, and enquired about capacity for countries to do self-assessments on TADAT and PIMA. GIZ highlighted how donor coordination contributed to the success of the TADAT in Malawi. The Coordinator noted the Center and IMF HQ would be pleased to brief the AfDB on TADAT, and that the training of assessors was geared to sustainability and ownership.



- **Implementation Rate:** DFID was impressed and enquired about the high implementation rate. The Coordinator attributed this to strong planning, multi-year continuing projects, good traction, and responsiveness to new demands.
- **Absorption:** Malawi lamented problems of high staff turnover. The Coordinator noted this was a problem across the region. The problem was not easily solved because of political economy aspects. Institution building required governments to look at HR policies, among others, to retain, attract and utilize the most capable staff.
- **Dissemination:** SECO enquired about the publication of Fiscal Transparency Evaluation reports. The Coordinator and FAD staff reiterated that the Fund encouraged governments to publish these reports.

IMF-East AFRITAC Capacity Development and the SDGs/FfD

IMF HQ presented a summary of the work that the Fund is doing in support of the SDGs and the FfD Agenda. This was supplemented by the Coordinator elaborating on the Center's own contributions, which revolved around: (i) domestic revenue mobilization (diagnostics, revenue forecasting, compliance, and trade facilitation); (ii) PFM (scaling up of public investment - PIM and PIMA); (iii) fiscal risk management and debt sustainability; (iv) financial/monetary (supervision/regulation, financial stability, monetary frameworks to controlling inflation and strengthening FX, domestic debt, and money markets).

East AFRITAC Financial Report FY2016 and Update on Phase IV Financing

IMF staff updated the Steering Committee on the financing situation of Phase IV. Total commitments from member countries, donor partners and the IMF amount to US\$27 – US\$28.1 million (depending on allocation of contributions from the Netherlands). Since the 17th Steering Committee meeting, contributions have been received from the United Kingdom, the EU, the Netherlands, and Switzerland. LoUs have been signed with Uganda and Malawi, and Malawi has made its first payment.

Value for Money Indicators

The IMF presented its current thinking on the use and design of value for money indicators in capacity development. The use of the “3Es” model was discussed: economy, efficiency and effectiveness. Presenters highlighted concerns over excessive focus on operational efficiency (and cost cutting) rather than on outcomes and value maximization. The Fund also stressed that the new RBM catalog of indicators will improve measurement of results and assessment of VFM. Several donors supported the need for Vfm indicators and highlighted techniques used by some organizations e.g. INTOSAI.

Update on Mid-Term Evaluation

The Center Coordinator drew attention to Table 1 on page 9 of the Annual Report and Annex VI of the Information Annex which provides a detailed update on the status of implementation of actions in response to the mid-term external evaluation of Phase III. Beyond progress on RBM, he highlighted a couple of practices to enhance efficiency.



Transition and handover between advisors has been strengthened to avoid gaps and facilitate smooth continuation of CD services. On training, follow up questionnaires have been initiated with training participants and sponsors to ascertain how the training has been applied.

Presentation of Draft FY 2017 Work Plan

The Coordinator and Advisors presented an overview and sectoral highlights respectively. Much of the work is on ongoing projects with the overall activity levels slightly above FY 2016. Some scaling up of national training was envisaged. A contingency plan had also been formulated in the event there were funding delays/shortfalls. Such a plan would have significant adverse effects on member countries, with casualties including important areas such as monetary modeling (FPAS), insurance supervision and PIM. Issues raised in discussions included:

- **Financial Sector:** Comments covered calls for work on the links between monetary and fiscal policies and work on macro stress testing. The IMF drew attention to a new modular tool - the Financial Sector Stability Review (FSSR) - which will enable more frequent stability assessments than the Financial Stability Assessment Program (FSAP) where supply had been constrained. The FSSR will contain a standalone macro stress test module, which can be easily applied. Publication will be the country's prerogative.
- **Statistics Sector:** Questions/comments covered the SDDS/DQAF and how to ensure comparability for policy analysis of frequently rebased series. The IMF clarified techniques to benchmark rebased data on older series. It also drew attention to a joint IMF/AfDB initiative to create an open database platform, where twenty countries have so far uploaded data. As more SSA countries seek to access international capital markets, high quality data attested by international standards takes on greater importance.
- **Fiscal Sector:** Questions/comments included ensuring resources were devoted to overseeing IFMIS plans, and future work on PIM. Staff noted work planned on IFMIS and summarized the PIMA desk review exercise done across the region. There was strong appreciation for the TADAT work conducted in FY 2016.
- **Donor Coordination:** GIZ called for more systematic AFE participation in PFM donor group meetings. The Fund supported efforts to enhance coordination and the Coordinator highlighted ongoing initiatives. While the Center could not systematically participate, it would try to do so when possible and explore further the role the Fund's resident representatives could play. The Fund also stressed the importance of donors sharing information on their TA activities, and the role of member countries in leading coordination efforts.
- **Results Reporting/Cost Recovery:** DfID wondered whether planning and reporting could be presented in a medium-term instead of annual context. This point was well taken and the Center will explore how to report better the progress on medium term verifiable indicators. At the same time, milestones are set for each year with annual work plans fitting into the medium term Phase IV program. With financing shortfalls, the issue of cost recovery was raised with the Fund noting that there is no current CD policy for cost recovery.
- **RBM:** the importance of AFE adopting the new Fund wide RBM framework was recognized and note taken of the Center's commitment to shift its logframe to the



Fund system by the beginning of FY 2018. To this end, the Coordinator tabled the need to use resources for this major exercise. In practice, this will occur in the same way envisaged by AFS, through recruitment of a dedicated RBM expert.

Presentation on Social Media

AFE presented experience with its social media outreach initiative. Its Facebook page had been a major success, reaching over 12,000 likes in less than one year. A live demonstration of the page was conducted, including the range of content posted and data on those accessing the material. While updating the page – which typically is done 4 times a week – is quite resource intensive, social media offers considerable potential for increasing understanding, support and visibility of the Center.

Other Matters

- **Date and Venue of 19th Steering Committee Meeting:** On behalf of the Government of Malawi, the Secretary to the Treasury agreed that his Government would host the 19th Steering Committee Meeting in the Spring of 2017.
- **Center Coordinator:** Mr. Singh bid farewell to the Steering Committee and thanked its members for the excellent cooperation, ahead of his return to IMF Headquarters in August 2016. Mr. Singh also offered some thoughts on how different stakeholders at AFE could work together to further strengthen the results of capacity development efforts.

Summing-Up and Closing by the Chairperson of the Steering Committee

In summing up and on behalf of all stakeholders, the Chair thanked AFE for its continued assistance and the high quality of its advice. The Chair also thanked the Coordinator for his work at AFE and welcomed his successor. He thanked and bid farewell to Mr. Dirk Jan Grolleman, Financial Sector Regulation and Supervision Advisor, who will be leaving later in the year after 4 years. He thanked all presenters, member countries, DPs and observers for their active participation in the various sessions during the meetings. He also stressed the urgency of securing funding for the Center. Appreciation was extended to Malawi for accepting to host the 19th meeting and taking over as Chair of the Steering Committee.



ANNEX IV. IMF East AFRITAC Steering Committee Members

East AFRITAC Country Representatives	
Eritrea	
Ms. Martha Woldeghiorghis Director General of Treasury Ministry of National Development	Mr. Temesgen Gebremariam Head, Economics and Statistics Department Bank of Eritrea
Ethiopia	
Mr. Ahmed Shide State Minister Ministry of Finance and Economic Cooperation	Mr. Yohannes Ayalew Deputy Governor National Bank of Ethiopia
Kenya	
Dr. Kamau Thugge Principal Secretary Ministry of Finance	Ms. Sheila M'Mbijjew Deputy Governor Central Bank of Kenya
Malawi	
Mr. Ronald Mangani Secretary to the Treasury Ministry of Finance	Dr. Grant P. Kabango Deputy Governor, Supervision Reserve Bank of Malawi
Rwanda	
Mr. Caleb Rwamuganza Secretary General and Secretary to the Treasury Ministry of Finance & Economic Planning	Mrs. Monique Nsanzabaganwa Vice Governor National Bank of Rwanda
Tanzania	
Dr. Servacius Likwelile Permanent Secretary Ministry of Finance and Economic Affairs	Mr. Julian Banzi Raphael Deputy Governor Bank of Tanzania
Uganda	
Mr. Robert Okudi Acting Commissioner Cash Management Ministry of Finance Planning & Economic Development	Dr. Charles Abuka Director, Financial Stability Bank of Uganda



ANNEX V. IMF East AFRITAC Staff

	<p>Sukhwinder Singh is the Center Coordinator at East AFRITAC. He has worked at the International Monetary Fund for 16 years, serving in the Strategy, Policy and Review, Asian and Pacific, and African Departments. During this time, he has served as IMF resident representative in Nepal and in Ethiopia, mission chief to Chad and Cape Verde, and Assistant to the Director of the African Department. Prior to joining the IMF, Mr. Singh worked at the Bank of England, was an Overseas Development Institute fellow at the Bank of Guyana, and also worked at the Canadian International Development Agency.</p>
	<p>Amitabh Tripathi commenced work as a Public Financial Management Advisor in May 2014. He has over twenty years of PFM experience. In India, he worked with different departments of Ministry of Finance where he has been closely associated with budget formulation and execution, accounting, financial reporting and internal audit. Mr. Tripathi has also worked as PFM Advisor in Liberia, providing technical assistance to the Ministry of Finance and delivering financial management capacity building programs across line ministries. In Lesotho, he assisted the Ministry of Finance in developing the PFM reform strategy and formulating an action plan.</p>
	<p>Kubai Khasiani joined the East AFRITAC in July 2015 after a four-year stint as an IMF PFM resident Advisor in Liberia. Mr. Khasiani previously worked for the Kenya Government as a Finance Officer in various ministries and left the National Treasury as a Deputy Director Budget. He also worked as the Coordinator of PFM reforms in Kenya before joining the IMF in 2011. He has participated in IMF missions in the region and in West Africa. Kubai was the founding chair of CABRI, a forum for senior budget officials in Africa. He has a wealth of experience in budget reforms (in both preparation and execution) including the MTEFs and PBB.</p>



Paul Seeds joined East AFRITAC as a PFM Advisor in January 2016. In cooperation with a number of development partners, he has worked in 15 countries, with 30 years' experience in financial management in the public sector, specializing in IFMIS, budget execution and treasury management. He has recently been assisting the Government of the Philippines on their PFM Reform Program. Prior to this, he supported the Royal Government of Cambodia in the formulation of the PFM reform strategy, implementation of reform activities, including readiness for IFMIS implementation. Specific to the East Africa region, he assisted the Government of Kenya in the implementation of the IFMIS and a number of institutional strengthening reforms.







Guy Anderson is one of the Public Financial Management Advisors. He is a qualified public sector accountant with 30 years of international experience gained from working with central and local governments in Africa, Asia and the Pacific. He has provided support and advice on financial management reforms to senior managers within Ministries of Finance, Treasuries and line ministries. His areas of expertise include systems design and development, IFMIS procurement and implementation, financial reporting and treasury management. Prior to joining East AFRITAC in July 2010, Mr. Anderson had worked as a consultant leading multinational teams in introducing financial management improvements. He was also a director of a UK consultancy company specializing in international public financial management. He completed his term in September 2015.







Tawfik Ramtoolah joined East AFRITAC in June 2012 as Public Financial Management Advisor. Dr. Ramtoolah brings a wealth of experience in the areas of budgeting having worked previously for the IMF, World Bank, US Department of the Treasury (Office of Technical Assistance) and various governments. He has been involved in numerous African countries including Benin, Chad, Gabon, Ghana, Ethiopia, Liberia, Mali, Mauritius, Namibia, Niger, and Sierra Leone. Prior to joining AFE, Tawfik worked for the World Bank in its Mali Country Office as Senior Public Sector and Governance Specialist. He has also worked as a consultant for the African Development Bank, the Common Market for Eastern and Southern Africa (COMESA) and USAID. He completed his three year term in July 2015.



	<p>Fazeer Sheik Rahim is from Mauritius and joined the Center in June 2013 as its Macro Fiscal Advisor. He has vast academic experience, having worked for the Nova School of Business and Economics in Lisbon, the University of Mauritius and the University of Reading. Mr. Rahim brings expertise in Finance and in Macroeconomic Analysis and Forecasting, in which he has several publications.</p>
	<p>Muyangwa Charles Muyangwa is East AFRITAC's revenue administration advisor. A Zambian national, he has served as head of the both VAT and Customs in Zambia and has as worked for the IMF in West Africa. He has combined experience in banking, managing tax and customs operations and coordinating technical assistance programs in tax administration reforms in sub Saharan African countries. He has served the Zambia Revenue Authority in various roles of tax administration up to the level of Commissioner.</p>
	<p>Dirk Jan Grolleman Dirk Jan Grolleman joined East AFRITAC (AFE) as Financial Sector Regulation and Supervision Advisor early November 2012. He joined AFE from the Dutch Central Bank as Cluster coordinator (governance and integrity) at the Thematic Supervision Department. During his employment at the Dutch Central Bank (2006 – 2012), he was also seconded to the National Bank of Georgia as a technical assistance advisor to support the implementation of Risk-Based Supervision; the transition towards and implementation of Basel II/III, and; the self-assessment of the Basel Core Principles for effective banking supervision. Prior to his work with the Dutch Central Bank, Mr. Grolleman had a private sector career with ING Bank NV over the period 1998 – 2006.</p>
	<p>Alain Vandepeute is from Belgium and joined East AFRITAC as a Monetary Policy advisor in September 2014. Mr. Vandepeute has covered a large number of countries providing Technical Assistance in areas of crisis management, monetary and exchange rate regime, central bank operations (foreign exchange and liquidity forecasting and management), market development (foreign exchange and money market). Mr. Vandepeute has also worked as senior operation expert in the European Central Bank, implementing, coordinating, executing and analyzing the monetary policy and foreign exchange market operations of the Eurosystem. He also contributed to the enhancement of the Eurosystem's operational framework.</p>



	<p>Faith Stewart joins East AFRITAC (AFE) as an advisor in Financial Market Infrastructures and Payments to provide Technical Assistance (TA) to member countries of two Regional Technical Assistance Centers: AFE located in Dar es Salaam, Tanzania, and AFRITAC South located in Port Louis, Mauritius. Faith is a career commercial and central banker with over 22 years senior management experience in financial market infrastructure development, banking and financial market operations. She led Jamaica's national payments system (NPS) reform agenda, implementing the systems and the supporting legal and institutional framework for the NPS. Since 2008, she has worked as an international consultant providing TA to support payment systems development and capacity building initiatives in Africa and Southeast Asia.</p>
	<p>Pamela Audi, a Kenyan national, succeeded Mr. Abbasi in April 2015. She is the Real Sector Statistics Advisor. She joins the Center from the Kenya National Bureau of Statistics (KNBS) where she served for twenty years. Ms. Audi has previously worked extensively in the region as a short-term expert for AFE.</p>
	<p>Brooks Robinson joined AFE in January 2016 as a Government Finance Statistics (GFS) Regional Advisor. Prior to assuming the GFS Regional Adviser's role, he served as an AFE short-term GFS expert covering mainly Kenya and Uganda. He has 20 years of experience as a national accountant with the US Department of Commerce, Bureau of Economic Analysis (BEA). He spent five of his BEA years as Chief of the Government Division. He served as Economic Advisor for the US Pacific Command for five years covering Asian economies. He has also performed other GFS training and technical assistance duties for the IMF.</p>
	<p>Johan Mathisen joined East AFRITAC in March 2014 as a Government Finance Statistics Advisor. Prior to joining East AFRITAC, Mr. Mathisen was Deputy Chief in the IMF's Statistical Information Management Division, responsible for overseeing the quality control and dissemination of data submitted to the IMF, with primary focus on Government Finance Statistics. Mr. Mathisen also has considerable operational experience from the Africa region as well as from European countries. He has also published a number of papers on integrating balance sheet analysis in financial and fiscal surveillance work. He returned to IMF HQ in January 2016.</p>



AFE Local Staff



Edina Moshi – Office Manager



Eric Lautier - Economist



**Evonne Massawe –
IT Officer**



**Amina Karuma –
Administrative Assistant**



**Diana Makiko -
Administrative Assistant**



**Sabah Abdulrahman -
Administrative Assistant**



**Stamili Togwa –
Office Attendant**



**Wilhelm Kinabo –
Office Driver**



ANNEX VI. IMF East AFRITAC Evaluation Implementation Plan

Status of Implementation of Action Plan Responding to the Mid-Term External Evaluation, March 2016

NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
Set 1					
	A more detailed and costed strategy should be developed for the next phase, the implementation of which should be easy to monitor.	To the extent that AFE needs to retain flexibility to address member country needs as they arise, say, 20-25 percent of the budgets and resources could be allocated for such needs.	Design details to be fleshed out during the preparations for the next funding phase.	Next budget cycle	
		The Program and annual budgets being clearly built up from and linked to expected interventions and demand, and the work plans.	We support the introduction of dollarized work plans, assuming this can be implemented without unduly burdening the resident advisors and backstoppers. The IMF's MTB is the dollarization of the institutional strategy, and each FY represents an annual dollarized "work plan", and the dollarized strategies of each RTAC should be embedded in the Fund's MTB.	Phase IV	The Phase IV strategy had been carefully costed, with budgets developed in close alignment with work plans across sectors and countries. Annual budgets also developed in this manner.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Developing a financial sustainability plan for AFE as part of the next phase strategy, should it be a medium or long-term objective of the Steering Committee.	To be developed during the preparations for the next funding phase.	Phase IV	Phase IV includes agreement to double the share of AFE financing from member countries as a share of Phase financing. ICD also working to establishing long-term strategic partnerships with key donor partners, and diversify donor partner base.
		Clearer linkages with country/sector strategies in member countries, especially in areas such as PFM.	Linkages with country/sector strategies in member countries will be clarified in annual work plans, which serve as proxies for a prioritized strategy at the sectoral level. Annual work plans are determined by specific requests from clients and HQ diagnostic missions. Generally, these are tightly linked to the country reform programs. In countries that do not have a prioritized strategy and TA action plan, annual work plans, for most sectors, would be developed in coordination with AFR's country teams and the	Phase IV	Country strategies developed as part of the Phase IV program document.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			member countries' institutions in charge of international cooperation (planning units).		
		More clearly differentiating between multi-year and short-term (less than one year) and monitoring the mix between them with the view of maximizing the use of the former.	AFE is doing this through the RBM framework and has more clearly distinguished between ST and MT projects in work plans and will do so in reporting.	FY 2015	Work plan distinguishes short from longer term activities. FY 16 work plan has 24 percent short term activities (less than a year duration). Likewise, 74 percent of activities are projects continued from FY 2015 or before.
Set 2					
	Strengthen AFE's monitoring and reporting through the entire project and program cycle.	Identifying information needs for each key user group and designing reports to meet their needs, with a focus on analyses and explanations, deviations from expectations, and exception reports. Appropriate systems to produce such reports should be developed. Integrating the work plan and	The IMF is in the process of standardizing its reporting requirements across the RTACs with a view to improving formats, quality, and timeliness of reports; removing information barriers; and reducing the reporting burden on RTAC staff. With regard to tailoring reports for each key user group, the right balance needs to be struck between	Phase IV	The RTAC Handbook was published in summer 2015 (see AFE secured website). It was discussed at RTAC Center Coordinator and RTAC Office Manager Retreats in September 2015, which sought to strengthen and harmonize practices across RTACs and IMF HQ departments, foster collaboration and peer learning. A revised version of the Handbook, reflecting the



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>annual financial budget.</p> <p>Producing analyses of work plan versus actual, including number of days/missions per country and sector as well as topics planned versus delivered, providing explanation for variances.</p> <p>Providing in annual reports more detailed and qualitative financial analysis of actual spends and variations from budgets and explanations thereof.</p>	<p>the administrative burden of reporting and the actual TA delivery.</p> <p>AFE has started to improve the format, quality, and timeliness of existing reports. The RTAC work planning tool will be adopted in FY 2015 and will facilitate better analysis of the work plan, including deviation analysis. The work plan for FY 2015 has been costed in the aggregate and a more refined budget estimate developed. Reporting on budget allocations and outcomes will be improved once a standardized and robust accounting package has been adopted.</p>	FY 2015	<p>retreats' discussions and suggestions will be published by end FY 2016. And posted on the AFE secured website. The overall objective of the Handbook is to strengthen the operational efficiency of RTACs. It includes a communications strategy/outreach plan for RTACs and enhancing donor partner visibility. The Handbook is a living document and will be regularly updated to reflect evolving practices.</p> <p>Deviation analysis in the FY 2016 annual report.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>Elevating budget monitoring from the current accounting level to more of a business oriented exercise. The CC should take overall charge of this, and information barriers need to be removed to ensure that the Coordinator has adequate breakdown of underlying costs to ensure he can discharge this role effectively.</p> <p>Ensuring that annual budgets are recast more frequently, perhaps annually, if actual</p>	<p>The abovementioned efforts will contribute to elevating budget monitoring to a more business-oriented exercise.</p> <p>Annual budgets are being recast annually in consultation with TA</p>	<p>Phase IV</p> <p>FY 2015</p>	<p>In the area of reporting and standardization, ICD continues working on a project on a Capacity Development Information Management System, the aim of which is to rethink and standardize the processes related to the recording of financial information for donor-financed TA. As part of this initiative, the IMF will introduce real-time system tools to monitor and analyze the cash flows, budgets and expenditure related to donor-financed activities. It will also help to standardize and automate all forms of financial reporting to donors.</p> <p>The Phase IV strategy had been carefully costed, with budgets developed in close alignment with work plans across sectors and countries.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		expenses are significantly out of line with projections.	departments. The work plan for FY 2015 has been developed through a bottom up approach with all activities costed. Greater use of intra year budget data will be made once an accounting package is in place.		
		Introducing a robust accounting package, tailored to and suitable for the use of all RTACs, which will enable standardized and comparable financial information to be produced that can be consolidated easily. It should cover all financial information, including those generated by HQ. Ultimately, it should also be integrated with the RTACs' operational work plans and activities.	The introduction of a robust accounting package in RTACs is given high priority, but the considerable design and implementation needs do not lend themselves to short-term solutions.	Phase IV	Please see the information above related to the Capacity Development Information Management System that ICD is currently working on.
		Implementing more robust processes in ICDGP, AFR and TA Departments to ensure all backstopping and	HQ departments will implement more robust processes to ensure all backstopping and project	FY 2015	Staff advised to correctly charge their time. TA departments continue to closely monitor TA costs. Data on backstopping



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		project management costs are charged fully as incurred.	management costs are charged fully as incurred, including through enhanced monitoring. Staff will be urged to correctly charge their time and closely monitor TA costs.		charges suggest better recording.
Set 3					
	AFE's operations should be streamlined and the efficiency of resource use improved.	<p>Extending the contract term of RAs beyond the current one-year.</p> <p>Removing barriers to IMF staff taking up RA positions in RTACs, such as the requirement to take unpaid leave.</p>	<p>Already adopted at AFE to align with IMF HQ contracts, and where end of program cycle issues are not binding. The use of two-year contracts for RAs—already practice in many cases—will be expanded.</p> <p>IMF management is considering options to remove remaining barriers to IMF staff taking up RA position in RTACs. The recent Board Paper on the legal status of MCM experts should facilitate the appointment process for RAs, as the P&I letter does</p>	Phase IV	<p>Two-year contract extensions offered on a case by case basis.</p> <p>Research assistant recruited to support CC and resident advisors.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>Recruiting research assistants to support RAs.</p> <p>Improving efficiency of STX recruitment and use through inter alia using them for longer missions; targets for minimum use of STXs; contracting them for projects or periods (rather than missions only); widening their recruitment pool; and giving RA access to the STX database.</p> <p>Developing a more proactive and structured approach to minimize the occurrence and</p>	<p>not have to be approved by authorities any longer.</p> <p>Recruiting research assistants to support RAs will be considered. To be discussed during the preparations for the next funding phase.</p> <p>In IMF's view, this is already being implemented. STXs are increasingly used for longer missions and longer projects. Departments do not support, however, targets for minimum use of STXs. RAs already have access to TA departments' STX databases through the Technical Assistance Expert Roster (TAER) in TAIMS. Longer STX visits being built into work program, but need to retain flexibility on case by case basis if there is a business case. Proactive and structured approach adopted where</p>		<p>Research assistant recruited to support CC and resident advisors.</p> <p>Strong handover process in place with early start of recruitment process and handover overlaps, joint visits to members, and handover notes. TAIMS being used.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		impact of gaps between RA tenures. Introduce handover notes.	contract renewal discussions started early. Recruitment expedited in cases through use of applicants to other RTACs. Handover notes will be introduced and systematic use of IMF's Technical Assistance Information Management System for document repository.		
Set 4					
	TA delivery should be improved and made more results-oriented.	<p>Incorporating implementation plans in all TA reports with clear milestones and clearly defined, verifiable outcomes.</p> <p>Establishing a system for ensuring that outcomes and milestones can be monitored effectively and timely action taken to address slippages, especially after a project has been completed, and integrating the results of such monitoring with the RBM reporting framework.</p>	<p>The RBM working group is working on a system to implement this practice in a standardized and consistent way across all RTACs and departments.</p> <p>Implementation plans with clearly defined, verifiable outcomes are already part of TA reports in most areas of TA delivery (e.g. STA's Project Framework Summary (PFS) that has similar principles to RBM), including objectives, outcomes, verifiable</p>	Phase IV	The IMF has made considerable progress toward implementing an RBM system for all its technical assistance and training activities. The RBM system is ready for operational use. In the coming months all new TA projects are expected to use the new system and its accompanying catalog. Training of TA providers and project managers is ongoing. Change management initiatives are under way to ensure that those working on TA internalize a more results-oriented focus and



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			indicators, assumptions, completion dates, and implementation status, with the exception of milestones, which are yet to be captured. The PFS is included as part of the TA mission report and all TA-related documents are shared using TAIMS.		are ready to use the new system. TA departments have developed a catalog of harmonized outcomes and associated indicators for each TA product line based on the knowledge of top experts. Implementation of the new system is continuing and the new system and catalog continue to be rigorously tested. The catalog of outcomes is likely to evolve over time, as improvements are made. The framework will be progressively extended to all IMF CD, including training.
		Encouraging the national authorities to play an active role in donor coordination and disseminate what is being done and by whom. Installation of tools such as Aid Management Platform software created by the Development Gateway.	The Fund will continue to encourage the national authorities to play an active role in coordinating donors and local TA providers. In the absence of institutional coordination, AFE will take a proactive role in coordinating with other TA providers in the region. In addition, AFE will develop an outreach program as a coordination vehicle with	Phase IV	As part of the RTAC Handbook, ICD has also developed a communications strategy/outreach plan for RTACs to foster communication with donors, member countries, other TA providers and all other RTAC stakeholders. This includes efforts to enhance donor visibility.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			donors and member countries, and foster communication channels with other TA providers and the civil society large. In line with the IMF's TA strategy, the program will aim leveraging capacity development as an outreach tool in the region, in coordination with the area departments, ICD and the Communications department.		
Set 5					
	Enhance sustainability of AFE's TA interventions.	Undertaking staff capacity assessments (numbers, ability) as part of the diagnostic phase of capacity building projects and tailoring nature and length of TA appropriately.	This is already done for several AFE projects. AFE sometimes reviews organizational structures and capacity although often has little direct influence over member country HR policies.	Phase IV	AFE systematically assessing risks and sustainability as part of all project design and using RBM results to guide work plan. Projects look at organizational incentives, including HR policies.
		Improving TA absorptive capacity and sustainability in client institutions through implementation of HR strategies (by RTAC or partners) that improve staff	AFE is involved in cases but not an area where we have expertise. But needs to be taken into account for TA absorption.	Phase IV	



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		quality and retention.			
		Embedding medium and long-term projects into the host institution's annual or long-term institutional plan or strategy.	This is AFE advice but could be required more systematically.	Phase IV	
Set 6					
	Improve AFE's cost-effectiveness.	More accurately tracking budgets and costs (all costs, including overheads and HQ, particularly for projects); identifying underlying causes of variances; and implementing a system to take corrective action.	The Fund and AFE will further improve their systems to accurately track budgets and costs, analyze deviations from plan, and facilitate corrective actions.	Phase IV	Please see the information above related to the Capacity Development Information Management System that ICD is currently working on.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Ensuring the CC and RAs are focused on higher value-added roles by engaging appropriate support staff.	Measures will be implemented to unburden center coordinators and RAs from administrative tasks and let them focus on higher value-added roles, including by engaging appropriate support staff; streamlining TA department procedures to allow RAs to focus more on TA delivery while ensuring accountability and quality; and system improvements at the HQ level related to RBM, accounting, and reporting.	Phase IV	Please see the information above related to the Capacity Development Information Management System that ICD is currently working on and the RTAC Handbook. These new initiatives will help unburden center coordinators and RAs and let them focus on higher value-added roles, through streamlining of TA departments procedures as well as improving systems at the HQ level.
Set 7					
	The effectiveness of the implementation of Results Based Management (RBM) should be enhanced.	Using the RBM framework as a TA management tool, rather than simply a reporting tool. Extending the logical framework approach to the project level within each country; (ii) incorporating	The Fund is strengthening RBM and supporting IT systems at both HQ and RTACs. In the first phase of the RBM roll-out, some tools for RTACs were developed (strategic and topical log frames, work plan templates) and RTACs had the	Phase IV	Please see information under Set 4 for improvements made to the RBM system.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		project level input/cost information; (iii) improving the technical robustness of the log frames by ensuring that all projects/countries that are contributing to an outcome are accommodated in a log frame; (iv) incorporating relatively small interventions in a simplified format, rather than be excluded; and (v) placing more emphasis on monitoring milestones.	opportunity to fine tune these according to their needs. In the coming phase, the focus will be on standardizing tools across the RTACs, and incorporating the RTACs more fully into the new Fund-wide RBM IT arrangements, which include updated project management tools. This will allow the application of the log frame approach to a wider range of activities, including to the project level in each country (conditional on the training of RAs). The already available new work plan IT tool links the work plan to missions and financials and supports monitoring of milestones. For smaller interventions, e.g. one-off missions, the new system can certainly capture input and output information, but it may not be cost-effective to utilize log frames.		



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Systematically gathering lessons learnt and incorporating them in future interventions.	Lessons learnt will be more systematically gathered and incorporated in future interventions. IMF HQ will provide support in applying the RTAC Work Plan tool.		
		Implementing the use of sector/country results chains as highlighted under Recommendation 1 to provide underlying information for developing log frames.	Sector/country results chains will be implemented to provide underlying information for developing log frames. The technical robustness of log frames is being enhanced by ensuring that all projects/countries that are contributing to an outcome are accommodated in the log frames.	Phase IV	
		Engaging a log frame specialist, either for AFE or say across the AFRITACs, to review log frame entries and provide technical feedback to improve users' practical understanding of their use.	A specialist advisor has been recruited in ICD to help coordinate RBM implementation, and TA departments will be developing standardized indicators that will be used in RTACs as well. The engagement of RBM	Phase IV	Please see information under Set 4 for improvements made to the RBM system. A specialist advisor recruited in ICD has been an integral part of the development of the new RBM system.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			specialists for RTACs to provide technical feedback, review log frames and indicators, and provide training to improve users' practical understanding may be considered and should complement regular training of RAs. AFE will explore possibilities of having a log frame specialist assist in improving the RBM and training AFE staff.		
Set 8					
	Improve standardization of practices, reporting and knowledge sharing between RTACs, especially the AFRITACs.	Carrying out a study of best practices across all RTACs, especially focused on RBM implementation, reporting, cost-effective approaches, and different components of project and program management.	The February 2014 RTAC coordinator retreat focused on exploring best practices across all RTACs. A follow-up survey of best practices across all RTACs could be considered ahead of the next retreat. An online platform for RTAC coordinators will be established to facilitate a continuous exchange of ideas and discussion of best practices.	February 2014 Spring 2014	Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ. AFE's resident advisors were provided with intensive backstopping support during visits to IMF HQ which covered technical matters, information sharing, work planning and RBM.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Share TA reporting and workshop presentations.	Within the existing guidelines, the sharing of TA reporting and workshop presentations could be fostered at periodic RA retreats. As workshops are topical, all RAs from each particular area should attend an annual retreat to exchange information, experiences, best practices, and approaches to RBM in their area.	June 2014 (STA) July 2014 (FAD) Sept. 2014 (MCM)	Such retreats have continued in FY 16.
		Circulating to SC members executive summaries of the evaluation of other RTACs.	Executive summaries of the evaluations of other RTACs will be circulated to SC members.	March 2015	Two executive summary of the evaluation reports of PFTAC and AFRITAC South were circulated at the time of the FY2016 mid-year report. Evaluation report of CARTAC is part of this appendix.
Set 9					
	The effectiveness of workshops and training should be enhanced by further integrating them with AFE's TA work.	Standardizing post workshop participant feedback questionnaires to ensure comparability and enable analyses. Developing a standard	Post-workshop participant feedback questionnaires will be standardized to ensure comparability and enable analysis. AFE, together with IMF HQ, will build on the	Phase IV	AFE has put in place several improvements to the evaluation and follow up of training. Database of training participants created and pilot follow up survey initiated.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>protocol in order to deal with post-workshop feedback and overall follow-up.</p> <p>Develop a more structured approach to post-workshop follow-ups including: (i) setting up a virtual network of participants; (ii) providing follow up training to the same participants on the same topic; (iii) setting up mentorship arrangements; (iv) providing on-the-job training; and (iv) organizing study tours. AFE should (i) ensure that the topics selected for workshops are as directly linked as possible to the AFE/IMF work plans benefiting the majority of AFE member countries, to ensure that their impacts are maximized; (ii) establish a process for systematically following up on and incorporating in future TA and workshops lessons</p>	<p>existing strong evaluation and feedback system.</p> <p>AFE will aim to systematically include follow up actions in its post workshop reports. These already include some of the actions recommended. This is already done to a large extent. Considerable work is done in AFE to ensure workshop topics are very consistent with the TA work program and incorporate lessons.</p>		



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		captured in BTOs.			
Set 10					
	The effectiveness of AFE's governance arrangements should be improved.	Re-examining the RTAC organization and management structure again in the light of experience. The reporting lines are in several different directions depending on whether considering a CC, an RA, an STX or local staff. Financial controls are equally diffuse. The role of the Steering Committee is diffused. In these circumstances it is difficult to pin down accountability, transparency or responsibility for success or failure.	The recommendations of the 2011 Interdepartmental Working Group on RTACs Report are being implemented to clarify responsibilities, align accountability with responsibilities, and ensure an appropriate division of labor between center coordinators and HQ departments. Individual recommendations could be revisited in the light of experience.	Phase IV	Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ, and improve the RTAC's governance arrangements.
		More clearly and in greater detail defining the SC's role.	The role of the Steering Committee will be clarified and its effectiveness enhanced, including by devoting more space in SC meeting agendas to discuss and query results monitoring,	Phase IV	As above.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			discuss project results and strategic matters.		
Set 11					
	Ensure the Evaluation's recommendations are implemented.	An implementation plan with quarterly milestones should be developed and presented to the Steering Committee.	An implementation plan was presented at the March 2014 SC meeting; a revised plan, including HQ-based actions to be delivered by end-April. Quarterly milestones are not supported, as they impose an unnecessary burden on limited resources. Well-defined bi-annual milestones, together with a progress report to Steering Committee meetings would be more effective.	March 2014	Completed.
		Steering Committee sub-committee to guide and monitor implementation should be considered.	The proposal to appoint a subcommittee to guide and monitor implementation was tabled for discussion at the March 2014 SC meeting. The proposal was not supported by the SC.	March 2014	Completed. The recommendations of the Phase III independent external mid-term evaluation have served as a key input for the design of Phase IV. In particular, the recommendations on strategy, monitoring and reporting, efficiency, results-orientation, and sustainability are currently being implemented and will further strengthen East AFRITAC's operations and TA results in Phase IV.
		The recommendations from	The recommendations from	FY2015	



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		the 2009 evaluation should be revisited and, to the extent not captured in those above, implemented.	the 2009 evaluation will be revisited and, as needed, their implementation expedited.		



ANNEX VII. CARTAC Evaluation Report Executive Summary



Independent External Mid-Term Evaluation

Caribbean Regional Technical Assistance Center

(CARTAC PHASE IV)

Good to great

Submitted to:
CARTAC Steering Committee and the
International Monetary Fund

By:

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**ACRONYMS**

AML/CFT	Anti-Money Laundering/Combating the Financing of Terrorism
ADB	Asian Development Bank
AFSPC	Association of Financial Supervisors of Pacific Countries
APD	Asia and Pacific Department (IMF)
CARTAC	Caribbean Regional Technical Assistance Centre
CCB	Committee for Capacity Development (IMF)
CLARITY	Project Management Software
DAC	Development Assistance Committee (OECD)
FAD	Fiscal Affairs Department (IMF)
FSAP	Financial Sector Assessment Program
FY	Financial year
GDDS	General Data Dissemination System
ICD	Institute for Capacity Development (IMF)
IDB	Inter-American Development Bank
IEO	Independent Evaluation Office
IM/IT	Information Management/Information Technology
JSA	Japan Administered Account for Selected IMF Activities
IMF	International Monetary Fund
LEG	Legal Department (IMF)
LTX	Long-Term Expert
MCD	Middle East and Central Asia Department (IMF)
MCM	Monetary and Capital Markets Department (IMF)
METAC	Middle East Technical Assistance Centre (IMF)
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OIA	Office of Internal Audit
PEFA	Public Expenditure and Financial Accountability Ratings
PITAA	Pacific Islands Tax Administrators Association
PFM	Public Financial Management
PFTAC	Pacific Financial Technical Assistance Centre
PIFMA	Pacific Islands Financial Managers Association
PINACLE	Pacific Islands National Accounts Compilers and Local Experts Association
RAP	Resource Allocation Plan
ROSC	Report on the Observance of Standards and Codes
RSN	Regional Strategy Note
RTAC	Regional Technical Assistance Centre (IMF)
STA	Statistics Department (IMF)
STI	Singapore Regional Training Institute (IMF)
STX	Short-term Expert
TA	Technical assistance
TAIMS	Technical Assistance Information Management System
TTFs	Topical Trust Funds (IMF)
UFR	Use of Fund Resources
WHD	Western Hemisphere Department (IMF)



Executive Summary

This is the report of an external and independent mid-term evaluation of the Caribbean Regional Technical Assistance Centre (CARTAC) Phase 4, FY 2012², FY 2013 and FY 2014 (ending on April 30 2014). Information collection ended in January 2015.

The methodology for the evaluation included document reviews, interviews with IMF staff in Washington DC, interviews at CARTAC in Barbados and interviews and discussion groups in a sample of member countries and two surveys of stakeholders. Performance ratings by the evaluators were based on a Delphi Method³ that included assembling information from several sources (triangulation), independent initial scores that avoided premature anchoring and iterative rounds of scoring and discussion to reach consensus.

The evaluators' overall assessment was that CARTAC was a good Centre that could be a great Centre given a more program-based approach, a more proactive and empowered Steering Committee, a modest rebalancing of responsibilities and authorities to enable the IMF Area Department/Coordinator to commission some inter-disciplinary and thematic work, including more attention to inclusiveness and sustainability. More stable funding and better continuity of operations is also important and a sharper focus on building self-reliant capacities in member countries as distinct from serial supplementation of capacity.

There was a general consensus that CARTAC's work was highly relevant to the needs and priorities of member governments. Its effectiveness, efficiency and impact were good but could be improved in significant ways. Sustainability was modest.


ES-1 Overall Performance Ratings on OECD/DAC Criteria

(CARTAC Phase 4, Scale 0 to 5)

Performance Criteria (OECD/DAC)	Ratings			Evaluators' Summary Assessments
	CART AC Clients	SC, Experts, Partners	Evaluators	
Relevance	4.3	4.2	4.3	Highly relevant but very small interventions and some gaps
Effectiveness	3.6	3.2	3.5	Effective but could be more effective if more program-based.
Efficiency	4.1	3.5	3.6	Efficiency significantly compromised by activity collapse at transition from Phase 3 to Phase 4.
Impact	3.7	3.4	3.5	Better continuity would improve impact.
Sustainability	3.7	3.3	3.4	High risks of erosion of governments'

² FY 2012 was a transition financial year for CARTAC covering 15 months in order to harmonize CARTAC's fiscal year with the IMF fiscal year.

³ See www.rand/topics/delphi-method



				capacity over time in part because of small size.
Weighted average ⁴	3.9	3.6	3.7	Note: High client ratings for efficiency

Source: Stakeholder Surveys, January 2015; and Evaluator Ratings based on the Mid-Term Evaluation of CARTAC, 2014-2015

Some of the most significant ways CARTAC's performance could be improved were:

- More analysis of exactly what improvements in outcomes are attributable to CARTAC and why - for accountability but also to underpin strategy.
- Improving strategic coherence by being more program-based.
- Building regional cross-country expertise
- Improving the governance of the Centre.
- Being more systematic about addressing cross-cutting themes.
- Improving transitions between Phases and between LTX tenures.

CARTAC is reported by its member governments to have had a significant impact but the challenges of small island states in maintaining capabilities once established require continuous engagement by CARTAC with regular follow-up. Long-term capacity supplementation, although needed by some governments in some fields, is not an appropriate role for CARTAC. It should focus on fostering self-reliant capabilities. Supplementation (actually doing the work for the client) is a role for cooperative regional organizations or for private sector professional services companies.

Value for Money

There is a broad consensus among stakeholders that CARTAC provides good to excellent value for money. The IMF provides considerable administrative support without charge, including the services of the Centre Coordinator. Overhead rates are reasonable and the cost of experts is within a normal range. The IMF provides oversight at little cost to donors and technical backup at low cost. It is unlikely that donors could duplicate CARTAC services unilaterally as cost-effectively as through partnership with the IMF.

Lessons

The lessons that stand out from the Phase 4 experience include the following:

- **Focus on government capacity building, not on serial supplementation (doing the work for the client repeatedly).** Building client government capacity to undertake tasks without external support is slower than doing the work directly but we believe that it is CARTAC's true goal. The smallest governments may not be able to maintain all of the needed capacities in house but in that case a specialized regional organization is the appropriate resource and/or outsourcing to private professional services companies.

⁴ See Appendix 4 Methodology: Weights were as follows: Relevance 30%; Efficiency 20%; Effectiveness 20%; Impact 10%; and Sustainability 20%.



- **Continuous engagement.** It is important to keep activity levels stable at Phase transitions and when Resident Advisors change, or else momentum and credibility can

be lost. Whenever possible the tenures of LTXs should overlap to maintain corporate memory and programmatic consistency. Programs that do not start or end with a particular LTX are a good way to organize TA.

- **Major reforms need major help.** CARTAC sometimes underestimates just how much help is necessary to implement a major reform. Improving skills in administering established systems and practices is one thing. Designing and implementing entirely new systems and practices is exponentially more demanding. CARTAC missions to some countries in some areas have been too infrequent; and there are several areas of work where CARTAC could help in principle but has no resources. In particular the regulation and supervision on non-bank financial institutions and the financial management of state-owned enterprises need more resources.

Members of the Steering Committee, experts and partners expressed many of the same ideas as those stated by clients. In addition they placed more emphasis on the following ideas.

- Improve the governance of the Centre.
- Develop an “explicit project orientation” (that is, a *program-based approach* to organizing work) as distinct from providing a large number of discrete activities in each sector.
- Use technology better both in technical assistance and training.

Recommendations

In summary the main recommendations are as follows:

1. **Fund CARTAC Phase 5 at about \$60 million to \$65 million in total and commit to doing so early enough to avoid a severe downturn in the level of activities during the first year of Phase 5.**

Both need and performance justify CARTAC activities in Phase 5 continuing at the projected level of annual expenditures reached in FY 2015 and the projections for FY 2016 - that is, approximately \$12 million per annum. Donors and the IMF should act vigorously to ensure that the level of Centre activity does not contract sharply and inefficiently during the transition from Phase 4 to Phase 5 due to temporary cash flow constraints. CARTAC’s administrative framework has shown that it can support approximately \$12 million of TA per year. Therefore it is inefficient to allow the level of activities to fall well below this during Phase transitions.

It is beyond the scope of this evaluation to assess whether donors have been wise to fund projects in the Caribbean that overlap with CARTAC but in the absence of clear evidence to the contrary one assumes that such fragmentation is administratively inefficient and burdensome to the client compared with an integrated approach through a single instrument.



In the 2015 CARTAC Annual Meeting there were calls for a long-term vision for CARTAC in the Caribbean. We think that the Program Document for Phase 5 should start to address this question.

2. **Improve CARTAC's financial sustainability by diversifying its donors, strengthening its cooperation with other IMF trust funds, starting a complementary RTACs Trust Fund, and increasing the suggested contributions from CARTAC member governments.**

We suggest that beneficiary member governments contribute voluntarily⁵ a somewhat larger, although still small, part of the Centre's budget, perhaps amounting to 15% of the Phase 5 budget. In terms of "burden sharing" we favour assessing each member government a fixed amount plus an incremental amount based on each country's GDP. However a simple standard contribution has advantages as well because we think that the suggested contributions are small enough that ability to pay would not be a serious issue.

3. **Strengthen results-based management in Phase 5 by piloting the new RBM systems being developed by the IMF, by investing in the measurement of baselines and increments in each functional area and by specifying measurable objectives and targets for each of its Programs within a program-based approach to TA and training.**

This will be supported by the intensive effort the IMF is making to strengthen RBM throughout the organization and by the selection of CARTAC to pilot the new systems. Systems are less important than investing in the measurement of results. Measurement can be complex and expensive if one takes the view, as we do, that the primary role of CARTAC is to focus on institutional capacity building not serial supplementation.⁶ Therefore results measurement requires baseline studies of institutional capacity with later follow-up to measure incremental improvement. Expanded use of diagnostic missions from IMF HQ has a part to play in baseline studies.

⁵ The International Monetary Fund does not at present charge its clients for technical assistance or training. That does not necessarily mean that RTACs cannot levy mandatory contributions. However withholding service because of non-contribution would be difficult. If an RTAC did withhold service and the government appealed to IMF HQ directly for technical assistance it would be a complex and awkward situation. It is preferable that the IMF and all of the RTACs, together, address this issue. The donors should also have an important voice on the matter since they are providing most of the funds.

⁶ The Centre should mainly target results that are defined as the development of self-reliant capabilities in member governments. Such capabilities do not lend themselves to easy measurement nor to aggregation across countries but they are the true results sought. The indicators would at the highest level be indicators of institutional development. For example, in regard to the statistical unit in a particular government: Is there an adequate number of qualified statisticians? Is the head of the unit a qualified statistician? Does the unit have a multi-year work plan that is a plausible plan for the outputs that need to be produced? Has the government appropriated sufficient funds for data collection? Is the quality of current professional work at a sufficiently high standard? Is there a training plan for staff? Etc. Where capacity supplementation is essential it should be under the aegis of a regional service provider, other than CARTAC, wherever possible, or governments should be encouraged to outsource their requirements to private professional services companies. (See Section 2.7 Results-Based Management)

**4. Adopt a program-based approach to TA and training.**

While remaining responsive to members' demands for technical assistance and training CARTAC should move towards a program-based approach to delivering technical assistance that is less linked to the tenure of a particular LTX and somewhat more structured and less ad hoc. It should deliver strategically important multi-country multi-year programs of technical assistance and training that are carried through to completion independently of the tenures of individual advisors. The normal tools of a program-based approach should be used including outcome-focused terms of reference, entry workshops, progress reports and completion reports. (See Section 2.3.1 Organization)⁷ We envisage there being more than one Program in each functional area of the IMF's work at any time and that Programs would not start or end at Phase transitions.

5. Strengthen the role of the Steering Committee in providing oversight and strategic direction.

CARTAC's governance structure could be rebalanced to strengthen the role of the Steering Committee if members are willing to take on heavier commitments and workload. Among other things, (voting and non-voting) membership of the Steering Committee could be more formalized and the voting occasions and procedures should be clarified. An agenda of points on which the Steering Committee will be asked to advise could be circulated before the Steering Committee meets to enable thoughtful consideration. As well the role of the Steering Committee in providing strategic advice could be strengthened through its consideration of proposals for individual Programs of the type recommended in this evaluation. Each proposal for a Program in any functional area should be brought to the Committee for review and comment in the design stage. Committee members could participate in an Entry Workshop for every new Program and the Committee could receive and consider a Completion Report for each Program after about three years. Whether this is feasible depends on the willingness of Committee members to be more proactive and to assume a heavier workload than in the past.

6. In addition to sector programs, fund a program that is interdisciplinary to fund thematic, cross-disciplinary and cross-sectoral work.

In addition to one or more Programs in each functional sector, CARTAC should have one Program that would focus on thematic, multi-disciplinary or cross-sector topics. We suggest that the IMF area department (Western Hemisphere Department) should manage that Interdisciplinary Program, with the CARTAC coordinator in the lead. (See Section 2.3 Organization)

⁷ By way of comparison with another RTAC, on the same topic, we note that the March 2015 meeting of the Steering Committee of PFTAC the Discussion Group on Program-Based Approaches agreed with the concept of "programs" but cautioned that the Centre should leave room for ad hoc requests and should not make Programs so complex that they are difficult for an LTX to administer. There was also a concern that Programs not become another way in which funds are earmarked and subsequently under-utilized. Nevertheless most stakeholders were strongly supportive of the program-based approach. The transition from an activities-based approach (mainly) to a program-based approach would require more resources in the short term but should not be more expensive in the long term.

**7. Devolve more responsibility and authority to the Coordinator.**

As recommended by the IMF Internal Working Group on Governance (2012) the CARTAC coordinator should have increased financial authorities including the authority to approve STX missions that have been approved in principle by the IMF Functional Department during the design of each Program. Administrative authority for some first stage financial and operating systems (IM/IT, for instance) should be devolved to the CARTAC office in Barbados. By “first stage” we mean that primary data entry should be at the CARTAC Office in Barbados.

8. Improve CARTAC’s corporate memory and use of information technologies.

CARTAC’s corporate memory and information management need to be improved to achieve (1) better continuity through better management of substantive files, by overlapping advisors’ tenures, and by program-based approaches and entry workshops and program completion reports; (2) better member access to information through improved country portals and sector portals on the website; and (3) more use of modern Internet-based programmed training technologies. (See Section 2.3 Organization)

9. Improve the synergies between CARTAC and the wider network of RTACs.

Various actions are suggested in this Report including Centre Peer Reviews and an evaluation of the RTAC network as a whole. (See 2.7 Results-Based Management and Evaluation).

10. Pay more attention to cross-cutting, interdisciplinary and thematic issues.

In Phase 5 CARTAC should give more visibility in its Program Document and Logical Frameworks to interdisciplinary work, including institutional development, inclusiveness (gender, race, class and disability in the economy) and to ecological sustainability issues that have important economic implications including implications for governments’ fiscal sustainability.

Some possible implementation actions include:

- CARTAC should pay more attention to systemic institutional development issues that are common across different Ministries and agencies in a member government. Other cross-cutting issues that may be influential in the political economy of member states include issues of inclusiveness, including gender equality, and ecological vulnerability and sustainability and their possible implications for macroeconomic management.
- CARTAC should “mainstream” gender and other inclusiveness issues particularly in certain areas, such as sex-disaggregated national statistics and the regulation and supervision of institutions that tend to serve poor women such as microfinance institutions. Mainstreaming does not imply that CARTAC must have a dedicated LTX in each cross-cutting thematic area. It requires, rather, that every LTX should be sufficiently sensitized and knowledgeable to be able to recognize relevant cross-cutting issues in every Program in all sectors and there should be funding for specialized STX assistance with cross-cutting issues, when needed. Whether dedicated backstopping on cross-cutting thematic activities



would be needed is a question that requires a feasibility study beyond the scope of this evaluation. We are inclined to think that each geographical department of the IMF should have at least one advisor in each of the following - institutional development, inclusiveness/gender and sustainability. The primary roles of these advisors at HQ would be sensitization training within the IMF and the RTACs and specialized backstopping.

- CARTAC should “mainstream” ecological vulnerability issues and take them particularly into account in certain countries where ecological challenges pose severe risks economically. (The comments on “mainstreaming” immediately above apply.)

11. Intensify efforts to build regional expert capacity in the Caribbean.

This could be done in several ways including the following:

- Make a special effort to have a reasonable proportion of Caribbean-based experts in the IMF’s central rosters.
- Use qualified but junior STX who are based in the Caribbean, at universities or in professional services firms, not as stand-alone experts but as supervised members of CARTAC teams on missions and studies.
- Continue and strengthen internships and attachments, making them more regular and programmatic. In particular we think that attachments are an important tool for assisting member states when they are attempting change and reform and for building regional expertise. They could be improved in the following ways:
 - Attachments should cover both visits to more experienced governments and central banks to those that are less experienced in a particular area.
 - CARTAC’s support for professional attachments should be more programmatic and less ad hoc. The possibility of attachments should be more widely advertised including being more visible on CARTAC’s website.
 - Attachments should be better integrated into the IMF/CARTAC resource allocation plan and better balanced across areas of CARTAC’s work.
 - CARTAC should have the flexibility to accommodate attachments of longer duration.
 - Attachments should be more structured and more demanding of the beneficiary and of the sponsoring government or central bank. Each attachment should have a written Terms of Reference with objectives and there should be a requirement that the “attached” group/person



should file a report detailing what was learned during the attachment and noting what follow-up decisions or actions resulted from the attachment. This is sometimes done⁸ but there is no formal requirement and it seems frequently not to be done. We think that this is sufficiently important for CARTAC to withhold a small percentage of attachment expenses (say 10 per cent) to be paid upon receipt of the Attachment Report.

12. To promote the efficient use of their resources donors should consolidate their aid to technical assistance in the Caribbean in the IMF core areas as much as possible under the CARTAC umbrella. To facilitate this CARTAC should produce a survey of all donor activity, including its own, in each of the sectors in which CARTAC operates.

The evaluators observed that some donors were funding both CARTAC and other projects and programs in the same sectors as CARTAC. In our opinion it would be more coherent and more efficient to consolidate these activities under a single umbrella.

⁸ See, for example, Grenada Authority for the Regulation of Financial Institutions (GARFIN) report of an attachment to the Financial Services Commission of Jamaica.


ANNEX VIII.IMF East AFRITAC Work Plan Implementation, FY 2016

Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Revenue Administration					
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	3.7	Successful preparations and participation in the meeting	Complete	Complete
AFE follow up on implementation of previous mission recommendations	Eritrea	0	Over 50 percent of recommendations implemented	Cancelled	Cancelled
Strengthening enforcement and collection capacity	Eritrea	3.9	Debt management processes and procedures reviewed, legislation support collection of outstanding taxes reviewed and recommendations accepted	Complete	Complete
Strengthening management of taxpayer registration and ledger data and use to improve compliance	Ethiopia	3.9	Review report and recommendations	Complete	Complete
AFE follow up on implementation of previous mission recommendations	Ethiopia	0	Over 50 percent of recommendations implemented	Cancelled	Cancelled
Developing a Compliance Plan for FY2016/17	Ethiopia	0	Draft Compliance Plan	Cancelled	Cancelled
TADAT assessment	Ethiopia	8.9	Assessment completed	New & Complete	New & Complete
FAD HQ Mission to Develop a Methodology for Data Quality Analysis and Assessment to Support Compliance Work	Ethiopia	2	Mission Report complete with recommended Methodology	New & Complete	New & Complete
FAD HQ Revenue Administration Follow up mission	Kenya	8.5	Improved revenue administration capacity	Complete	Complete

FPWs = Field Person Weeks (includes Resident Advisor weeks in the Center and in the field, IMF Headquarters staff, Short Term Experts and Attachments)



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Revenue Administration					
Developing a Compliance Plan for FY2016/17	Kenya	0	Draft Compliance Plan	Cancelled	Cancelled
Scoping mission for Income Tax law	Kenya	4.9	Outline for new income tax law and future work plan	New & Complete	New & Complete
Drafting main chapters of Income tax law	Kenya	0	Reach Agreement on drafting of main chapters of new income tax law and narrow down any outstanding tax policy issues	New & Complete	New & In Progress
TADAT assessment	Malawi	2.8	Assessment Mission Completed	Complete	Complete
Developing a Compliance Plan for FY2016/17	Malawi	3.9	Draft Compliance Plan	Complete	Complete
Attachment on Client Relationship Management for Large Taxpayers	Malawi	3	Attachment Completed	Complete	Complete
Post Clearance Audit Training in Customs	Malawi	4.5	Training Completed	Complete	Complete
TADAT assessment	Rwanda	3.5	Assessment Mission Completed	Complete	Complete
Developing a Compliance Plan for FY2016/17	Rwanda	3.9	Draft Compliance Plan	Complete	Complete
Improving the Integrity of the Taxpayer Registration Database	Rwanda	6.7	Mission Report complete with causes of low integrity, proposed solutions and Action Plan	New & Complete	New & Complete




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Revenue Administration					
Developing a Compliance Risk Analysis Model and Tool	Rwanda	3.9	Training and Report on status of development on Tool	New & Complete	New & Complete
TADAT Blended Training	Rwanda	1	RRA and URA staff trained and others accredited as TADAT Assessors	New & Complete	New & Complete
FAD Mission to Follow up on TADAT Findings	Rwanda	2.4	Mission Report complete with recommendations	New & Complete	New & Complete
Supporting the Implementation of the Revised VAT Law	Tanzania	0	Recommendation presented to authorities and staff training conducted on key changes	Cancelled	Cancelled
Developing a Compliance Plan for FY2016/17	Tanzania	3.9	Draft Compliance Plan	Complete	Complete
FAD HQ Revenue Administration Follow up mission	Tanzania	0	Improved revenue administration capacity	Cancelled	Cancelled
TADAT assessment	Tanzania	7.6	Assessment completed	New & Complete	New & Complete
Building an Effective and Efficient Tax Administration	Tanzania (Zanzibar)	0	Key Tax administration processes reviewed and recommendations accepted by Authorities	Cancelled	Cancelled
Developing Procedure Manuals for Registration, Filing , Payment and Debt Management	Tanzania (Zanzibar)	0	Draft Procedure Manuals presented to the Authorities	Cancelled	Cancelled
TADAT assessment	Uganda	1.9	Assessment Completed	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Revenue Administration					
Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	Uganda	0	Operational Model and Strategy developed	Postponed to FY 17	Postponed to FY 17
Addressing Data Integrity and Quality Issues in Domestic Tax Administration	Uganda	3.9	Plan for resolving data issues developed	Complete	Complete
Developing a Compliance Plan for FY2016/17	Uganda	3.9	Draft Compliance Plan	Complete	Complete
Attachment to SARS on Risk management evaluation	Uganda	3	Attachment Completed	Complete	Complete
Reforms of Income Tax and VAT Acts in order to better accommodate extractive industries	Uganda	2.9	Income Tax and VAT Acts Reforms implemented	New & Complete	New & In Progress
Building Effective Debt Management Functions	Regional e.g. EAC	4.2	Workshop held	Complete	Complete
Implementing a Single Customs Territory Initiative	Regional e.g. EAC	6.6	Workshop held	Complete	Complete
AFE follow up on implementation of previous mission recommendations	Regional e.g. EAC	0	Over 50 percent of recommendations implemented	Cancelled	Cancelled
Total Resources		109.3			




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Public Financial Management					
Corporate Activities	AFE	11	Monthly report, mid-year report, AFE TA management Annual Report and work plan endorsed	Complete	Complete
Reviewing RA's performance	AFE	0	RA inspection /installation completed	Postponed to FY 17	Postponed to FY 17
Inducting new resident advisor	AFE	0	HQ induction training completed	Postponed to FY 17	Postponed to FY 17
Inducting new resident advisor	AFE	2	HQ induction training completed	Complete	Complete
Training on budget issues for MDAs	Eritrea	2	Workshop delivered	Complete	Complete
Program-based budgeting (including in regions)	Ethiopia	16	Agreed strategy for implementing PBB in the regions	Complete	In Progress
Monitoring and Evaluation - Budget reforms	Ethiopia	0	Strategy agreed for strengthening M&E	Cancelled	Cancelled
Strengthening Cash Management	Ethiopia	7	Improved cash management and forecasting	Complete	Complete
Strengthening Cash Management	Ethiopia	0	Workshop delivered	Complete	Complete
Review IFMIS implementation plan	Ethiopia	0	QA of IFMIS implementation plans accepted	Complete	In Progress
Follow-up on program design improvement (including regions)	Kenya	8	Number of MDAs with good program structure; Agreed	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Public Financial Management					
			strategy for implementing PBB in counties		
Fiscal decentralization	Kenya	0	Recommendations made to support fiscal decentralization	Cancelled	Cancelled
Extending the TSA and improving cash management	Kenya	6	New cash management templates used by MDAs	Complete	Complete
Attachment Extending the TSA and improving cash management	Kenya	0	Updated plan for extending the TSA and improving cash forecasting	Cancelled	Cancelled
Fiscal reporting - developing roadmap for transition to IPSAS	Kenya	8	IPSAS implementation strategy agreed.	Complete	Complete
Post Budget Review Workshop	Kenya	2	Workshop delivered	New & Complete	New & Complete
Mentoring on Mission	Kenya	0	Staff participation in mission	New & Complete	New & Complete
Stock take of ongoing reforms and introducing new advisor	Malawi	2	Installation completed	New & Complete	New & Complete
Improving Cash planning and management	Malawi	6	Agreed strategy for improving cash management	Complete	In Progress
Improved Financial Reporting	Malawi	6	Agreed strategy for improving financial reporting	Complete	Complete
Attachment on Cash Management	Malawi	1	Attachment takes place successfully	Complete	Complete
Multi-year commitment, expenditure control and IFMIS	Malawi	12	Agreed strategy for improving expenditure	Complete	In Progress




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Public Financial Management					
			controls		
Introducing the new RA	Malawi	1	Meeting held with key MoF officials	New & Complete	New & Complete
Review of Bank Reconciliation, Arrears and IFMIS	Malawi	3	Main Accounts reconciled		
Review of the Accounting and Financial Procedures Manual	Rwanda	2	Acceptance of review results and agreement on recommendations	Complete	Complete
Review of the regulations and guidelines for Government Business Entities	Rwanda	0	Acceptance of review results and agreement on recommendations	Cancelled	Cancelled
Reviewing public investment management	Rwanda	9	Agreed strategy for strengthening PIM	Complete	In Progress
Improving program design	Rwanda	6	Number of MDAs with good program structure	Complete	Complete
Review existing business process and manual for cash management	Rwanda	0	Business process and manual reviewed	Cancelled	Cancelled
Continuing support for IPSAS implementation	Rwanda	0	Incremental improvement in the quality of annual fiscal reporting	Postponed to FY 17	Postponed to FY 17
Process design for managing and monitoring of multi-year commitments and arrears reporting	Tanzania	0	Data on multi-year commitment / arrears available for all MDAs	Complete	Complete
Improving program design	Tanzania	0	Number of MDAs with good program structure	Postponed to FY 17	Postponed to FY 17



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Public Financial Management					
Scoping mission on Fiscal Transparency Evaluation	Tanzania	4	MOF prepared for FTE and analysis of preliminary data completed.	Complete	Complete
Fiscal Transparency Evaluation (Funded by FAD)	Tanzania	5	FTE Report	Complete	Complete
Natural resource management (Funded by Natural Resource Trust Fund)	Tanzania	0	PFM reform for natural resource management	Cancelled	Cancelled
Enhancing commitment controls in IFMIS	Tanzania	6	Agreed strategy for improving commitment controls	New & Complete	New & In Progress
Review IFMIS upgrade plan and progress	Tanzania (Zanzibar)	0	QA of IFMIS implementation plans accepted	Postponed to FY 17	Postponed to FY 17
Taking stock of PBB preparation (including supporting framework)	Tanzania (Zanzibar)	0	Agreed strategy for implementing PBB	Postponed to FY 17	Postponed to FY 17
Stock take of ongoing reforms and introducing new advisor	Tanzania (Zanzibar)	1	Installation completed	New & Complete	New & Complete
Workshop on implementing PBB	Tanzania (Zanzibar)	1	Workshop delivered	New & Complete	New & Complete
Supporting the implementation of commitment appropriation as per PFM Act	Uganda	0	Decision to implement commitment appropriation	Complete	Complete
Strengthening budget documents / PBB	Uganda	5	Rationalization of budget documents	Complete	In Progress
Extending the TSA and improving cash management	Uganda	6	TSA extension strategy approved	Complete	In Progress




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Public Financial Management					
Supporting the development of financial regulations	Uganda	0	Regulations finalized	Postponed to FY 17	Postponed to FY 17
Fiscal Transparency Evaluation (Funded by FAD)	Uganda	8	FTE Report	Complete	Complete
Stock take of ongoing reforms and introducing new advisor	Uganda	2	Installation completed	New & Complete	New & Complete
Data Collection for Fiscal Transparency Evaluation	Uganda	2	MFPED prepared for FTE and analysis of preliminary data completed	New & Complete	New & Complete
EAMU on PFM harmonization	Regional e.g. EAC	6	Workshop delivered	Complete	Complete
Prevention and management of expenditure arrears	Regional e.g. EAC	9	Workshop delivered	Complete	Complete
Strengthening Budgetary Institutions	Regional e.g. EAC	9	Workshop delivered	Complete	Complete
Desk review for PIM	Regional e.g. EAC	5	Desk review submitted to EAC Secretariat	New & Complete	New & Complete
Linkages between monetary and fiscal policy	Regional e.g. EAC	0.5	Workshop delivered	New & Complete	New & Complete
Total Resources		179.5			



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	2.6	Monthly report, mid-year report, AFE TA management, Annual report and work plan endorsed	Complete	Complete
Angola - Fiscal Frameworks for Resource Revenue Management	AFE	3.0	Participants trained in modeling of fiscal frameworks for natural resource management	New & Complete	New & Complete
Medium-Term Budgeting Framework for MDAs	Eritrea	2.3	MDAs appreciate the challenges of medium-term budgeting and better able to participate in pre-budget discussions with MoF	Complete	Complete
Tax Analysis and Revenue Forecasting	Ethiopia	3.6	Participants trained in basic and intermediate methods in fiscal forecasting	Complete	Complete
Developing High Frequency Indicators of Economic Activity	Ethiopia	3.0	High-frequency indicators are identified and a basic model developed to create a composite indicator	Complete	Complete
Improving fiscal forecasting and budgeting	Kenya	4.0	Preliminary forecasting models identified and consolidated	Complete	Complete
Macro-Fiscal Database	Malawi	4.6	Improved version of MTFF is produced	Complete	In Progress
Attachment on Macro-Fiscal Database	Malawi	2.2	Exchange of experiences on MTFF in own countries	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
Revenue Forecasting	Rwanda	5.0	Modeling approaches and short-term forecasts improved	Complete	Complete
Data collection for Fiscal Transparency Evaluation	Tanzania	1.7	Collected data enable preliminary assessment	Complete	Complete
Fiscal Transparency Evaluation	Tanzania	5.6	Draft submitted to authorities and recommendations discussed	Complete	Complete
Debt Sustainability and Fiscal Risk Reporting	Uganda	4.3	First draft of DSA Report	Complete	Complete
Revenue Forecasting	Uganda	0	Preliminary forecasting models identified and consolidated	Postponed to FY 17	Postponed to FY 17
Fiscal Transparency Evaluation	Uganda	7.0	Draft submitted to authorities and recommendations discussed	New & Complete	New & In Progress
Medium Term Budgetary Frameworks, Fiscal Rules, and Fiscal Councils: Options to Ensure Fiscal Sustainability	Regional e.g. EAC	6.5	MTEF workshop delivered	Complete	Complete
Macroeconomic Diagnostics (ICD)	Regional e.g. EAC	5.8	Participants trained in macroeconomic management	Complete	Complete
Joint FAD-EAC PFM workshop	Regional e.g. EAC	2.0	EAMU fiscal surveillance roadmap updated and agreed	Complete	Complete
Fiscal Forecasting	Regional e.g. EAC	0	Participants trained in basic and intermediate methods in fiscal forecasting	Postponed to FY 17	Postponed to FY 17



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
Workshop - Fiscal Risks	Regional e.g. EAC	5.2	Discussion and preparation of Fiscal Risk Statement	Complete	Complete
Fiscal Frameworks for Managing Resource Revenue	Regional e.g. EAC	4.0	Customized version of fiscal framework model discussed with authorities	Complete	Complete
Improving reporting of fiscal risks	Kenya	0	Improved fiscal risk statement	Postponed to FY 17	Postponed to FY 17
Integrating new GFS in macroeconomic framework	Regional e.g. EAC	3.4	Participants trained in macroeconomic management	New & Complete	New & Complete
Total Resources		75.8			

Activity Title	Beneficiary	Resources	Milestone	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	4.6	Steering committee conducted	Complete	Complete
Intermediate level training for Banking Supervision	AFE	1.0	Workshop realized	Complete	Complete
Pilot on-site examination for insurance supervision	Eritrea	3.3	Pilot examination realized	Complete	Complete
Attachment on Mobile Financial Services	Eritrea	4.4	Attachment realized	Complete	Complete



Activity Title	Beneficiary	Resources	Milestone	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Developing a framework for banking sector crisis management	Ethiopia	3.7	Draft framework for banking sector crisis management documented	Complete	In Progress
Building capacity on reinsurance supervision	Ethiopia	2.0	Reinsurance supervision implemented and integrated into existing supervision framework	Complete	Complete
Review of host supervision assessment and integration of consolidated supervision in ICAAP	Kenya	5.5	Assessment of host supervision implemented and integration of CS in ICAAP documented	Complete	Complete
Professional Training for Financial Sector Policy Makers	Kenya	1.6	Contribution to training realized	New & Complete	New & Complete
Multi Topic TA Needs Assessment	Kenya	3.0	TA planning for short to medium term developed	New & Complete	New & Complete
Implementing ICAAP and SREP	Malawi	5.7	Quantitative framework for the ICAAP review tested and documented	Complete	Complete
Developing a supervisory framework for IT supervision	Malawi	3.6	Basic supervisory framework drafted	Complete	In Progress
Enhancing the RBS approach used for AML/CFT supervision	Malawi	2.4	Enhanced supervisory framework documented	Complete	Complete
Training on consolidated supervision	Rwanda	2.0	Training realized	Complete	Complete
Developing a framework for ICAAP and SREP	Rwanda	3.0	ICAAP and SREP guidance drafted	Complete	Complete



Activity Title	Beneficiary	Resources	Milestone	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Developing a regulation incorporating the Basel III liquidity framework	Rwanda	2.0	First draft of the regulation developed	Complete	Complete
ICAAP/SREP training	Rwanda	0	Training realized	Postponed to FY 17	Postponed to FY 17
Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Rwanda	2.0	Basic stress testing framework developed and documented	Complete	Complete
Developing on- and off-site AML/CFT supervisory tools	Rwanda	1.4	Off- and on-site framework developed	Complete	Complete
Assisting in developing capital adequacy regulations incorporating Basel II and III elements	Tanzania	3.0	Elements to be incorporated identified and drafting plan documented	Complete	Complete
Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Tanzania	3.0	Basic stress-testing framework developed and documented	Complete	Complete
Pilot examination on consolidated supervision	Tanzania	2.8	Pilot examination realized	Complete	Complete
Advising on the community banks	Tanzania	1.8	Plan for addressing issues in the community banks documented	Complete	In Progress
Pilot examination on consolidated supervision	Uganda	2.8	Pilot examination realized	Complete	Complete
Roll-out of the CARMELS approach for insurance supervision	Uganda	2.0	More than half of the insurance companies examined based on the CARMELS approach	Complete	Complete



Activity Title	Beneficiary	Resources	Milestone	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Pilot off-site and on-site examination on market risk	Uganda	4.4	Pilot examination realized	Complete	In Progress
Review of Mergers and Acquisitions Regulation	Uganda	2.0	(Revised) regulation drafted	Complete	Complete
Developing on- and off-site AML/CFT supervisory tools	Uganda	1.4	Off- and on-site framework developed	Complete	Complete
Developing regional standards for consolidated and IT supervision	Regional e.g. EAC	4.7	Workshop realized - roadmap for implementation and standards agreed upon	Complete	Complete
Regional workshop on financial analysis and stress testing for insurance supervision	Regional e.g. EAC	3.8	Workshop realized	Complete	Complete
Advise on the future financial sector supervision architecture	Regional e.g. EAC	3.8	EAC blue print for financial sector infrastructure and transition strategy drafted	Complete	In Progress
Regional workshop on crisis management and bank resolution	Regional e.g. EAC	5.4	Workshop realized	Complete	Complete
EAC Financial Stability Workshop	Regional e.g. EAC	1.0	Contribution to workshop realized	New & Complete	New & Complete
EAC Macro prudential Analysis Workshop	Regional e.g. EAC	1.4	Contribution to workshop realized	New & Complete	New & Complete
Total Resources		94.5			



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Monetary Policy and Operations					
AFE Steering Committee Meeting	AFE	3.6	Attendance of SC meeting	Complete	Complete
Follow up on the 2015 liquidity forecasting and management framework	Burundi	0	Improve monetary policy framework	Cancelled	Cancelled
Liquidity forecasting framework review	Ethiopia	6	Completion of liquidity forecasting framework	Complete	Complete
International reserve management	Ethiopia	4	Completion of Training	Complete	Complete
ATI Course on implementation of monetary policy under reserve money targeting	Ethiopia	3	Completion of Training	New & Complete	New & Complete
Development of the secondary government bond market	Kenya	0	Improved Government Bond secondary market	Cancelled	Cancelled
Improvement of communication strategy by the MPC	Kenya	0	Improved credibility and improve transmission mechanism	Cancelled	Cancelled
Introduction of FX swaps in the operational framework	Kenya	0	Completion of the Training	Cancelled	Cancelled
Development of the interbank money market.	Kenya	0	Improved liquidity management	Postponed to FY 17	Postponed to FY 17
Introduction of Islamic banks in the operational framework	Kenya	2	Completion of the Training	Complete	Complete
Develop a Forecasting and Policy Analysis System	Kenya	19.5	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Monetary Policy and Operations					
Link between monetary policy and financial stability (AACB)	Kenya	3	Completion of the conference	New & Complete	New & Complete
Review of internal guideline for intervention	Malawi	3	Draft internal Guideline for intervention	Complete	Complete
Development of repo market	Malawi	4	Adoption of the appropriate MRA and market infrastructure conducive to the development of a repo market	New & Complete	New & Complete
International reserve management	Rwanda	0	Completion of the Training	Cancelled	Cancelled
Develop a Forecasting and Policy Analysis System	Rwanda	13.5	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete
Market monitoring, collection and use of financial system FX data in Tunisia or Uganda	Rwanda	0	Completion of attachment	Cancelled	Cancelled
FPAS	Rwanda	2	Completion of attachment	Complete	Complete
Money market development	Rwanda	0	Improve money market functioning	Cancelled	Cancelled
Introduction of Islamic banks in the operational framework	Tanzania	2	Completion of the Training	Complete	Complete
code of conduct for money and fx market	Tanzania	5	Draft code of conduct	Complete	Complete
Develop a Forecasting and Policy Analysis System	Tanzania	18	Agree with the authorities on a work plan to ensure full	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Monetary Policy and Operations					
			implementation of FPAS.		
Understanding and regulating derivatives	Tanzania	0	Completion of the Training	Postponed to FY 17	Postponed to FY 17
Link between monetary policy and financial stability (EAC countries, Mwanza)	Tanzania	2	Completion of the conference	New & Complete	New & Complete
Code of conduct for money and fx market (follow up)	Tanzania	0	Draft code of conduct	Postponed to FY 17	Postponed to FY 17
Presentation on ELA Framework	Tanzania	1.5	Completion of the conference	New & Complete	New & Complete
Development of the secondary government bond market	Uganda	0	Improve market functioning	Cancelled	Cancelled
Develop a Forecasting and Policy Analysis System	Uganda	13.5	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete
Enhanced Daily Liquidity Forecasting and introduce Fine tuning operations (follow up on March 2015 mission)	Uganda	0	Improve liquidity management	Cancelled	Cancelled
RBSA staff attachments to understudy Liquidity Forecasting	Uganda	0	Completion of attachment	Cancelled	Cancelled
Coordination between fiscal and monetary policy	Regional e.g. EAC	6	Completion of the workshop	Complete	Complete
True repo market against collateralized loan	Regional e.g. EAC	5	Completion of the workshop	Complete	Complete
EAC Collateral framework and standing facilities	Regional e.g. EAC	6	Harmonized EAC collateral framework and standing	New & Complete	New & In Progress

FPWs = Field Person Weeks (includes Resident Advisor weeks in the Center and in the field, IMF Headquarters staff, Short Term Experts and Attachments)



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Monetary Policy and Operations					
			facilities		
EAC Collateral framework and standing facilities (follow up)	Regional e.g. EAC	4	Harmonized EAC collateral framework and standing facilities	New & Complete	New & Complete
EAC Repo operation	Regional e.g. EAC	0	Adoption of an EAC MRA	Postponed to FY 17	Postponed to FY 17
Total Resources		126.6			

Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Payment Systems					
Inducting new resident advisor	AFE	2	Inducting new resident advisor	New & Complete	New & Complete
Review and strategy for the NPS including legal and regulatory framework, interoperability in retail system and observance of PFMI	Ethiopia	0	Improved FMIs	Cancelled	Cancelled
Attachment On-site oversight of Payment System RBSA	Kenya	0	Completion of staff attachment	Cancelled	Cancelled
Attachment on Regional payment system -legal frameworks, operations and support	Kenya	0	Completion of staff attachment	Cancelled	Cancelled



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Payment Systems					
Business Continuity and disaster management for FMIs	Kenya	4	Contingency procedures in place	Complete	Complete
Review of the oversight guideline	Malawi	0	Completion of the review	Cancelled	Cancelled
Attachment on NPS oversight in RBSA	Rwanda		Completion of attachment	Postponed to FY 17	Postponed to FY 17
Review of the CSD management system	Tanzania	0	Review of CSD management system	Cancelled	Cancelled
Attachment on Oversight policy payment system with BOT	Tanzania	0	Completion of attachment	Postponed to FY 17	Postponed to FY 17
NPS risk assessment	Uganda	0	Completion of risk assessment framework	Cancelled	Cancelled
Oversight guidelines	Uganda	3	Completed guidelines	Complete	Complete
Attachment on Oversight policy payment system with BOT	Uganda	0	Completion of attachment	Postponed to FY 17	Postponed to FY 17
Organizational arrangements for oversight	Uganda	1.5	Annual oversight work plan implemented	New & Complete	New & Complete
Oversight of cross border payments and settlement systems	Regional e.g. EAC	0	Completion of the workshop	Postponed to FY 17	Postponed to FY 17
Total Resources		10.5			




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
RTAC Statistics Advisors Visit	AFE	1.5	Workshop realized	Complete	Complete
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	3.6	AFE TA Management. Annual Report and work plan endorsed	Complete	Complete
RTAC Statistics Advisors Visit	AFE	1.4	Workshop realized	Complete	Complete
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	4.7	AFE TA Management Annual Report and work plan endorsed	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Burundi	0	Define and maintain an institutional structure of the government (or public sector) consistent with GFSM 2001/14 guidelines	Cancelled	Cancelled
Support implementation of fiscal and debt statistics development plan	Burundi	0	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Cancelled	Cancelled
Assist with the development of Export and Import Price Indices	Ethiopia	2.5	Staff capacity to produce Export and Import Price indices using unit values and price surveys developed	Complete	Complete
Implement improvements to the methodology for compiling GDP by expenditure approach	Ethiopia	4.0	Improvements to the methodology for compiling GDP by expenditure	Complete	Complete


FPWs = Field Person Weeks (includes Resident Advisor weeks in the Center and in the field, IMF Headquarters staff, Short Term Experts and Attachments)




Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
			approach implemented		
Assist with the development of an improved Manufacturing Prices Survey	Ethiopia	2.5	Producer Prices Survey developed	Complete	Complete
Assist with the development of quarterly GDP by economic activity estimates	Ethiopia	4.0	Suitable methodology to compile QGDP-P estimates developed	Complete	Complete
Study the agriculture survey and statistics for Rwanda in order to improve Kenyan agricultural statistics	Kenya	3.5	Study of the agriculture survey and statistics for Rwanda completed	Complete	Complete
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Kenya	3.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Complete	Complete
Finalize the new QGDP-E estimates for dissemination	Kenya	3.0	QGDP-E estimates finalized for dissemination	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Kenya	2.3	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (cofog) classifications	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Kenya	6.5	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
Support implementation of fiscal and debt statistics development plan	Kenya	1.7	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	New & Complete	New & Complete
Assist with improving compilation of AGDP using the benchmark-indicator approach	Malawi	3.0	Improved compilation of AGDP estimates using the benchmark-indicator approach	Complete	Complete
Assist with the compilation of QGDP-P estimates	Malawi	3.0	Compilation of provisional QGDP-P estimates	Complete	Complete
Assist with the implementation of an exports and imports prices survey	Malawi	4.0	Implementation of an exports and imports prices survey	Complete	Complete
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Rwanda	4.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Complete	Complete
Finalize the new QGDP-E estimates for dissemination	Rwanda	4.0	QGDP-E estimates finalized for dissemination	Complete	Complete
GFS course and TA follow up	Rwanda	5.5	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Rwanda	7.9	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Tanzania	3.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Complete	Complete
Develop the methodology for compiling QGDP-E estimates	Tanzania	3.0	Methodology for compiling QGDP-E estimates developed	Complete	Complete
Develop the CPI rebasing methodology and action plan for implementation	Tanzania	4.0	CPI rebasing methodology and action plan developed	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Tanzania	6.9	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Tanzania	3.7	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (cofog) classifications	Complete	Complete
GFS training	Tanzania	2.0	Staff capacity to compile GFS improved	New & Complete	New & Complete
Support implementation of fiscal and debt statistics development plan	Tanzania	2.0	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	New & Complete	New & Complete
Develop the CPI rebasing methodology and finalize estimates of the new series	Tanzania	4.0	Production of rebased CPI	New & Complete	New & Complete
Support implementation of fiscal and debt statistics development plan	Tanzania	2.6	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	New & Complete	New & Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Tanzania (Zanzibar)	0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Postponed to FY 17	Postponed to FY 17
Finalize the new QGDP-E estimates for dissemination	Tanzania (Zanzibar)	3.0	QGDP-E estimates finalized for dissemination	Complete	Complete
Aligning compilation of government finance statistics with GFSM2001 (GFSM2014)	Tanzania (Zanzibar)	0	Compilation of budgetary central government finance statistics	Cancelled	Cancelled
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Uganda	4.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Complete	Complete
Finalize the new QGDP-E estimates for dissemination	Uganda	4.0	QGDP-E estimates finalized for dissemination	Complete	Complete
Assist with the development of Export and Import Price Indices	Uganda	1.3	Development of Export and Import Price Indices	Complete	Complete
Development of the Construction Inputs Price Index methodology and implementation action plan	Uganda	1.3	Construction Inputs Price Index methodology and implementation action plan developed	Complete	Complete
Development of the Hotels and Restaurants Price Index methodology and implementation action plan	Uganda	1.3	Hotels and Restaurants Price Index methodology and implementation action plan developed	Complete	Complete



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
Assist with the compilation of Export and Import Price Indices	Uganda	1.3	Compilation of Export and Import Price Indices	Complete	Complete
Assist with the compilation of the Construction Inputs Price Index	Uganda	1.3	Compilation of the Construction Inputs Price Index	Complete	Complete
Assist with the compilation of the Hotels and Restaurants Price Index	Uganda	1.3	Compilation of the Hotels and Restaurants Price Index	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Uganda	5.3	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Complete	Complete
Study the inclusion of EBUS' financial reporting in GFS and the integration of the bridge table in IFMIS.	Uganda	6.5	Study of the inclusion of EBUS' financial reporting in GFS and the integration of the bridge table in IFMIS completed	Complete	Complete
Support implementation of fiscal and debt statistics development plan	Uganda	1.3	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	New & Complete	New & Complete
Support implementation of fiscal and debt statistics development plan	Uganda	3.1	Perform a Fiscal Transparency Evaluation Mission	New & Complete	New & Complete
Study of the status implementing accrual accounting in EAC Partner States.	Regional e.g. EAC	7.0	Survey the status implementing accrual accounting in EAC Partner States.	Complete	Complete
Regional EAC workshop on NAS harmonization	Regional e.g. EAC	0	Progress on NAS harmonization in EAC	Postponed to FY 17	Postponed to FY 17



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
			countries assessed and implementation plans updated		
Regional AFE NAS Training Seminar	Regional e.g. EAC	6.0	Capacity of new compilers to produce NAS improved	Complete	Complete
Regional EAC workshop on Property Price Index	Regional e.g. EAC	3.5	Capacity to compile Property Price Indices improved	Complete	Complete
Regional workshop on debt statistics	Regional e.g. EAC	9.7	Staff capacity to compile debt statistics improved	Complete	Complete
Regional workshop on GFS harmonization	Regional e.g. EAC	8.0	Production of Regional GFS Manual	Complete	Complete
Regional workshop on GFS harmonization	Regional e.g. EAC	8.7	Production of Regional GFS Manual	Complete	Complete
Support for regional GFS harmonization	Regional e.g. EAC		Production of Regional GFS Manual	Cancelled	Cancelled
Regional multi-sector workshop on GFS, NA and FPP	Regional e.g. EAC	1.5	Capacity to compile improved national accounts statistics enhanced	New & Complete	New & Complete
Regional EAC workshop on CPI harmonization	Regional e.g. EAC	2.5	Staff capacity to compiled harmonized CPI including core inflation improved	New & Complete	New & Complete
Support implementation of fiscal and debt statistics development plan	Regional e.g. EAC	0	Report on progress of joint AFE-EAC GFS Capacity Building Program.	Cancelled	Cancelled
Support implementation of fiscal and debt statistics development plan	Regional e.g. EAC	7.3	Integration of Stocks development plan with	New & In Progress	New & In Progress



Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone
Economic and Financial Statistics (incl. Government Finance Statistics)					
			PSDS development Plan		
Total Resources		197.9			



ANNEX IX. IMF East AFRITAC Training Workshops, FY 2016

	Area	Workshop Title	Quarter	Start Date	End Date	Location
1	Government Finance Statistics	Public Sector Debt Statistics for Financial Officers	Q1	June 8, 2015	June 19, 2015	Zanzibar, Tanzania
2	Government Finance Statistics	Study of the Status Implementing Accrual Accounting in EAC Partner States	Q1	July 21, 2015	July 28, 2015	Dar es Salaam, Tanzania
3	Government Finance Statistics	GFS Harmonization	Q2	August 24, 2015	August 28, 2015	Dar es Salaam, Tanzania
4	Economic and Financial Statistics	Regional AFE NAS Training Seminar	Q2	September 21, 2015	October 2, 2015	Arusha, Tanzania
5	Monetary Policy and Operations	True Repo Market Against Collateralized Loan	Q2	October 12, 2015	October 16, 2015	Zanzibar, Tanzania
6	Revenue Administration	Implementing a Single Customs Territory Initiative	Q2	October 19, 2015	October 23, 2015	Kigali, Rwanda
7	Financial Sector Regulation & Supervision	Crisis Management and Bank Resolution	Q3	November 9, 2015	November 13, 2015	Addis Ababa, Ethiopia
8	Government Finance Statistics	GFS Harmonization	Q3	November 23, 2015	November 27, 2015	Kigali, Rwanda
9	Economic and Financial Statistics	GFS Harmonization	Q3	November 23, 2015	November 27, 2015	Kigali, Rwanda
10	Macro-Fiscal Analysis	GFS Harmonization	Q3	November 23, 2015	November 27, 2015	Kigali, Rwanda
11	Public Financial Management	Prevention and Management of Expenditure Arrears	Q3	December 1, 2015	December 4, 2015	Dar es Salaam, Tanzania
12	Revenue Administration	Building Effective Debt Management Functions	Q3	December 7, 2015	December 11, 2015	Dar es Salaam, Tanzania
13	Macro-Fiscal Analysis	Medium Term Budgetary Frameworks, Fiscal Rules, and	Q3	January 11, 2016	January 14, 2016	Addis Ababa, Ethiopia

	Area	Workshop Title	Quarter	Start Date	End Date	Location
		Fiscal Councils: Options to Ensure Fiscal Sustainability				
14	Macro-Fiscal Analysis	Fiscal Risks	Q4	January 26, 2016	January 29, 2016	Arusha, Tanzania
15	Financial Sector Regulation & Supervision	Financial Analysis and Stress Testing for Insurance Supervision	Q4	February 8, 2016	February 12, 2016	Kigali, Rwanda
16	Public Financial Management	Strengthening Budgetary Institutions	Q4	February 22, 2016	February 25, 2016	Dar es Salaam, Tanzania
17	Macro-Fiscal Analysis	Macro-Fiscal Issues in Natural Resource Management	Q4	February 29, 2016	March 4, 2016	Dar es Salaam, Tanzania
18	Economic and Financial Statistics	Regional EAC workshop on Property Price Index	Q4	March 7, 2016	March 11, 2016	Dar es Salaam, Tanzania
19	Government Finance Statistics	Developing Government Balance Sheets: Principles and Compilation	Q4	April 11, 2016	April 22, 2016	Addis Ababa, Ethiopia
20	Economic and Financial Statistics	Developing Government Balance Sheets: Principles and Compilation	Q4	April 11, 2016	April 22, 2016	Addis Ababa, Ethiopia
21	Monetary Policy and Operations	Coordination between Fiscal and Monetary Policy	Q4	April 25, 2016	April 29, 2016	Zanzibar, Tanzania

East AFRITAC / ICD Course FY 2016

	Course Title	Start Date	End Date	Location
1	Macroeconomic Diagnostics	November 30, 2015	December 10, 2015	Dar es Salaam, Tanzania

East AFRITAC Workshops with Advisors as Resource Persons FY 2016

	Area	Course Title	Start Date	End Date	Location
1	Public Financial Management	EAMU on PFM harmonization	February 1, 2016	February 3, 2016	Arusha, Tanzania
2	Macro-Fiscal Analysis	EAMU on PFM harmonization	February 1, 2016	February 3, 2016	Arusha, Tanzania
3	Macro-Fiscal Analysis	Fiscal Frameworks for Resource Revenue Management	March 14, 2016	March 18, 2016	Luanda, Angola
4	Financial Sector Regulation & Supervision	Developing Regional Standards for Consolidated and IT Supervision	May 25, 2015	May 29, 2015	Kigali, Rwanda
5	Financial Sector Regulation & Supervision	Intermediate Level Training for Banking Supervision	October 21, 2015	October 23, 2015	Maputo, Mozambique
6	Financial Sector Regulation & Supervision	EAC Financial Stability Workshop	June 25, 2015	June 26, 2015	Mwanza, Tanzania
7	Financial Sector Regulation & Supervision	EAC Macro Prudential Analysis Workshop	September 28, 2015	October 1, 2015	Mwanza, Tanzania
8	Financial Sector Regulation & Supervision	Professional Training for Financial Sector Policy Makers	November 16, 2015	November 23, 2015	Nairobi, Kenya
9	Economic and Financial Statistics	Regional EAC Workshop on CPI Harmonization	March 14, 2016	March 18, 2016	Arusha, Tanzania

East AFRITAC National Trainings FY 2016

	Area	Course Title	Start Date	End Date	Location
1	Revenue Administration	Developing a Compliance Risk Analysis Model and Tool	February 15, 2016	February 26, 2016	Rwanda
2	Revenue Administration	Post Clearance Audit Training in Customs	March 14, 2016	March 25, 2016	Malawi
3	Public Financial Management	Workshop on Implementing PBB	May 13, 2015	May 15, 2015	Tanzania (Zanzibar)



	Area	Course Title	Start Date	End Date	Location
4	Public Financial Management	Training on Budget Issues for MDAs	June 8, 2015	June 12, 2015	Eritrea
5	Public Financial Management	Post Budget Review Workshop	July 29, 2015	July 31, 2015	Kenya
6	Public Financial Management	Strengthening Cash Management	February 9, 2016	February 12, 2016	Ethiopia
7	Macro-Fiscal Analysis	Medium-Term Budgeting Framework for MDAs	June 8, 2015	June 11, 2015	Eritrea
8	Macro-Fiscal Analysis	Tax Analysis and Revenue Forecasting	August 17, 2015	August 21, 2015	Ethiopia
9	Financial Sector Regulation & Supervision	Training on Consolidated Supervision	May 25, 2015	May 29, 2015	Rwanda
10	Monetary Policy Operations	International Reserve Management	November 2, 2015	November 6, 2015	Ethiopia
11	Monetary Policy Operations	Introduction of Islamic Banks in the Operational Framework	April 11, 2016	April 14, 2016	Kenya
12	Monetary Policy Operations	Introduction of Islamic Banks in the Operational Framework	October 26, 2015	October 30, 2015	Tanzania
13	Monetary Policy Operations	Understanding and Regulating Derivatives	June 22, 2015	June 26, 2015	Tanzania
14	Government Finance Statistics	GFS training	July 29, 2015	July 31, 2015	Tanzania


ANNEX X. IMF East AFRITAC Technical Assistance Reports, FY 2016

Country	Report	Mission Members	Dates
Revenue Administration			
Eritrea	Strengthening Enforcement and Collection Capacity	Barry W.O. Paulson	October 12-23, 2015
Ethiopia	Strengthening Management of Taxpayer Registration and Ledger Data	Andja Komso	March 21-April, 2016
Ethiopia	Ethiopia TADAT Performance Assessment Report	Muyangwa Muyangwa Charlestine Hardy Denise Dowe, Girma Gebretsadik Stephen Sweet	April 5-26, 2016
Malawi	Malawi TADAT Performance Assessment Report	Muyangwa Muyangwa Justin Zake Maimbo Nyanga Gerhard Olivier George Margesson Srinivas Gurazada	May 3-21, 2015
Malawi	Developing Compliance Plans for Financial Year Y2015/16	Annette Chooi	June 1-12, 2015
Malawi	National Training in Post Clearance Audit	Muyangwa Muyangwa Ernest Sigande	March 13-26, 2016
Rwanda	Developing Domestic Taxes Compliance Plans for the Financial Year 2015-16	Muyangwa Muyangwa Carson McNeill	May 11-22, 2015
Rwanda	Rwanda TADAT Performance Assessment Report	Muyangwa Muyangwa Justin Zake Maimbo Nyanga Carlos Orjales Egil Martinsen William Remington Stephanie Sweet	August 10-25, 2015
Rwanda	Developing a Compliance Risk Analysis Model and Tool	Joshua M. Aslett	February 15-26, 2016
Rwanda	Improving the Integrity of the Taxpayer Registration Database	Cheryl-Lea Field	February 17-March 18, 2016
Tanzania	Developing Compliance Plans for 2015-16 Financial Year	Muyangwa Muyangwa Stewart Scott	June 8-19, 2015
Tanzania	Tanzania TADAT Performance Assessment Report	Muyangwa Muyangwa Justin Zake Bill Remington Eileen Rafferty	January 26-February 16, 2016



Country	Report	Mission Members	Dates
		Agnes Kanyangeyo	
Uganda	Compliance Planning for 2015-16	Michael R. Smithson	May 25-June 5, 2015
Uganda	Uganda Performance Assessment Report	Muyangwa Muyangwa Munawer Khwaja Stefaine Rauscher Tamas Kulcsar Peter Carver Alan Robidoux	August 3-18, 2015
Uganda	Addressing Data Integrity and Quality Issues in Domestic Tax Administration	Andja Komso	September 1-14, 2015
Public Financial Management			
Eritrea	Eritrea-MTBF Workshop Report	Tawfik Ramtoolah Fazeer Sheik Rahim	June 8-11, 2015
Ethiopia	Enhancing Integration of Multi-Year Planning and Budgeting (Draft)	Florence Kuteesa Johann Seiwald Guy Anderson Kubai Khasiani Paul Seeds	October 14-27, 2015
Ethiopia	Strengthening Cash Management	Amitabh Tripathi Per Olof Jonsson	February 8-18, 2016
Kenya	Aide Memoire – Annual Financial Reporting	Guy Anderson Amitabh Tripathi Frans van Schaik	May 18-29, 2015
Kenya	Back to Office Report – Facilitating at a Post Budget Review Workshop	Tawfik Ramtoolah Kubai Khasiani	July 29-31, 2015
Kenya	Aide Memoire – Follow up on Program Design Improvement	Kubai Khasiani Florence Kuteesa Robert Clifton	February 29-March 11, 2016
Malawi	Aide Memoire on Implementing Priority PFM reforms (Follow-up)	Amitabh Tripathi Robert D. Mpagi	April 27-May 8, 2015
Malawi	Back to Office Report – Introducing new PFM Advisor and Taking Stock of the Implementation of Budgetary Reforms	Tawfik Ramtoolah Kubai Khasiani	July 13-17, 2015
Malawi	Aide Memoire on Improving Cash Planning and Management	Amitabh Tripathi Vijay Ramachandran	July 13-24, 2015
Malawi	Financial Controls and Discipline: Enforcing Accountability	Sailendra Pattanayak Chris Iles Guy Anderson	September 3-16, 2015



Country	Report	Mission Members	Dates
		Abdul Khan Jean de Dieu Rurangirwa	
Malawi	Aide memoire - Improving Coverage and Quality of Fiscal Reporting	Amitabh Tripathi, Stephen Emasu	November 16-27, 2015
Malawi	Back to Office Report on Introducing New PFM Advisor	Paul Seeds	January 26-28, 2016
Rwanda	Desk review - Draft Manual for Financial Management and Accounting	Amitabh Tripathi	June 8-19, 2015
Rwanda	Aide Memoire - Reviewing Public Investment Management	Tawfik Ramtoolah Simon Groom Stephen Emasu	June 15-26, 2015
Rwanda	Aide Memoire- Generating reliable Annual and Forward Estimates under the Program Based Budget	Kubai Khasiani Jack Mason	March 1-11, 2016
Tanzania	Back to Office Report on Data Collection Mission for Fiscal Transparency Evaluation	Guy Anderson Fazeer Sheik Rahim Amitabh Tripathi Francois Engelbrecht	July 27-31, 2015
Tanzania	Fiscal Transparency Evaluation	Tom Josephs Lesley Fisher Fazeer Sheik Rahim Amitabh Tripathi Felipe P. Bardella	September 14-22, 2015
Tanzania	Draft Aide Memoire - Enhancing Effectiveness of Commitment Controls in IFMIS	Paul G. Seeds Pokar D. Khemani	December 7-18, 2015
Tanzania (Zanzibar)	Back to Office Report - Workshop on PBB with Parliamentarians	Tawfik Ramtoolah	May 13-15, 2015
Tanzania (Zanzibar)	Back to Office Report on Reviewing PFM Reform Progress and Introducing New Advisors	Guy Anderson Kubai Khasiani Amitabh Tripathi	August 26-28, 2015
Tanzania (Zanzibar)	Back to Office Report- Participating in a workshop on "Creating Policy Space for Reforms in Zanzibar on Program Based Budgeting"	Kubai Khasiani	September 14-16, 2015
Uganda	Aide Memoire - Implementing the TSA and	Guy Anderson John B. Gardner	June 15-24, 2015



Country	Report	Mission Members	Dates
	Strengthening Cash Management		
Uganda	Aide Memoire – Improving Budget Documentation and PBB Training	Kubai Khasiani Tawfik Ramtoolah	October 5-16, 2015
Uganda	Back to Office Report on Data Collection Mission for Fiscal Transparency Evaluation	Fazeer Sheik Rahim Brooks Robinson Paul Seeds	March 21-24, 2016
Uganda	Fiscal Transparency Evaluation (Draft)	Suzanne Flynn Brooks Robinson Kubai Khasiani Fazeer Sheik Rahim Amitabh Tripathi Imran Aziz	April 27 - May 10, 2016
Regional	Workshop Report - Expenditure Arrears: Strategies for a recurring problem	Amitabh Tripathi Paul Seeds Pokar Khemani Carole Pretorius	December 1-4, 2015
Regional	EAC Report on PFM Workshop	Tom Josephs Fazeer Sheik Rahim Amitabh Tripathi Kubai Khasiani Paul Seeds Brooks Robinson	February 1-3, 2016
Regional	Workshop Report - Strengthening budgetary institutions	Kubai Khasiani Richard Allen Florence Kuteesa Phyllis Makau	February 22-25, 2016
Macro-Fiscal Analysis			
Ethiopia	Developing High Frequency Indicators of Economic Activity	Robin Youll	June 11-18, 2015
Ethiopia	National Workshop on Tax Analysis and Revenue Forecasting	Fazeer Rahim Gangadhar Shukla	August 17-21, 2015
Kenya	Improving Fiscal Forecasting	Fazeer Sheik Rahim	October 18-24, 2015
Malawi	Macro-Fiscal Database	Anna Lennblad Clement Ncuti	October 26- November 6
Rwanda	Revenue Forecasting	Robin Youll Phyllis Resnick	March 14- 22, 2016
Tanzania	Fiscal Transparency Evaluation	Tom Josephs Lesley Fisher Fazeer Sheik Rahim Amitabh Tripathi	September 14-22, 2015



Country	Report	Mission Members	Dates
		Felipe P. Bardella	
Uganda	Fiscal Transparency Evaluation (Draft)	Suzanne Flynn Brooks Robinson Kubai Khasiani Fazeer Sheik Rahim Amitabh Tripathi Imran Aziz	April 27 - May 10, 2016
Regional	Multisector Workshop on GFS, National Accounts and Financial Programming	Fazeer Rahim Clement Ncuti	November 23-28, 2015
Regional	Regional Workshop on Medium-Term Budgetary Frameworks, Fiscal Rules and Fiscal Councils	Fazeer Rahim Victor Llédo Andy King Phyllis Makau	January 11 -14, 2016
Regional	EAC Workshop on Fiscal Risk Reporting	Fazeer Rahim Imran Aziz Tjeerd Tim	January 26 – 29, 2016
Regional	EAC Workshop on PFM Harmonization	EAC Secretariat	February 1 -3, 2016
Financial Sector Regulation and Supervision			
Eritrea	Developing On-Site Insurance Supervision in Eritrea	Michael J. Hafeman	July 27-August 8, 2015
Ethiopia	Ethiopia: Building Capacity on the Supervision of Reinsurance	Narendra A. Sheth	November 5-13, 2015
Ethiopia	Ethiopia: Developing and Enhancing the Bank Resolution and Crisis Management Framework	John W. Quill	February 8-19, 2016
Kenya	Implementing Pillar 2 of the Basel Framework in Kenya	Dirk Jan Grolleman Jan Rein Pruntel	October 26- November 6, 2015
Malawi	Strengthening Anti-Money Laundering and Combating the Financing of Terrorism Supervision	Ian Carrington Rebecca Obare	January 11-22, 2016
Malawi	Malawi: Developing IT Examination Procedures Banking Supervision	Dercio Mutimucuo Dirk Jan Grolleman	March 7-11, 2016
Malawi	Malawi: Follow up on the Implementation of Pillar 2 of the Basel II Framework	Paul J. Baneke Dirk Jan Grolleman	April 18-29, 2016
Rwanda	Rwanda: Consolidated Supervision	Michael Andrews	May 18-22, 2015




Country	Report	Mission Members	Dates
Rwanda	Rwanda: Implementing Pillar 2 of the Basel II/III Framework	Dirk Jan Grolleman Sammy S. Chilunga	June 29-July 3, 2015
Rwanda	Developing Anti-Money Laundering and Combating the Financing of Terrorism supervisory tools	Ian Carrington Rebecca Obare	August 10-14, 2015
Rwanda	Developing a Liquidity Regulation Framework for Banks in Rwanda	Ian T. Tower	October 12-16, 2015
Rwanda	Rwanda: Developing Financial Analysis and Stress-Testing Capacity	Michael J. Hafeman	February 15-19, 2016
Tanzania	Tanzania: Moving Towards the Basel II/III Framework	Dirk Jan Grolleman	May 11-15 and June 15-19, 2015
Tanzania	Tanzania: Developing a Prudential Strategy for Regional and Community Banks	Dirk Jan Grolleman	August 31-September 4, 2015
Tanzania	Tanzania: Pilot Examination on Consolidated Supervision	Michael Andrews	October 19-23, 2015
Tanzania	Tanzania: Developing a Stress-Testing Framework for Insurers	Michael J. Hafeman	February 22-26, 2016
Uganda	Developing Anti-Money Laundering and Combating the Financing of Terrorism supervisory tools	Ian Carrington Rebecca Obare	August 17-21, 2015
Uganda	Uganda: Pilot Examination on Consolidated Supervision	Dirk Jan Grolleman	September 28-October 9, 2015
Uganda	Uganda: Financial Institutions Mergers and Acquisitions	Ian T. Tower	October 5-9, 2015
Uganda	Moving Towards Risk-Based Supervision of Insurance in Uganda	Narendra A. Sheth	October 26-November 4, 2015
Uganda	Implementing Supervisory Frameworks for Market Risk of Banks in Uganda	Paul J. Baneke Dirk Jan Grolleman	January 18-28, 2016
Monetary and Policy Operations			
Ethiopia	Improvement of the Liquidity Forecasting and Management	Alain Vandepeute Brynjulv Vollan	May 19 – 28, 2015
Kenya	Strengthening Operational Risk Management in	Faith A. Stewart	December 7-18, 2015



Country	Report	Mission Members	Dates
	Financial Infrastructures		
Malawi	Development of the Money Repo Markets	Alain Vandepeute Nils Maehle	November 9-17, 2015
Malawi	Foreign Exchange Intervention Guidelines	Alain Vandepeute	February 7-16, 2016
Tanzania	Code of Conduct for Money and Foreign Exchange Market	Richard Comotto	June 2–12, 2015
Uganda	Financial Infrastructure Oversight Procedure Manual	Kennedy Komba	June 29-July 5, 2015
Regional e.g. EAC	EAC Collateral Framework and Standing Facilities	Alain Vandepeute Mark Buessing-Lorcks	July 6 – 17, 2015, December 4-11, 2015
Economic and Financial Statistics			
Ethiopia	Report on the Quarterly National Accounts Mission	Robin Youll	May 11-22, 2015
Ethiopia	Report on the Price Statistics Mission	David N. Collins	August 17- September 4, 2015
Ethiopia	Report on the Quarterly National Accounts Mission	Robin Youll	December 7-18, 2015
Kenya	Back to Office Report - Study on the Agriculture Survey and Statistics for Rwanda in order to Improve Kenyan Agricultural Statistics	KNBS staff to Rwanda	May 25-29, 2015
Kenya	Report on the Quarterly National Accounts Mission	Pamela A. Audi	August 5-18, 2015
Kenya	Report on the Quarterly National Accounts Mission	Pamela Audi	December 7-18, 2015
Malawi	Report on the Price Statistics Mission	David N. Collins	June 22-July 3, 2015
Malawi	Report on the National Accounts Statistics Mission	Pamela A. Audi	October 19-29, 2015
Malawi	Report on the National Accounts Statistics Mission	Pamela Audi	April 11 – 22, 2016
Rwanda	Report on the Quarterly National Accounts Mission	Robin Youll	August 31- September 11, 2015
Rwanda	Report on the National Accounts Statistics Mission	Robin Youll	February 22 – March 4, 2016
Tanzania	Report on the Price Statistics Mission	Dale A. Smith	May 18-29, 2015
Tanzania	Report on the Quarterly National Accounts Mission	Pamela A. Audi	May 18-29, 2015
Tanzania	Report on the Price	Dale Smith	December 7-18,



Country	Report	Mission Members	Dates
	Statistics Mission		2015 (new)
Tanzania	Report on the Quarterly National Accounts Mission	Pamela Audi	January 18 – 29, 2016
Tanzania (Zanzibar)	Report on the Quarterly National Accounts Mission	Pamela A. Audi	June 8-19, 2015
Uganda	Report on the Price Statistics Mission	David N. Collins	May 4-22, 2015
Uganda	Report on the Quarterly National Accounts Mission	Robin Youll	July 23-August 3, 2015
Uganda	Report on the Price Statistics Mission	David N. Collins	January 11-29, 2016
Uganda	Report on the Quarterly National Accounts Mission	Robin Youll	January 18 – 29, 2016
Regional e.g. EAC	Back-to-Office Report on National Accounts Statistics Workshop	Pamela A. Audi Robin Youll	September 21-October 2, 2015
Regional e.g. EAC	Regional Multi-Sector workshop on GFS, NA and FPP	Brooks B. Robinson Ismael A. Zarco Johan Mathisen Fazeer Sheik Rahim Pamela Audi	November 23-27, 2015
Regional e.g. EAC	Residential Property Price Index Workshop	Mick Silver Corinne Becker Pamela Audi	March 7-11, 2016
Regional e.g. EAC	CPI Harmonization workshop	Mick Silver Pamela Audi	March 14-18, 2016
Government Finance Statistics			
EAC	TA report on Harmonizing GFS in the EAC – Initial Successes and Future Challenges	Johan Mathisen Brooks B. Robinson	November 30-December 4, 2015
Kenya	Note on the Government Finance Statistics Mission October 19-30, 2015	Brooks B. Robinson Chelaus Rutachururwa	October 19-30, 2015
Kenya	Technical Assistance Report on Government Finance Statistics Mission (February 15-19, 2016)	Brooks B. Robinson	February 15-19, 2016
Rwanda	Technical Assistance Report on Government Finance Statistics Mission (January 18-29, 2016)	Ismael A. Zarco Clement Ncuti Tobias Roy Brooks B. Robinson	January 18-29, 2016
Tanzania	Note on Government Finance Statistics Mission, November 9-20, 2015	Brooks B. Robinson	November 9-20, 2015
Tanzania	Technical Assistance Report on Government Finance	Francois S. Engelbrecht Brooks B. Robinson	October 5-16, 2015 & February 15-26,



Country	Report	Mission Members	Dates
	Statistics Missions (October 5-16, 2015 and February 15-26, 2016)		2016
Uganda	Note on the Government Finance Statistics Mission, November 2-6, 2015	Brooks B. Robinson	November 2-6, 2015
Uganda	Report on Government Finance Statistics Technical Assistance Mission (March 7-18, 2016)	Clement Ncuti Brooks B. Robinson	April 25-May 6, 2016

**ANNEX XI. IMF East AFRITAC Reports Uploaded to the Extranet, FY 2016**

Country	Title	Mission Dates
Burundi	Improvement of the Implementation of Monetary Policy Under the Reserve Money Targeting Framework	March 2-13, 2015
EAC	A report on Harmonizing GFS in the EAC - Initial Successes and Future Challenges	November 30-December 4, 2015
Eritrea	Eritrea: Building and Efficient and Effective Customs Administration (March 2015)	March 9-20, 2015
Eritrea	Developing On-Site Insurance Supervision in Eritrea	July 27 - August 8, 2015
Eritrea	Strengthening the Collection Enforcement Function	October 12 - 23, 2015
Ethiopia	Rolling Out Program Budgeting and Treasury Reforms to Regional Government	February 24-March 7, 2014
Ethiopia	Financial Analysis and Stress Testing of Insurers in Ethiopia	January 26-February 6, 2015
Ethiopia	Ethiopia- Strengthening the Enforcement and Collection Function in Tax Administration	March 23-April 3, 2015
Ethiopia	Improvement of the Liquidity Forecasting and Management	May 19-28, 2015
Ethiopia	National Planning and Budgeting: Strengthening the Linkage	October 14-27, 2015
Kenya	Quality Assurance of Key Revenue Administration Information Technology Systems	November 17-28, 2014
Kenya	Kenya - Building an Effective Dispute Resolution Mechanism	November 17-28, 2014
Kenya	Kenya - Developing a Composite Indicator of Economic Activity	November 24-December 5, 2014
Kenya	Report on the Quarterly National Accounts Statistics Mission	August 5 -18, 2015
Kenya	Implementing Pillar 2 of the Basel Framework in Kenya	October 26-November 6, 2015
Kenya	Kenya - Operational Risk Management/Business Continuity Planning	December 7-18, 2015



Country	Title	Mission Dates
Malawi	Prioritizing PFM Reforms	March 24-April 4, 2014
Malawi	Initial Steps to Develop an Effective Compliance Risk Management Practice	October 6-17, 2014
Malawi	Restoring Financial Controls and Accountability	November 5-17, 2014
Malawi	Reserve Bank of Malawi: Implementation of Pillar 2 of the Basel II Framework	February 2-13, 2015
Malawi	Malawi - Developing Compliance Plans for Financial Year 2015/16	June 1-12, 2015
Malawi	Introducing New PFM Advisor and Taking Stock of Budget Reforms in Malawi	July 12- 17, 2015
Malawi	Financial Controls and Discipline: Enforcing Accountability	September 3-16, 2015
Malawi	Developing a Consistent Macro-Fiscal Database	October 26-November 6, 2015
Malawi	Improving the Coverage and Quality of Fiscal Reporting	November 16-27, 2015
Rwanda	Developing the New Regulatory Capital Framework for Banks in Rwanda	November 10 - 21, 2014
Rwanda	Rwanda - Laying Foundations for an Effective Compliance Risk Management Practice	December 1-14, 2014
Rwanda	Developing the New Capital and Liquidity Framework for Banks in Rwanda	December 8-19, 2014
Rwanda	Developing Domestic Taxes Compliance Plans for Financial Year 2015/16	May 11-22, 2015
Rwanda	Rwanda: Consolidated Supervision	May 18 - 29, 2015
Rwanda	Implementing Pillar 2 of the Basel II/III Framework	June 29 - July 3, 2015
Rwanda	Developing Anti-Money Laundering and Combating the Financing of Terrorism Supervisory Tools	August 10 - 14, 2015
Rwanda	Developing a Liquidity Regulation Framework for Banks in Rwanda	October 12 -16, 2015
Tanzania	Technical Assistance Report on the Government Finance Statistics Missions, September 15-26, 2014 and February 2-13, 2015	September 15-26, 2014 and February 2-13, 2015



Country	Title	Mission Dates
Tanzania	Towards a Comprehensive Legal Framework for Public Financial Management	July 22-August 4, 2014
Tanzania	Fiscal Issues for Natural Gas and Mining: An Update	September 24-October 7, 2014
Tanzania	Tanzania - Developing the Money and Repo Markets	December 1-12, 2014
Tanzania	Tanzania: Regulation Review Project (May 2015)	January 13-23, 2015
Tanzania	Developing a Macro-Fiscal and Public Financial Management Framework for Natural Gas Revenues	January 22-February 26, 2015
Tanzania	Strengthening Audit Practice with A Focus on Computer Assisted Auditing	March 2-13, 2015
Tanzania	Tanzania - Developing a Compliance Risk Management Strategy and Plans	March 23 - April 2, 2015
Tanzania	Technical Assistance Report on the Quarterly National Accounts Statistics Mission	May 18-29, 2015
Tanzania	Tanzania: Moving Towards the Basel II/III Framework	May 12-16 and June 17-24, 2015
Tanzania	Report on the Consumer Price Index Mission	May 18 - 29, 2015
Tanzania	Tanzania - Developing Compliance Plans for the 2015-16 Financial Year	June 8-19, 2015
Tanzania	Developing a Prudential Strategy for Community and Regional Cooperative Banks	August 31 - September 4, 2015
Tanzania	Implementing Consolidated Supervision	October 19-23, 2015
Tanzania (Zanzibar)	Tanzania (Zanzibar) - Report on the Quarterly National Accounts Statistics Mission	February 9-13, 2015
Tanzania (Zanzibar)	TA Report on the East AFRITAC Government Finance Statistics	June 15 - 26, 2015
Uganda	Implementing the Public Financial Management Bill	March 17-28, 2014
Uganda	Drafting the Public Finance Management Regulations	August 19-September 1, 2014
Uganda	Report of the Mission on Financial Transactions and Balance Sheets	January 5-16, 2015
Uganda	Moving to Risk-Based Supervision of Insurance	July – December 2014



Country	Title	Mission Dates
	in Uganda: Offsite Assistance on the Inspection of Insurance Companies (March 2015)	
Uganda	Developing the Charter for Fiscal Responsibility	March 10-19, 2015
Uganda	Compliance Planning For 2015/16	May 25-June 5, 2015
Uganda	Financial Infrastructure Oversight Procedure Manual	June 29-July 5, 2015
Uganda	Developing Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) Supervisory Tools	August 17-21, 2015
Uganda	Uganda: Pilot Examination on Consolidated Supervision	September 28-October 8, 2015
Uganda	Uganda: Financial Institutions Mergers and Acquisitions	October 5-9, 2015


ANNEX XII. IMF East AFRITAC Short Term Experts, FY 2016
Revenue Administration

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Eritrea	October 12, 2015	October 23, 2015	Barry W.O. Paulson	Canada
2	Ethiopia	March 21, 2016	April 1, 2016	Andja Komso	Slovenia
3	Ethiopia	April 5, 2016	April 26, 2016	Girma Gebretsadik	Ethiopia
4	Malawi	June 1, 2015	June 12, 2015	Annette Chooi	Australia
5	Malawi	March 14, 2016	March 25, 2016	Ernest Sigande	Zambia
6	Rwanda	May 11, 2015	May 22, 2015	Carson McNeill	New Zealand
7	Rwanda	February 15, 2016	February 26, 2016	Joshua M. Aslett	United States of America
8	Rwanda	February 17, 2016	March 18, 2016	Cheryl-Lea Field	Australia
9	Tanzania	June 8, 2015	June 19, 2015	Stewart Scott	Canada
10	Uganda	May 25, 2015	June 5, 2015	Michael R. Smithson	Australia
11	Uganda	July 6, 2015	July 17, 2015	Lee Burns	United Kingdom
12	Uganda	September 1, 2015	September 14, 2015	Andja Komso	Slovenia
13	Regional e.g. EAC	October 19, 2015	October 23, 2015	Martin Brown	United Kingdom
14	Regional e.g. EAC	December 7, 2015	December 11, 2015	Janet Dowling	United Kingdom

Public Financial Management

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	October 14, 2015	October 27, 2015	Guy Anderson	United Kingdom
2	Ethiopia	October 14, 2015	October 27, 2015	Paul Seeds	United Kingdom
3	Ethiopia	October 14, 2015	October 27, 2015	Vladimir Krivenkov	Russia
4	Ethiopia	February 8, 2016	February 18, 2016	Per Olof Jonsson	Sweden
5	Kenya	May 18, 2015	May 29, 2015	Frans Van Schaik	Netherlands
6	Kenya	March 7, 2016	March 18, 2016	Florence Kuteesa	Uganda
7	Kenya	March 7, 2016	March 18, 2016	Robert Clifton	South Africa



	Country of Assignment	Start Date	End Date	Expert	Country of Origin
8	Kenya	March 7, 2016	March 18, 2016	Stephen Barungi	Uganda
9	Malawi	July 13, 2015	July 24, 2015	Vijay Ramachandran	India
10	Malawi	November 16, 2015	November 27, 2015	Stephen Emasu	Uganda
11	Malawi	September 3, 2015	September 16, 2015	Jean de Dieu Rurangirwa	Rwanda
12	Malawi	September 3, 2015	September 16, 2015	Abdul Khan	Australia
13	Tanzania	July 27, 2015	July 31, 2015	Francois Engelbrecht	South Africa
14	Tanzania	September 14, 2015	September 22, 2015	Felipe Bardella	Brazil
15	Tanzania	December 7, 2015	December 11, 2015	Paul G. Seeds	United Kingdom
16	Tanzania	December 7, 2015	December 11, 2015	Pokar D. Khemani	United States of America
17	Uganda	June 15, 2015	June 24, 2015	John Gardner	United Kingdom
18	Uganda	October 5, 2015	October 16, 2015	Tawfik Ramtoolah	United States of America
19	Rwanda	March 1, 2016	March 11, 2016	Jack Mason	United States of America
20	Regional e.g. EAC	December 1, 2015	December 4, 2015	Carole A. Prestorius	United Kingdom
21	Regional e.g. EAC	December 1, 2015	December 4, 2015	Paul G. Seeds	United Kingdom
22	Regional e.g. EAC	December 1, 2015	December 4, 2015	Pokar D. Khemani	United States of America
23	Regional e.g. EAC	February 22, 2016	February 25, 2016	Richard Allen	United Kingdom
24	Regional e.g. EAC	February 22, 2016	February 25, 2016	Phyllis Makau	Kenya
25	Regional e.g. EAC	February 22, 2016	February 25, 2016	Florence Kuteesa	Uganda

Macro-Fiscal Analysis

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	June 11, 2015	June 18, 2015	Robin Youll	United Kingdom
2	Ethiopia	August 17, 2015	August 21, 2015	Gangadhar Shukla	India
3	Malawi	October 26, 2015	November 6, 2015	Anna Lennblad	Sweden



	Country of Assignment	Start Date	End Date	Expert	Country of Origin
4	Malawi	October 26, 2015	November 6, 2015	Clement Ncuti	Rwanda
5	Rwanda	March 14, 2016	March 22, 2016	Robin Youll	United Kingdom
6	Rwanda	March 14, 2016	March 22, 2016	Phyllis Resnick	United States of America
7	Tanzania	September 14, 2015	September 22, 2015	Felipe P. Bardella	Brazil
8	Regional e.g. EAC	November 23, 2015	November 28, 2015	Clement Ncuti	Rwanda
9	Regional e.g. EAC	January 11, 2016	January 14, 2016	Andrew King	United Kingdom
10	Regional e.g. EAC	January 11, 2016	January 14, 2016	Phyllis Makau	Kenya
11	Regional e.g. EAC	January 26, 2016	January 29, 2016	Tjeerd Tim	Netherlands

Financial Sector Regulation and Supervision

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Eritrea	July 27, 2015	August 8, 2015	Michael J. Hafeman	Canada
2	Ethiopia	November 5, 2015	November 13, 2015	Narendra A. Sheth	Canada
3	Ethiopia	February 8, 2016	February 19, 2016	John W. Quill	United States of America
4	Kenya	October 26, 2015	November 6, 2015	Jan Rein Pruntel	Netherlands
5	Malawi	March 7, 2016	March 11, 2016	Dercio Mutimucuo	Mozambique
6	Malawi	April 18, 2016	April 29, 2016	Paul J. Baneke	Netherlands
7	Rwanda	May 18, 2015	May 22, 2015	Michael Andrews	Canada
8	Rwanda	May 25, 2015	May 29, 2015	Abhilash Bhachech	Canada
9	Rwanda	June 29, 2015	July 3, 2015	Sammy S. Chilunga	Malawi
10	Rwanda	October 12, 2015	October 16, 2015	Ian T. Tower	United Kingdom
11	Rwanda	February 15, 2016	February 19, 2016	Michael J. Hafeman	Canada
12	Tanzania	October 19, 2015	October 23, 2015	Michael Andrews	Canada
13	Tanzania	February 22, 2016	February 26, 2016	Michael J. Hafeman	Canada
14	Uganda	October 5, 2015	October 9, 2015	Ian T. Tower	United Kingdom
15	Uganda	October 26, 2015	November 4, 2015	Narendra A.	Canada



				Sheth	
16	Uganda	January 18, 2016	January 28, 2016	Paul J. Baneke	Netherlands
17	Regional e.g. EAC	September 28, 2015	October 1, 2015	Rowland Brown	Namibia
18	Regional e.g. EAC	November 9, 2015	November 13, 2015	John. W. Quill	United States of America
19	Regional e.g. EAC	February 8, 2016	February 12, 2016	Michael J. Hafeman	Canada
20	Regional e.g. EAC	February 8, 2016	February 12, 2016	Narendra A. Sheth	Canada

Monetary Policy and Operations

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	May 19, 2015	May 28, 2015	Brynjolv Vollan	Norway
2	Kenya	December 7, 2015	December 18, 2015	Faith A. Stewart	Jamaica
3	Tanzania	June 2, 2015	June 12, 2015	Richard Comotto	United Kingdom
4	Uganda	June 29, 2015	July 5, 2015	Kennedy Komba	Tanzania
5	Regional e.g. EAC	July 6, 2015	July 17, 2015	Mark Buessing- Lorcks	Germany
6	Regional e.g. EAC	October 12, 2015	October 16, 2015	Richard Comotto	United Kingdom
7	Regional e.g. EAC	December 4, 2015	December 11, 2015	Mark Buessing- Lorcks	Germany

Economic and Financial Statistics

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	May 11, 2015	May 22, 2015	Robin Youll	United Kingdom
2	Ethiopia	August 17, 2015	September 4, 2015	David N. Collins	Australia
3	Ethiopia	December 7, 2015	December 18, 2015	Robin Youll	United Kingdom
4	Malawi	June 22, 2015	July 3, 2015	David N. Collins	Australia
5	Rwanda	August 31, 2015	September 11, 2015	Robin Youll	United Kingdom
6	Rwanda	February 22, 2016	March 4, 2016	Robin Youll	United Kingdom
7	Tanzania	May 18, 2015	May 29, 2015	Dale A. Smith	United States of America
8	Tanzania	December 7, 2015	December 18, 2015	Dale A. Smith	United States of America
9	Tanzania	March 7, 2016	March 11, 2016	Corinne B. Vermeulen	Switzerland



10	Uganda	May 4, 2015	May 22, 2015	David N. Collins	Australia
11	Uganda	July 23, 2015	August 3, 2015	Robin Youll	United Kingdom
12	Uganda	January 11, 2016	January 29, 2016	David N. Collins	Australia
13	Uganda	January 18, 2016	January 29, 2016	Robin Youll	United Kingdom
14	Regional e.g. EAC	September 21, 2015	October 2, 2015	Robin Youll	United Kingdom
15	Regional e.g. EAC	November 23, 2015	November 27, 2015	Brooks Robinson	United States of America
16	Regional e.g. EAC	November 23, 2015	November 27, 2015	Ismael A. Zarco	Spain
17	Regional e.g. EAC	March 7, 2016	March 11, 2016	Corinne Becker	Switzerland

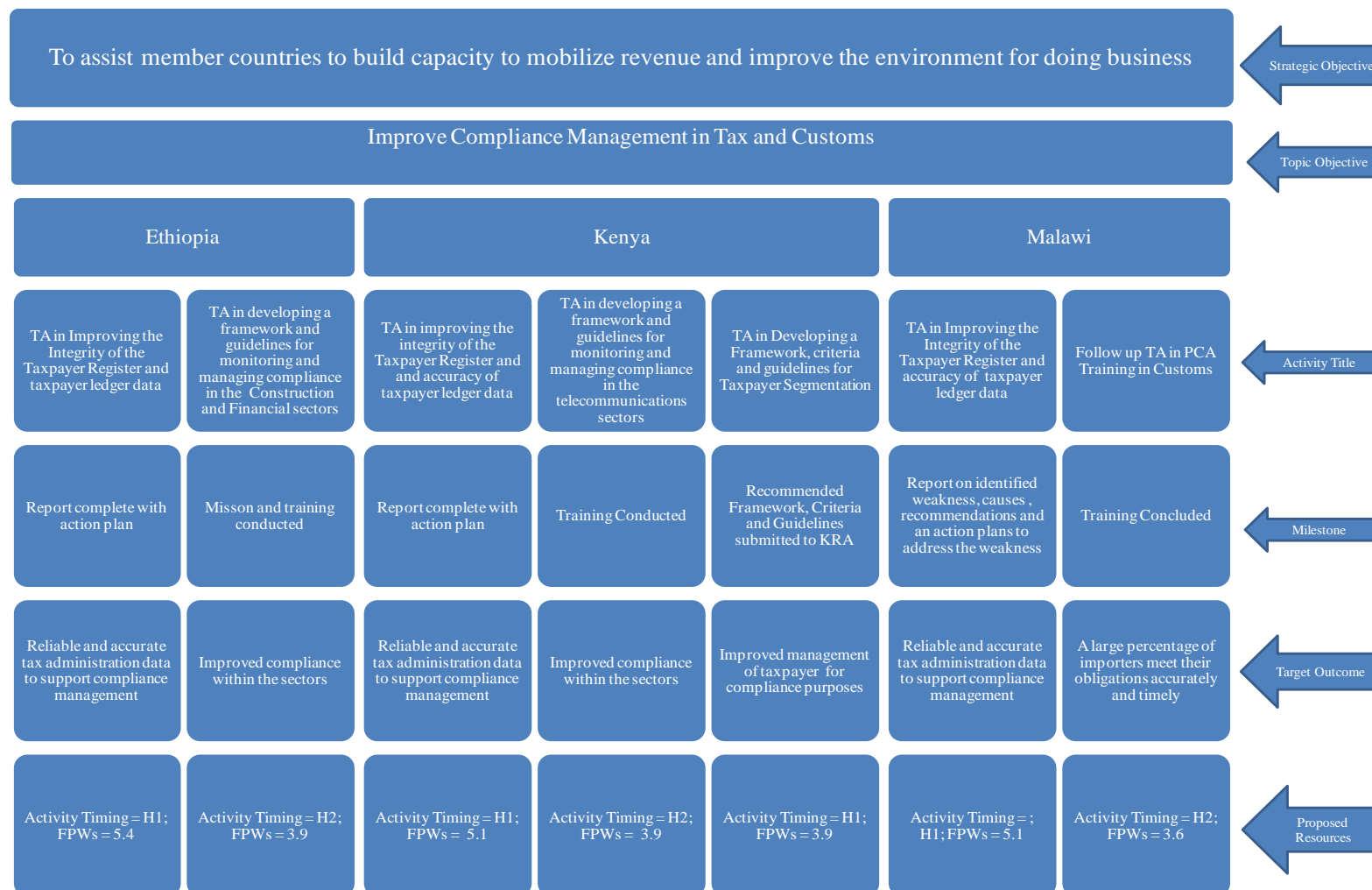
Government Finance Statistics

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	EAC	November 30, 2015	December 4, 2015	Brooks Robinson	United States of America
2	Kenya	October 19, 2015	October 30, 2015	Brooks Robinson	United States of America
3	Rwanda	January 18, 2016	January 29, 2016	Clement Ncuti	Rwanda
4	Rwanda	January 18, 2016	January 29, 2016	Ismael A. Zarco	Spain
5	Tanzania	October 5, 2015	October 16, 2015	Francois S. Engelbrecht	South Africa
6	Tanzania	February 15, 2016	February 26, 2016	Francois S. Engelbrecht	South Africa
7	Regional e.g. EAC	November 23, 2015	December 1, 2015	Brooks Robinson	United States of America
8	Regional e.g. EAC	November 23, 2015	December 1, 2015	Ismael A. Zarco	Spain
9	Regional e.g. EAC	April 11, 2016	April 22, 2016	Clement Ncuti	Rwanda
10	Regional e.g. EAC	April 11, 2016	April 22, 2016	Ismael A. Zarco	Spain



ANNEX XIII. IMF East AFRITAC Work Plan, FY 2017

Revenue Administration



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



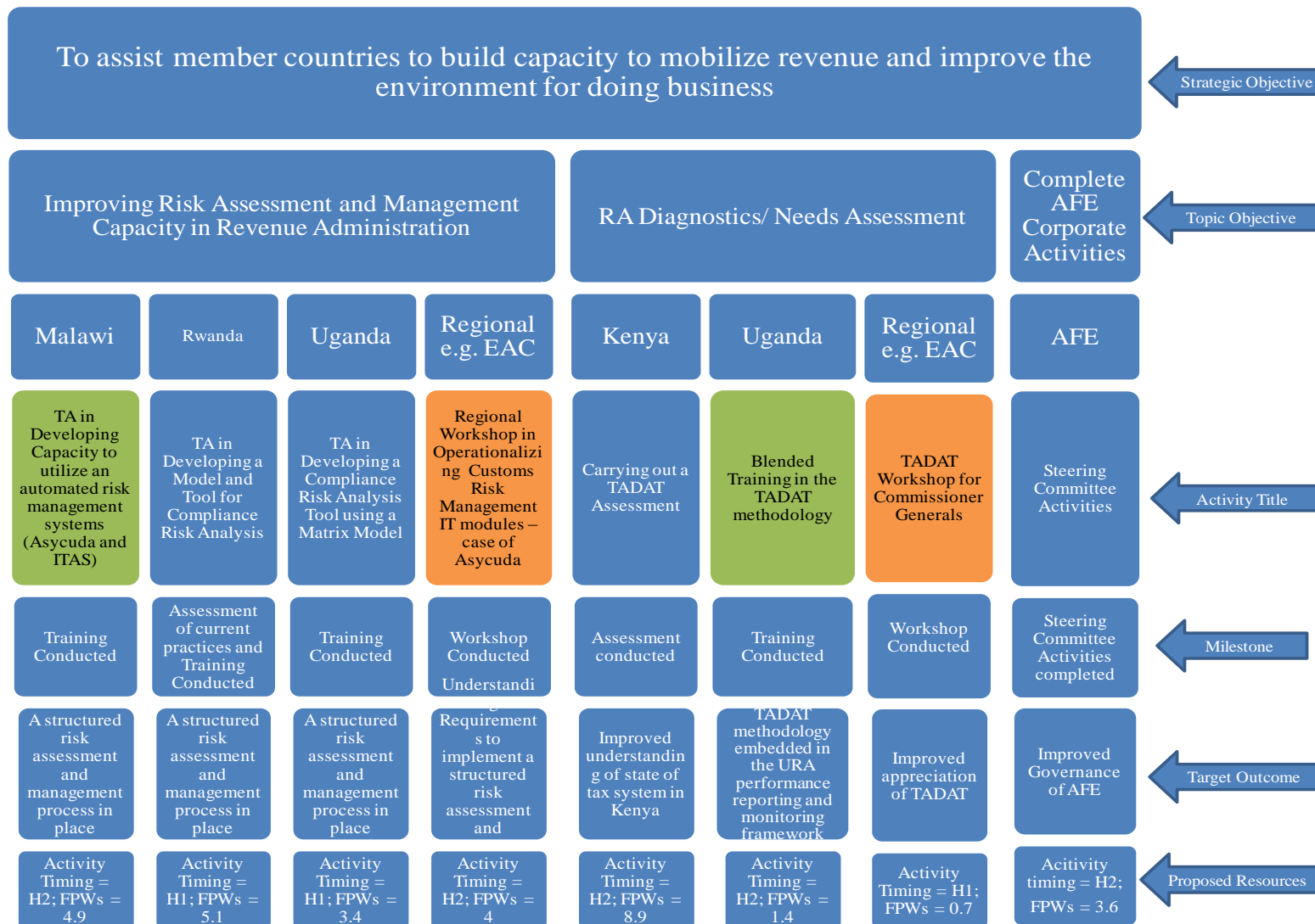
Revenue Administration

To assist member countries to build capacity to mobilize revenue and improve the environment for doing business								Strategic Objective
Improve Compliance Management in Tax and Customs								Topic Objective
Rwanda		Tanzania		Uganda		Regional e.g. EAC		
Follow up TA in Developing a Model and Tool for Compliance Risk Analysis	TA in improving the collection and management of Tax Arrears	TA in developing a framework and guidelines for monitoring and managing compliance in the telecommunications sectors	TA in improving the integrity and accuracy of taxpayer ledgers data	TA in Desining national audit plans and associated performance measures and monitoring mechanisms	TA in Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	Training in methodology for monitoring inaccurate reporting	Regional Workshop in Developing a Compliance Risk Analysis Tool using a Matrix Model	Activity Title
Model developed and Training Conducted	Training Conducted	Training Conducted	Report on identified weakness, causes and recommended remedies	Report complete with audit plan, performance measures and reporting templates	Report with model and strategy for recruiting taxpayers	Training Conducted	Workshop Conducted	Milestone
A structured risk assessment and management process in place	An effective debt management practice	Improved voluntary compliance within the sectors	Reliable and accurate tax administration data to support compliance management	Improved impact of audits on voluntary compliance	Broadened tax net	Inaccurate reporting systematically and routinely monitored, reported and action taken as part of yearly compliance plans	Understanding of good practice in Tax administration	Target Outcome
Activity Timing = H2; FPWs = 4.4	Activity Timing = H1; FPWs = 3.9	Activity Timing = H2; FPWs = 3.9	Activity Timing = H1; FPWs = 4.4	Activity Timing = H1; FPWs = 3.9	Activity Timing = H1; FPWs = 3.9	Activity Timing = H2; FPWs = 5.1	Activity Timing = H1; FPWs = 4	Proposed Resources

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Revenue Administration



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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Revenue Administration

To assist member countries to build capacity to mobilize revenue and improve the environment for doing business							Strategic Objective
Improve Effectiveness and Efficiency of Tax and Customs Administration							Topic Objective
Eritrea	Ethiopia	Kenya		Tanzania		Regional e.g. EAC	
Workshop on International Best Practice in Tax Administration - Registration, Filing and Payment, Debt Management and Accuracy of Reporting	TA in Strengthening Valuation Capacity in Customs	Rewrite of the Kenya Income Tax Act	Drafting main chapters of New VAT/Income tax law	Follow-up work in relation to the tax law regime for extractive industries	FAD Diagnostic Mission in Customs Administration	Regional Workshop for ISORA –RAFIT Coordinators	Activity Title
National Training Conducted	Training Conducted	An initial LEG mission (IMF HQ Staff plus STX) occurred in November 2015. Two follow-up missions are expected to be requested in FY17: (1) to settle the draft Bill for public consultation; and (2) to finalize the Bill so that it can be tabled in Parliament	Reach Agreement on drafting of main chapters of new income tax law and narrow down any outstanding tax policy issues	Follow-up mission expected to be requested in FY17 following recent mission by LEG STX in September 2015	Report on identified weakness, causes and recommended remedies	Workshop Conducted	Milestone
Reliable and accurate tax administration data to support compliance management	Improved customs valuation practice	Enactment of a new Income Tax Act	Revised VAT and Income Tax Acts	Enactment of tax law regime for extractive industries	Improved facilitation, cargo management and revenue yield	ISORA adopted as part of the monthly performance reporting framework	Target Outcome
Activity Timing = H2; FPWs = 1.9	Activity Timing = H1; FPWs = 3.9	Activity Timing = H1; FPWs = 4.6	Activity Timing = H2; FPWs = 2.9	Activity Timing = H1; FPWs = 2.9	Activity Timing = H1; FPWs = 6.8	Activity Timing = H1; FPWs = 3	Proposed Resources

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Public Financial Management

Provide assistance directed towards providing tools and methods for strengthening budgeting, budget execution, financial reporting and oversight practices whilst also targeting improvements in efficiency, expenditure management and accountability									Strategic Objective
Comprehensive, Credible and Policy Based Budget Preparation									Topic Objective
Eritrea	Ethiopia		Kenya	Malawi	Tanzania		Tanzania (Zanzibar)	Uganda	
Training on budget issues	Roll-out of PBB to regions	Supporting critical PFM reforms	Improving monitoring and evaluation of the program based budget	Capacity building in medium-term orientation of budget	Capacity building in medium-term orientation of budget	Attachment on PBB	Capacity building in medium-term orientation of budget	Strengthening medium term budget frameworks (MTBFs)	Activity Title
Workshop delivered	Framework for M&E of the Budget agreed on with authorities	Agreed strategy for priority PFM reforms	Monitoring & Evaluation of the budget is based on the new framework	Capacity building sessions for MDAs delivered	Capacity building sessions for MDAs delivered	Attachment completed	Capacity building sessions for MDAs delivered	The Forward Estimates inform the annual budget	Milestone
Increased awareness of good budget practices in MDAs	Improved effective budget management and implementation	Improved and effective budget management	Improved effective budget management and implementation	Improved budget formulation	Improved budget formulation	Improved budget formulation	Improved budget formulation	Incremental improvement in budgeting and resource allocation	Target Outcome
Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 7	Activity Timing = H2; FPWs = 10	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 7	Activity Timing = H1; FPWs = 7	Activity Timing = H2; FPWs = 1	Activity Timing = H2; FPWs = 7	Activity Timing = H1; FPWs = 7	Proposed Resources

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Public Financial Management

Provide assistance directed towards providing tools and methods for strengthening budgeting, budget execution, financial reporting and oversight practices whilst also targeting improvements in efficiency, expenditure management and accountability							Strategic Objective
Improved Integration of Assets, and Liability Management Framework					Complete AFE corporate activities		Topic Objective
Kenya	Malawi	Tanzania	Uganda		AFE		
Attachment on Debt Management	Improving cash management and commitment controls	Improving cash planning and management	Cash Management	Cash management and expanding TSA coverage	Inducting RA and retreat	Corporate activities	Activity Title
Attachment completed	Cash management and commitment controls improved in accordance with approved roadmap	Recommendations for improved cash management agreed	Recommendations for the improvement of cash management and commitment controls approved	Plan implemented for closing bank accounts	RA installation /inspection completed	Monthly report, Mid-year report, Annual report	Milestone
Improved management of public debt	Improved cash flow planning and decision making	Improved cash flow planning and decision making	Improved cash flow planning and decision making	Improved cash flow planning and decision making	RA familiar with processes and regional issues	SC acceptance of FY 17 work plan and FY 16 progress	Target Outcome
Activity Timing = H2; FPWs = 1	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 7	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 5	Activity Timing = H2; FPWs = 11	Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Public Financial Management

Provide assistance directed towards providing tools and methods for strengthening budgeting, budget execution, financial reporting and oversight practices whilst also targeting improvements in efficiency, expenditure management and accountability					Strategic Objective
Improved Budget Execution and Control					Topic Objective
Kenya	Rwanda	Tanzania	Regional e.g. EAC		
Developing a framework for public investment management	Attachment on PIM	Desk review of the financial, procurement, and HR procedure manual	Review IFMIS Plans for strengthening system controls	Assessment of Public Investment Management	Activity Title
Agreed strategy for strengthening public investment management	Attachment completed	Acceptance of review results and agreement on recommendations	Requirements incorporated in vendor contract	Workshop delivered	Milestone
Improved public investment management	Improved awareness of public investment management	Improved internal controls	Strong commitment controls re established	Increased awareness and effectiveness of public investment management	Target Outcome
Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 1	Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 7	Activity Timing = H1; FPWs = 8	Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Public Financial Management

Provide assistance directed towards providing tools and methods for strengthening budgeting, budget execution, financial reporting and oversight practices whilst also targeting improvements in efficiency, expenditure management and accountability										Strategic Objective
Improved Coverage and Quality of Fiscal Reporting										Topic Objective
Kenya		Malawi		Rwanda		Tanzania		Tanzania (Zanzibar)	Regional e.g. EAC	
Fiscal reporting and support to Accounting Standards Board	Quality assuring the IFMIS implementation plans	Improving Financial Reporting	Quality assuring IFMIS implementation plans	Annual fiscal reporting and IPSAS implementation	Review IFMIS implementation plan for new functionalities and modules	Fiscal Reporting	Review the IFMIS upgrade plan and progress	IFMIS Benefits and Risks	PFM harmonization for EAMU	Activity Title
IPSAS implementation roadmap agreed	IFMIS implementation plans incorporate recommendations made	Financial reporting improved in accordance with approved roadmap	IFMIS Implementation plans reflect recommendations	Detailed roadmap approved	Recommendations incorporated into joint MoF/Vendor implementation plans	QA of annual financial statements accepted	QA recommendations incorporated into IFMIS implementation plans	Workshop delivered	Workshop delivered	Milestone
Incremental improvement in the quality of annual financial reporting	Realistic IFMIS implementation plan enables realization of planned benefits	Timely and comprehensive fiscal reports	IFMIS provides effective support to PFM operations	Improved annual financial statements	Realistic IFMIS implementation plan enables realization of planned benefits	Incremental improvement in the quality of annual financial reporting	Realistic IFMIS plan enables realization of planned benefits	Increased awareness of IFMIS benefits and risks	EAMU convergence plan updated	Target Outcome
Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 7	Activity Timing = H2; FPWs = 7	Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 7	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 7	Activity Timing = H2; FPWs = 7	Activity Timing = H1; FPWs = 8	Activity Timing = H2; FPWs = 6	Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



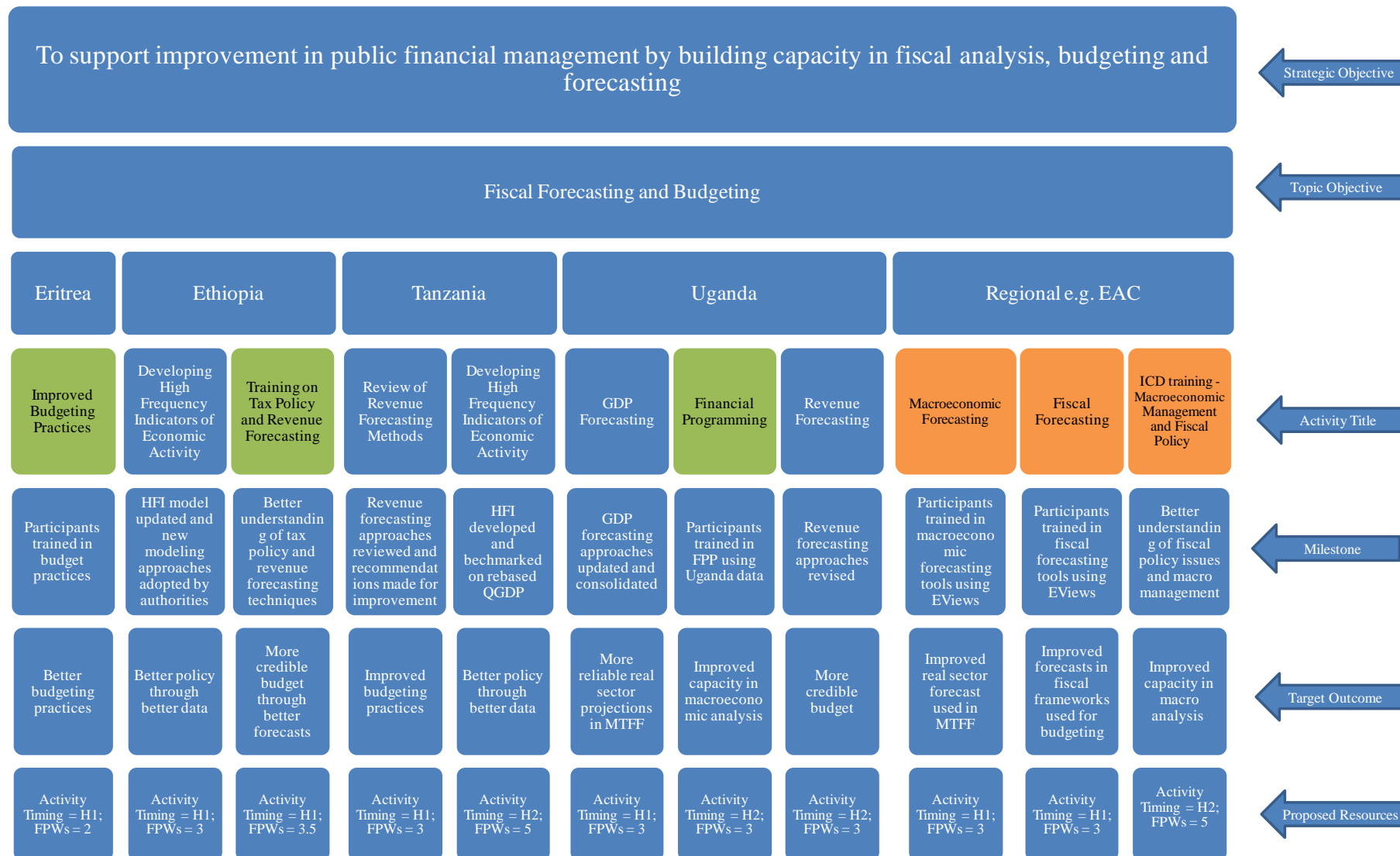
Public Financial Management

Provide assistance directed towards providing tools and methods for strengthening budgeting, budget execution, financial reporting and oversight practices whilst also targeting improvements in efficiency, expenditure management and accountability								Strategic Objective
Improved Laws and Effective PFM Institutions					Strengthened Identification, Monitoring and Management of Fiscal Risks			Topic Objective
Eritrea	Ethiopia	Malawi	Uganda	Regional e.g. EAC	Kenya	Rwanda		
PFM Legal Framework	Review of Financial Administration laws	Review and redrafting of the PFM legal framework	Supporting the Development of Financial Regulations	PFM Reform Strategies	Fiscal Decentralization	Data Collection for Fiscal Transparency Evaluation	Fiscal Transparency Evaluation (funded by FAD)	Activity Title
Attachment completed	Draft recommendation submitted for approval	Draft revised PFM law	Draft revised regulations submitted for approval	Workshop delivered	Recommendations made to support fiscal decentralization	MINECOFIN prepared for FTE and analysis of preliminary data completed	FTE Report	Milestone
Improved awareness of effective PFM legislation	Effective financial management	Improved PFM legal framework and institutions	Improved internal controls	Effective PFM reform strategies and better monitoring of results	Improved oversight of financial management	Improving quality coverage and risk disclosure of fiscal reporting	Improving quality, coverage and risk disclosure of fiscal reporting	Target Outcome
Activity Timing = H1; FPWs = 1	Activity Timing = H1; FPWs = 7	Activity Timing = H2; FPWs = 10	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 8	Activity Timing = H2; FPWs = 11	Activity Timing = H2; FPWs = 4	Activity Timing = H2; FPWs = 8	Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



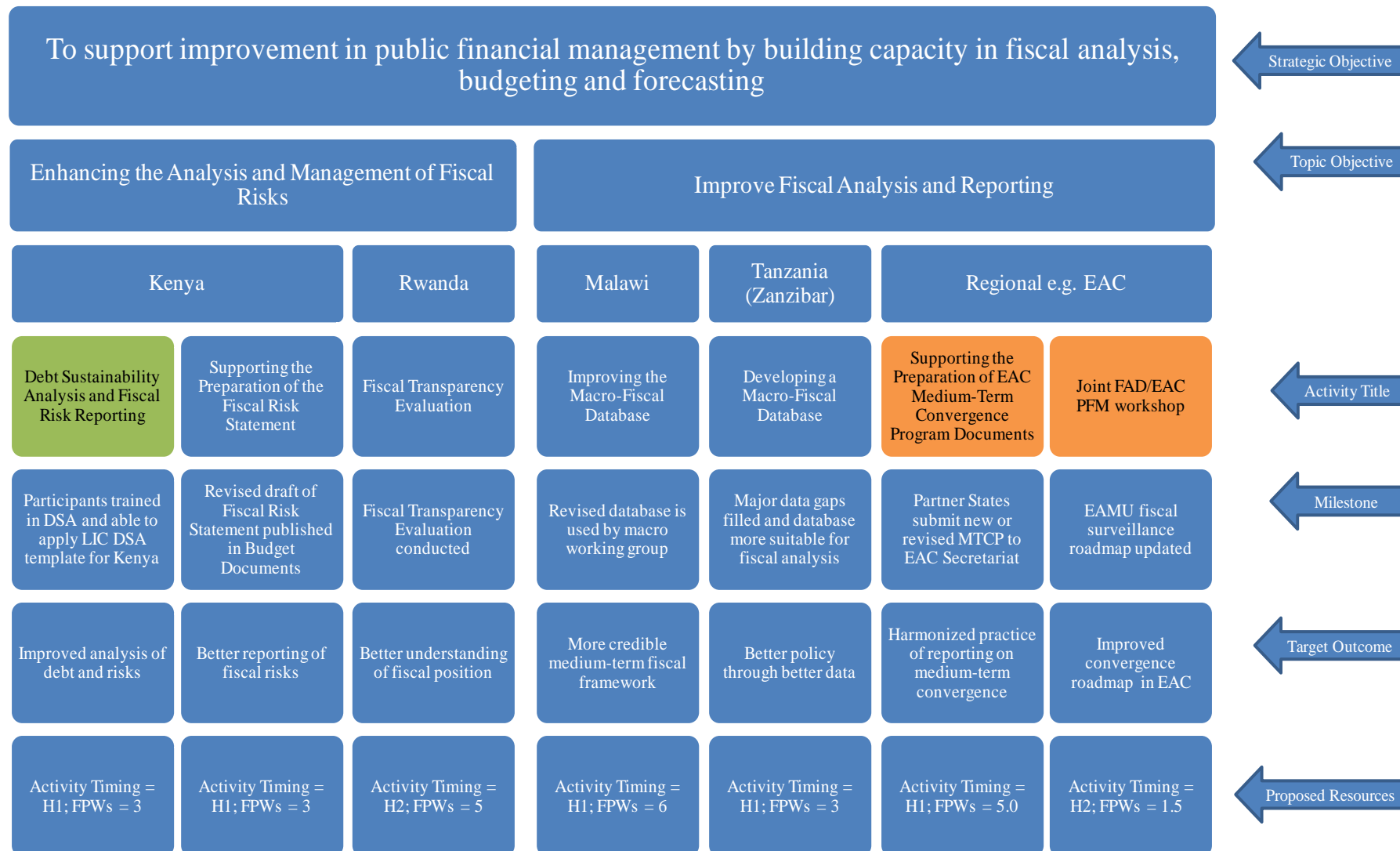
Macro-Fiscal Analysis



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Macro-Fiscal Analysis



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Macro-Fiscal Analysis



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Financial Sector Regulation and Supervision

To increase the financial stability through sound micro- and macro- prudential regulations and supervision											Strategic Objective
Banking Supervision Compliant with International Standards (Basel Core Principles)											Topic Objective
Eritrea	Kenya	Malawi			Rwanda		Tanzania			Uganda	
Regulations on Mobile Financial Services / Agent Banking	Developing an Integrated Supervisory Framework	Pilot Examination on IT/Technology Risk Supervision	Workshop on Consolidated Supervision and G/D-SIB Framework	Assisting in a Workshop on Financial Sector Issues for the Judiciary	Integrating Pillar 2 in and Enhancing the RBS Framework	Training on Pillar 2 of the Basel II Framework	Developing an Integrated Supervisory Framework	Implementation of Basel II/III Framework	Supporting the roll-out of the new integrated supervisory framework	Developing a Regulatory and Supervisory Framework for Agent Banking	Activity Title
Regulations Drafted	Draft Framework Realized and ready for piloting	Pilot Examination realized	Training realized	Workshop realized	Enhancements to the RBS framework drafted and ready for piloting	Training realized	Draft framework realized and ready for piloting	Regulations drafted and ready for QIS / parallel run	First pilot examination using the newly developed framework realized	Regulations and supervisory framework drafted	Milestone
Provision of mobile money transfers in Eritrea	Improved integrated supervisory framework implemented	Enhanced capacity on IT/technology risk supervision	Enhanced capacity on consolidated supervision and D-SIB framework	Increased awareness on financial sector issues in the Judiciary	Enhanced supervisory (RBS based) framework	Enhanced capacity on Pillar 2 of the Basel II Framework	Improved integrated supervisory framework implemented	Enhance regulatory capital and liquidity framework	Improved supervisory framework roll-out and effectively implemented	Framework for agent banking in place	Target Outcome
Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 10	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 2.6	Activity Timing = H2; FPWs = 3	Proposed Resources

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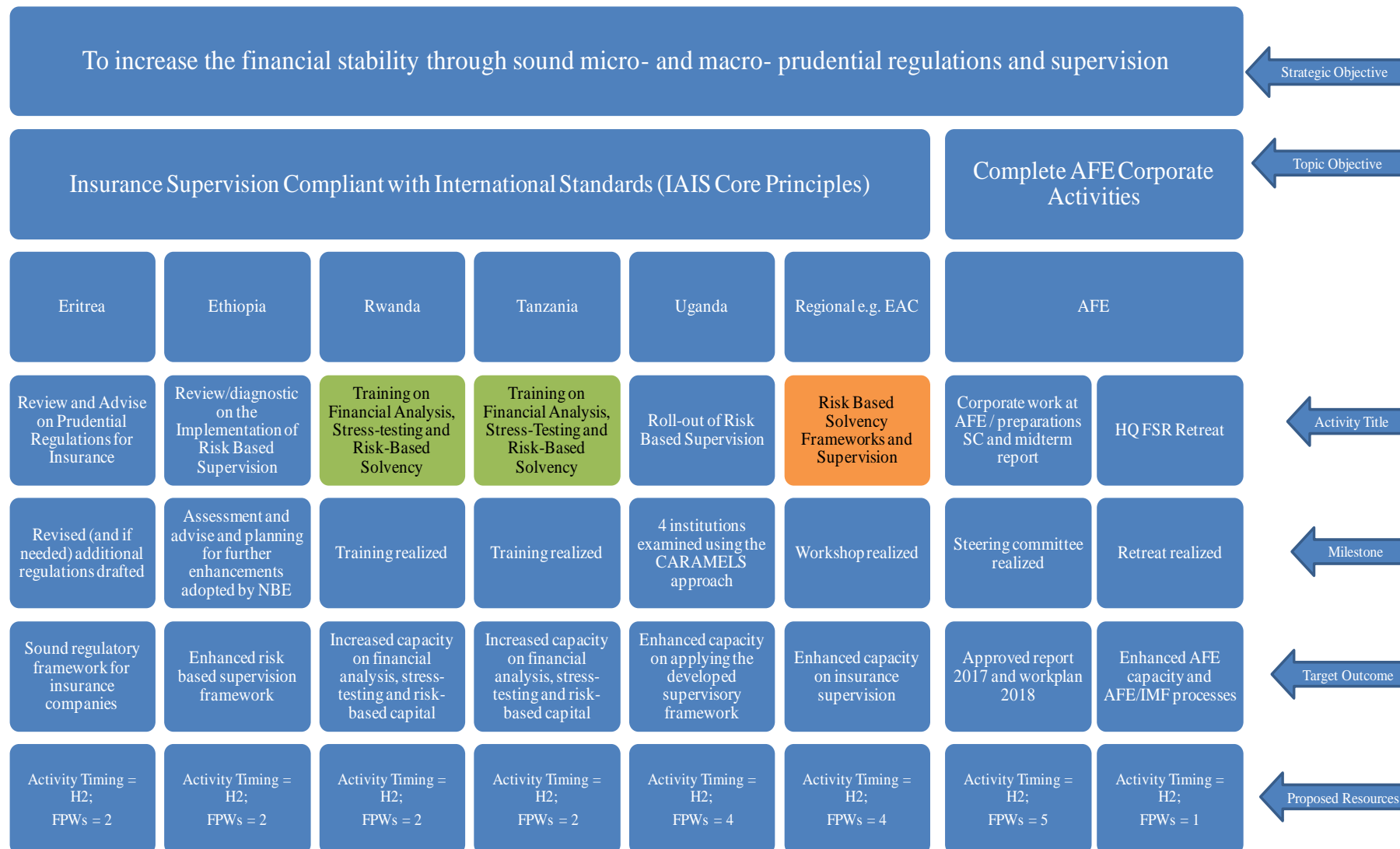
Financial Sector Regulation and Supervision

To increase the financial stability through sound micro- and macro- prudential regulations and supervision									Strategic Objective
Banking Supervision Compliant with International Standards (Basel Core Principles)	Strengthen Macro-Prudential and Financial Stability Capacity and Framework					Overall Regulatory and Supervisory Framework Compliant with International Standards			Topic Objective
Regional e.g. EAC	Ethiopia	Tanzania	Uganda	Regional e.g. EAC	Ethiopia	Rwanda			
Workshop on RBS Approach to AML/CFT Supervision	Regional workshop on Technology Risk	Enhancement of financial safety net	Analysis of financial markets and financial market infrastructure risk	Training on micro-prudential stress-testing	LTV reporting and policy framework implemented	Financial Stability Analysis and Policies	Lease financing	Enhancing the supervisory framework for FX bureaus	Activity Title
Workshop realized	Workshop realized	DIS Law review and comments/recommendations integrated in draft	Analytical tools developed	Training realized	Data templates for reporting issued	Workshop realized	Attachment realized	Enhancements to the supervisory framework drafted and ready for piloting	Milestone
Enhanced capacity on AML/CFT supervision	Increased regional awareness of technology risk and possible supervisory approaches	Deposit Insurance Scheme in place and operational	Enhanced analytical skills on financial markets and infrastructure risk	Improved use of BOT's existing micro-prudential stress-testing framework	Improved indicators for financial soundness	Enhanced capacity on financial stability	Increase capacity on lease finance supervision and regulation	Enhanced supervisory framework	Target Outcome
Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 2.4	Activity Timing = H2; FPWs = 5	Activity Timing = H1; FPWs = 7	Activity Timing = H1; FPWs = 1	Activity Timing = H1; FPWs = 2	Activity Timing = H2; FPWs = 1	Activity Timing = H1; FPWs = 2	Activity Timing = H2; FPWs = 8	Proposed Resources

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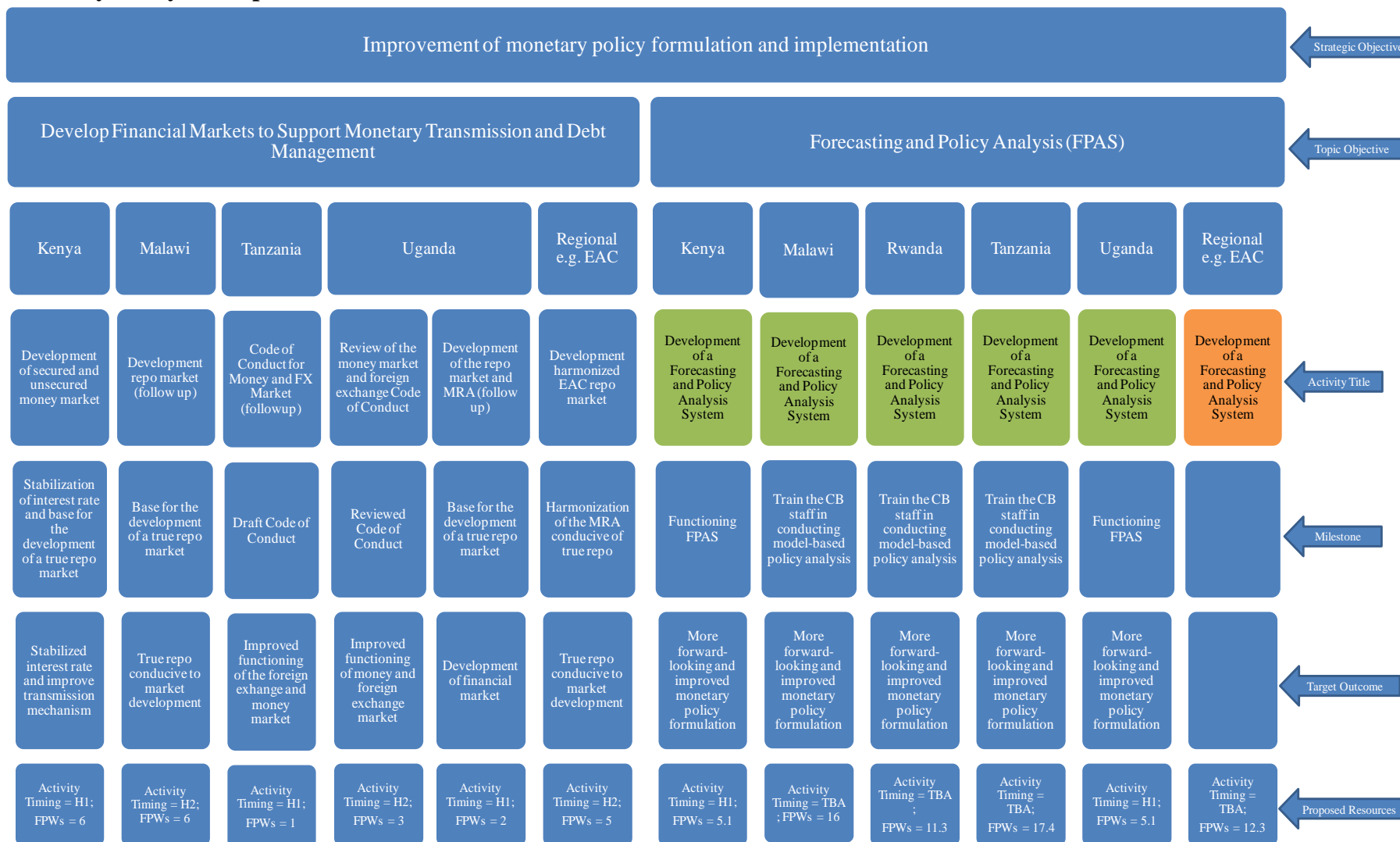
Financial Sector Regulation and Supervision



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Monetary Policy and Operations



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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



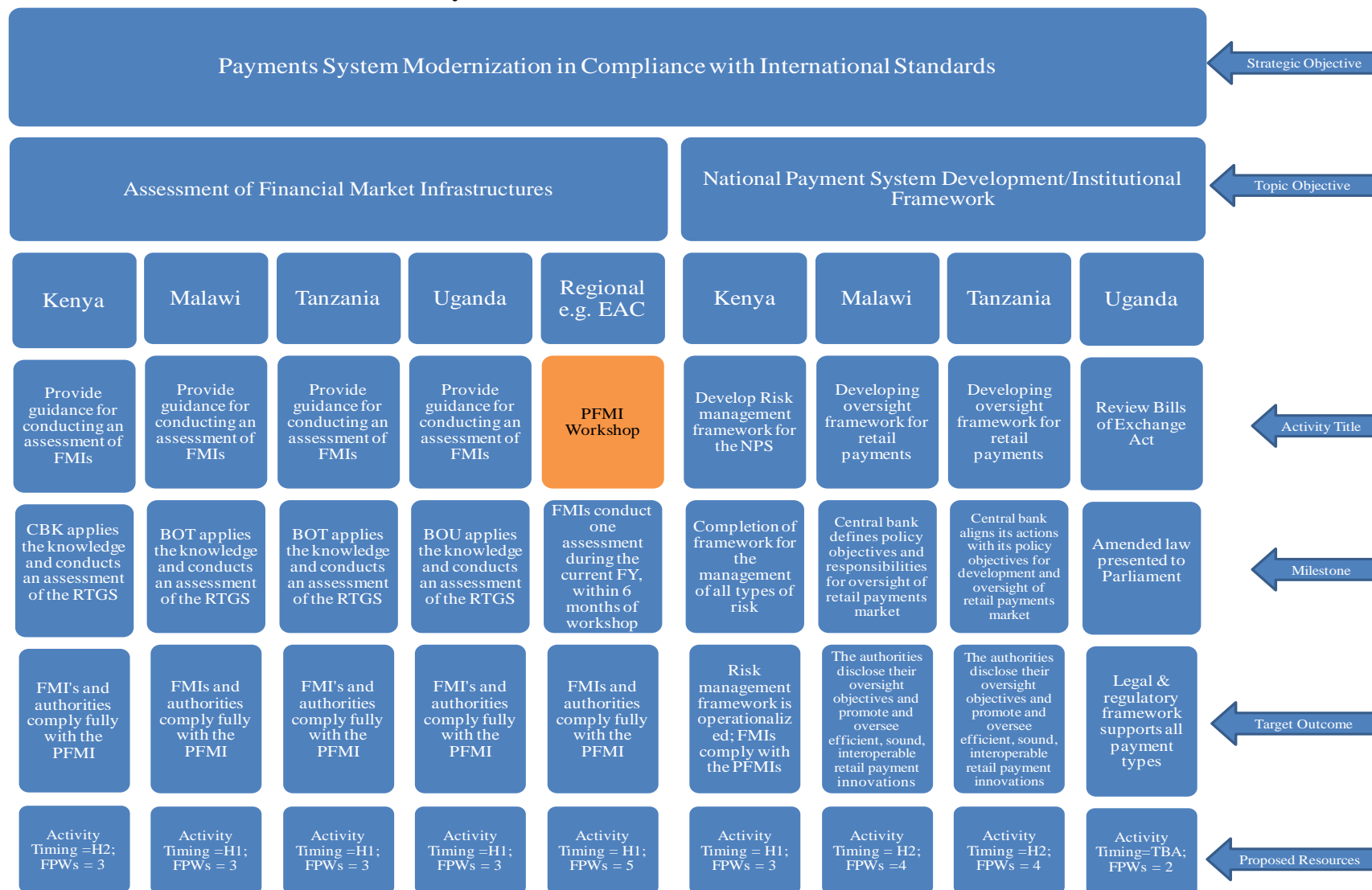
Monetary Policy and Operations

Improvement of monetary policy formulation and implementation									Strategic Objective
Improve Monetary and Exchange Rate Policy Implementation								Complete AFE Corporate Activities	Topic Objective
Ethiopia	Malawi	Tanzania	Uganda	Regional e.g. EAC			AFE		Activity Title
Methodologies to Assessing the Fair Value of the Exchange Rate	Liquidity Management in order to transit towards Interest Rate Targeting	Improvement of Liquidity Management for Stabilization of Interest Rate i(follow up)	Emergency Liquidity Assistance Framework	Framework for Emergency Liquidity Assistance	Foreign exchange Trading Simulation (in collaboration with AFW2)	Monetary Operation and Monetary policy	Initiation of Harmonization EAC Operational Framework	AFE Steering Committee Meeting	
Completion of training	Improve liquidity management	Improved liquidity management and stabilize interest rate	Framework for emergency liquidity assistance	Framework for emergency liquidity assistance	Completion of workshop	Completion of workshop	Roadmap for a harmonized operational framework	Attendance of SC meeting	Milestone
Exchange rate in line with fundamentals	Stabilized interest rate and improve transmission mechanism	Stabilized interest rate and improve transmission mechanism	Improved financial stability and operational framework	Improved financial stability and operational framework	Improved technical skills	Improved understanding link between operations and monetary policy target	Improved and harmonized operational framework	SC acceptance of FY17 workplan & FY16 progress	Target Outcome
Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 5	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 1	Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 4	Activity Timing = H2; FPWs = 4	Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Financial Market Infrastructures and Payments



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.

Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Financial Market Infrastructures and Payments

Payments System Modernization in Compliance with International Standards						← Strategic Objective
Oversight of Financial Market Infrastructures				Complete AFE Corporate Activities		← Topic Objective
Kenya	Rwanda	Tanzania	Uganda	AFE		
Oversight Training	Oversight Training	Oversight Training	Oversight Training	Steering Committee Meeting	Retreat	← Activity Title
Completion of attachment; preparation of report of lessons learned and target actions	Completion of attachment; preparation of report of lessons learned and target actions	Completion of attachment; preparation of report of lessons learned and target actions	Completion of attachment; preparation of report of lessons learned and target actions	SCM completed	Review practices HQ/RTACs	← Milestone
Improved oversight capability; oversight function reorganized and separated from operations	Oversight framework is established and tasks properly defined and executed	Improved oversight capability	Oversight tasks properly defined and executed	Initiate relationship with member countries	Improved TA delivery and more efficient execution of RA administrative role	← Target Outcome
Activity Timing = H1; FPWs = 1.5	Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 1.5	Activity Timing = H1; FPWs = 1.5	Activity Timing = H2; FPWs = 2.5	Activity Timing = H1; FPWs = 1.5	← Proposed Resources

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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Economic and Financial Statistics

To improve the quality and expand the range of macroeconomic statistics disseminated, including consistency with international standards								Strategic Objective
National Accounts Statistics								Topic Objective
Ethiopia		Kenya		Malawi	Rwanda			
Study the use of administrative data to compile quarterly GDP (case of Rwanda) and apply the skill to improve QGDP by activity	Develop the methodology for compiling QGDP-E estimates	Assist with compilation of QGDP-E estimates	Review and Update work-in-progress model for crops and livestock	Support compilation of annual general government sector accounts and aggregates until net lending	Assist with benchmarking of quarterly GDP-P estimates to the revised annual GDP estimates.	Re-referencing of constant price GDP estimates to 2015 for EAC purpose	Review the rebased GDP	Activity Title
Improvement to source data used for quarterly GDP estimates are made.	Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements	Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements	The general framework, concepts and definitions follow the 2008 SNA	The range of accounts compiled and disseminated meet national data requirements and ISWGNA minimum requirement	Periodic benchmark estimates, annual time series and quarterly time series are consistent with each other	Relative to the new base year, discontinuity are eliminated, with long term consistent time series completed.	Measure of GDP are consistent with acceptable small statistical discrepancies in all years supported by improved source data, methodologies or statistical techniques	Milestone
Source data are adequate for the compilation of national accounts	Data are compiled using the coverage and scope of the 2008 SNA	Data are compiled using the coverage and scope of the 2008 SNA	Data are compiled using the concepts and definitions of the 2008 SNA	Data are compiled using coverage and scope of the 2008 SNA	Internal consistency within macroeconomic dataset improved	Internal consistency within macroeconomic dataset improved	Internal consistency within macroeconomic or financial dataset improved	Target Outcome
Activity Timing = H1; FPWs = 2.5	Activity Timing = H2; FPWs = 3	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 3.5	Activity Timing = H2; FPWs = 4.2	Proposed Resources

Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



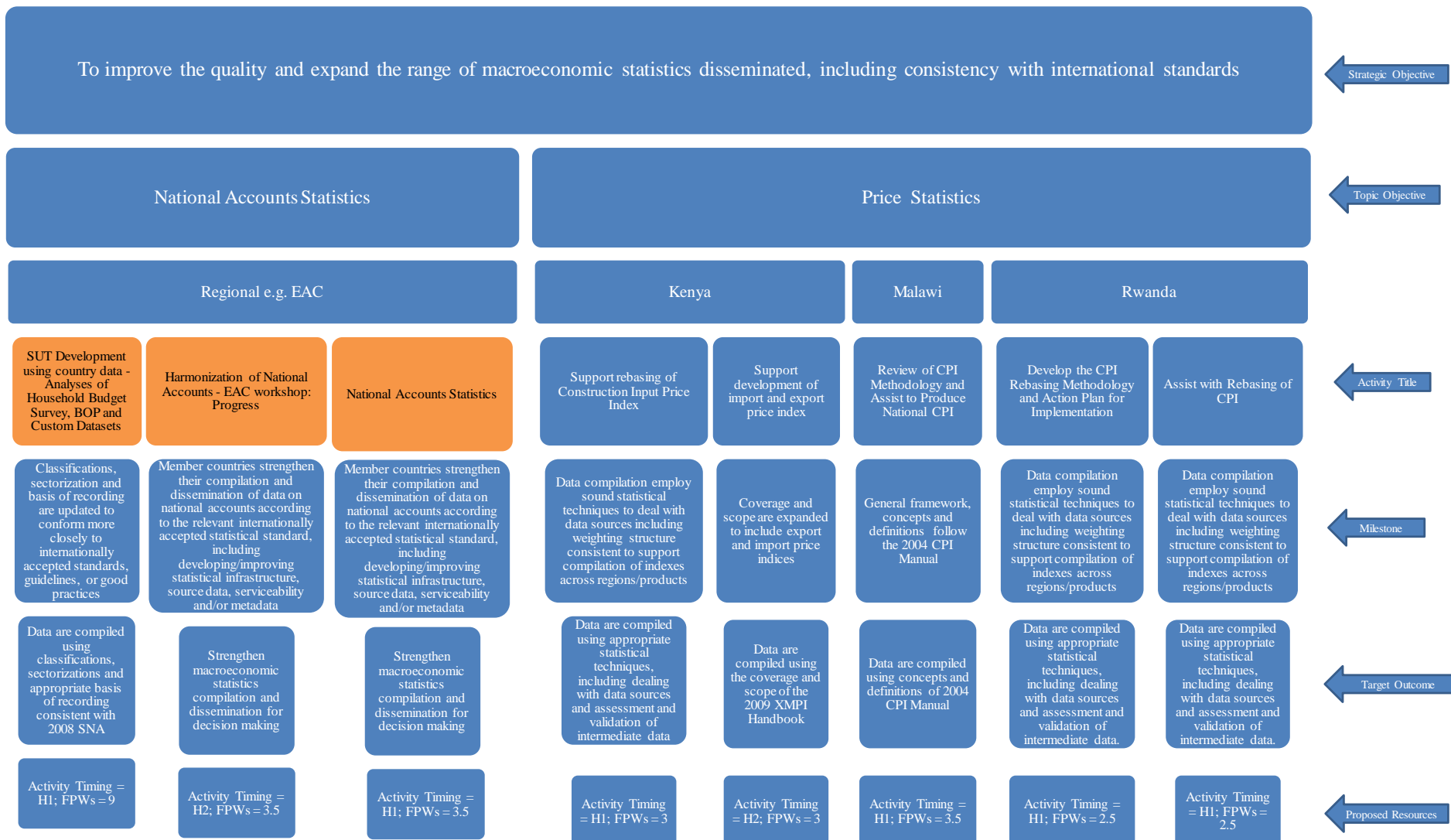
Economic and Financial Statistics

To improve the quality and expand the range of macroeconomic statistics disseminated, including consistency with international standards								Strategic Objective
National Accounts Statistics								Topic Objective
Tanzania			Tanzania (Zanzibar)		Uganda			
Assist with the analysis of census of industrial production data set as benchmark estimates for rebasing of GDP	Develop methodology for compiling general government sector accounts	Review and Update work-in-progress model for crops and livestock	Review data sources and compilation methodology for annual national accounts statistics	Review and Update work-in-progress model for crops and livestock	Review and support improvement of the compilation system	Implement improvements to compilation of GDP by expenditure	Review and Update work-in-progress model for crops and livestock	Activity Title
Classifications, sectorization and basis of recording are updated to conform more closely to internationally accepted standards, guidelines, or good practices	Annual general government sector accounts and aggregates are developed to meet national data requirements and ISWGNA minimum requirements	The general framework, concepts and definitions follow the 2008 SNA	Improved source data for annual national accounts estimates	The general framework, concepts and definitions follow the 2008 SNA	Improved compilation system	Improvement to source data and methodology used for annual estimates are made	The general framework, concepts and definitions follow the 2008 SNA	Milestone
Data are compiled using classifications, sectorizations and appropriate basis of recording consistent with 2008 SNA	Data are compiled using the coverage and scope of the 2008 SNA	Data are compiled using the concepts and definitions of the 2008 SNA	Source data are adequate for compilation of the national accounts	Data are compiled using the concepts and definitions of the 2008 SNA	Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data	Source data are adequate for the compilation of the national accounts	Data are compiled using the concepts and definitions of the 2008 SNA	Target Outcome
Activity Timing = H1; FPWs = 3.5	Activity Timing = H2; FPWs = 3	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 3.5	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 3	Proposed Resources

Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Economic and Financial Statistics



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Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



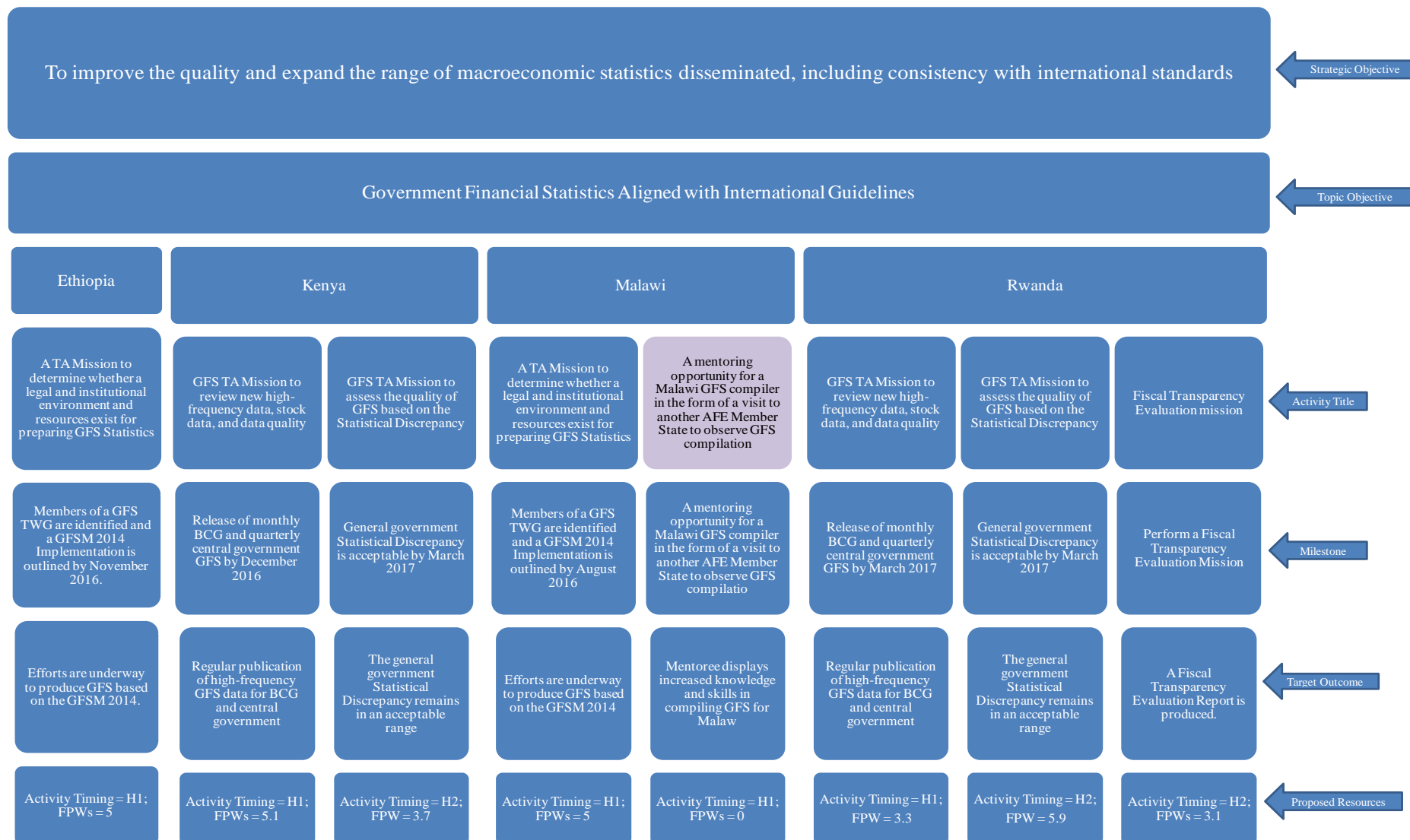
Economic and Financial Statistics

To improve the quality and expand the range of macroeconomic statistics disseminated, including consistency with international standards						Strategic Objective
Price Statistics				Complete AFE Corporate Activities		Topic Objective
Tanzania	Tanzania (Zanzibar)	Uganda	Regional e.g. EAC	AFE		
Support improvement of import and export price indices	Develop the CPI rebasing methodology and action plan for implementation	Assist with the compilation of the Construction Inputs Price Index	Agricultural Price Index workshop	RTAC Statistics Advisors Retreat	AFE Corporate Activities (Including Steering Committee Meeting)	Activity Title
Improvements to source data used for compiling XMPI are made	Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products	Coverage and scope are expanded to include Construction Inputs Price Index	Member countries strengthen their compilation and dissemination of data on prices according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	Workshop realized	AFE TA Management. Annual Report and work plan endorsed	Milestone
Source data are adequate for the compilation of XMPI	Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data.	Data are compiled using based on international best practices.	Strengthen macroeconomic statistics compilation and dissemination for decision making	Exchange of experience between LTX advisors and IMF staff working in the Sector	SC acceptance of FY 2017 work plan and FY 2016 progress	Target Outcome
Activity Timing = H2; FPWs = 2.5	Activity Timing = H2; FPWs = 3	Activity Timing = H2; FPWs = 3.5	Activity Timing = H1; FPWs = 3.5	Activity Timing = H1; FPWs = 1.5	Activity Timing = H2; FPWs = 3.6	Proposed Resources

Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Economic and Financial Statistics



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



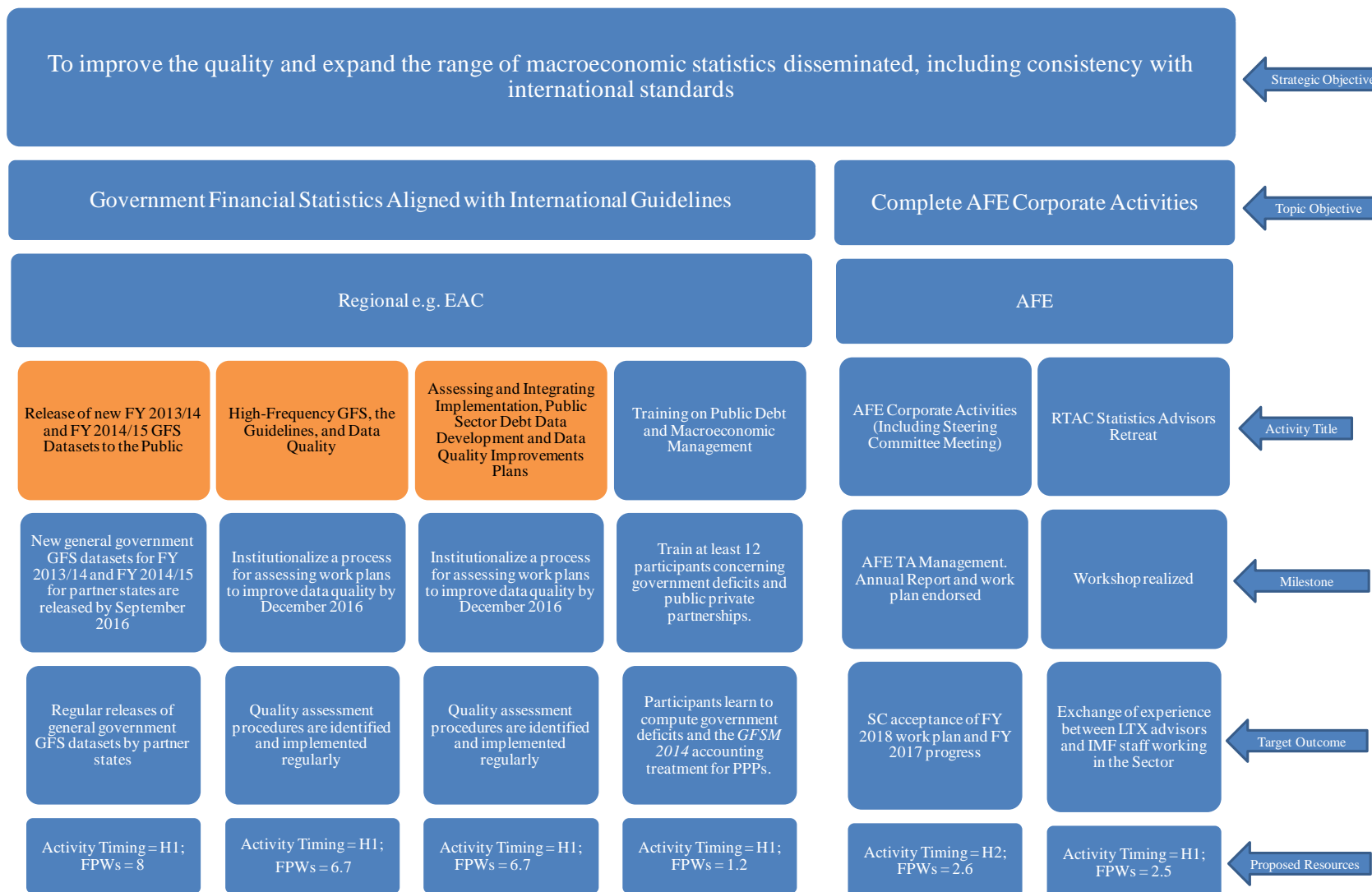
Economic and Financial Statistics

To improve the quality and expand the range of macroeconomic statistics disseminated, including consistency with international standards						Strategic Objective
Government Financial Statistics Aligned with International Guidelines						Topic Objective
Tanzania		Tanzania (Zanzibar)		Uganda		
GFS TA Mission to review new high-frequency data, stock data, and data quality	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy	Increase mentorees knowledge of Regional Developments in GFS compilation	Training Course in Fundamental GFS Concepts and Principles	GFS TA Mission to review new High-Frequency data, Stock Data, and Data Quality	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy	Activity Title
Release of monthly BCG and quarterly central government GFS by March 2017	General government Statistical Discrepancy is acceptable by March 2017	Mentoree co-authors a Technical Note related to the GFS TA Mission in which she/he participates	At least 12 compilers receive the GFS training by August 2016	Release of monthly BCG and quarterly central government GFS by April 2017	General government Statistical Discrepancy is acceptable by April 2017	Milestone
Regular publication of high-frequency GFS data for BCG and central government	The general government Statistical Discrepancy remains in an acceptable range	Mentoree displays increased knowledge concerning GFS as part of duties with Tanzania's Res Rep's Office	Sufficient compilers are trained and able to develop a fiscal and debt development plan	Regular publication of high-frequency GFS data for BCG and central government	The general government Statistical Discrepancy remains in an acceptable range	Target Outcome
Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPW = 3.7	Activity Timing = H2; FPWs = 0	Activity Timing = H1; FPWs = 5.1	Activity Timing = H2; FPWs = 5.2	Activity Timing = H2; FPWs = 5.4	Proposed Resources

Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Economic and Financial Statistics



Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)


ANNEX XIV.IMF East AFRITAC Workshops, FY 2017

	Area	Workshop Title	Proposed Timing	Location
1	Revenue Administration	Developing a Compliance Risk Analysis Tool using a Matrix Model	H1	Tanzania
2	Revenue Administration	Operationalizing Customs Risk Management IT modules – Case of Asycuda	H2	Malawi
3	Revenue Administration	Regional Workshop for ISORA –RAFIT Coordinators	H1	Mauritius
4	Public Financial Management	IFMIS Benefits and Risks	H1	Tanzania
5	Public Financial Management	Assessment of Public Investment Management	H1	Tanzania
6	Public Financial Management	PFM Reform Strategies	H2	Tanzania (Zanzibar)
7	Public Financial Management	PFM Harmonization for EAMU	H2	Tanzania
8	Macro-Fiscal Analysis	Macroeconomic Forecasting	H1	Tanzania (Zanzibar)
9	Macro-Fiscal Analysis	Fiscal Forecasting	H1	Tanzania (Zanzibar)
10	Macro-Fiscal Analysis	Supporting the Preparation of EAC Medium-Term Convergence Program Documents	H1	Tanzania
11	Macro-Fiscal Analysis	ICD Training - Macroeconomic Management and Fiscal Policy	H2	TBD
12	Macro-Fiscal Analysis	Joint FAD/EAC PFM workshop	H2	Tanzania
13	Financial Sector Regulation and Supervision	Workshop on RBS Approach to AML/CFT Supervision	H1	Tanzania (Zanzibar)
14	Financial Sector Regulation and Supervision	Information Technology Risk Supervision	H1	Tanzania
15	Financial Sector Regulation and Supervision	Risk Based Solvency Frameworks and Supervision	H2	Uganda
16	Financial Sector Regulation and Supervision	Financial Stability Analysis and Policies	H2	Tanzania
17	Monetary Policy and Operations	Foreign Exchange Trading Simulation (in collaboration with AFW2)	H2	South Africa

	Area	Workshop Title	Proposed Timing	Location
18	Monetary Policy and Operations	Monetary Operation and Monetary Policy	H1	TBD
19	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	TBD	TBD
20	Financial Market Infrastructures and Payments	PFMI Workshop	H2	TBD
21	Economic and Financial Statistics	National Accounts Statistics	H1	Kenya
22	Economic and Financial Statistics	SUT Development Using Country Data - Analyses of Household Budget Survey, BOP and Custom Datasets	H1	Rwanda
23	Economic and Financial Statistics	Agricultural Price Index Workshop (AFE/MEFMI/STA)	H2	TBD
24	Economic and Financial Statistics	Harmonization of National Accounts - EAC workshop: Progress	H2	Tanzania
25	Government Financial Statistics	Assessing and Integrating Fiscal and Debt Data Development (Implementation), Public Sector Debt Statistics Development, and Data Quality Improvement Plans	H1	Tanzania (Zanzibar)
26	Government Financial Statistics	Release of New FY 2013/14 and FY 2014/15 GFS Datasets to the Public	H1	Kenya
27	Government Financial Statistics	High-Frequency GFS, the Guidelines, and Data Quality	H1	Uganda

East AFRITAC National Trainings FY 2017

	Area	Title	Location
1	Revenue Administration	Workshop on International Best Practice in Tax Administration - Registration, Filing and Payment, Debt Management and Accuracy of Reporting Sectors	Eritrea
2	Revenue Administration	TA in Developing Capacity to utilize an Automated Risk Management Systems (Asycuda and ITAS)	Malawi
3	Revenue Administration	Blended Training in the TADAT Methodology	Uganda

	Area	Title	Location
4	Public Financial Management	Training on Budget Issues	Eritrea
5	Macro-Fiscal Analysis	Debt Sustainability Analysis and Fiscal Risk Reporting	Kenya
6	Macro-Fiscal Analysis	Training on Tax Policy and Revenue Forecasting	Ethiopia
7	Macro-Fiscal Analysis	Financial Programming	Uganda
8	Macro-Fiscal Analysis	Improved Budgeting Practices	Eritrea
9	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	Malawi
10	Financial Sector Regulation and Supervision	Workshop on Consolidated Supervision and G/D-SIB Framework	Malawi
11	Financial Sector Regulation and Supervision	Assisting in a Workshop on Financial Sector Issues for the Judiciary	Malawi
12	Financial Sector Regulation and Supervision	Training on Pillar 2 of the Basel II framework	Rwanda
13	Financial Sector Regulation and Supervision	Training on Financial Analysis, Stress-Testing and Risk-Based Solvency	Rwanda
14	Financial Sector Regulation and Supervision	Training on Financial Analysis, Stress-Testing and Risk-Based Solvency	Tanzania
15	Financial Sector Regulation and Supervision	Training on Micro-Prudential Stress-Testing	Tanzania
16	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	Kenya
17	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	Malawi
18	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	Rwanda
19	Monetary Policy and	Development of a Forecasting and Policy Analysis System	Tanzania



	Area	Title	Location
	Operations		
20	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	Uganda
21	Monetary Policy and Operations	Methodologies to Assessing the Fair Value of the Exchange Rate	Ethiopia
22	Government Financial Statistics	Training Course in Fundamental GFS Concepts and Principles	Tanzania (Zanzibar)



ANNEX XV. IMF East AFRITAC Budget and Financing

East AFRITAC Phase IV - Status of Contributions, April 30, 2016

Donor Country	Pledged Currency & Amount	Pledged	Received	Requested	Past Due
		In U.S. dollars			
Partners					
European Commission	13,000,000 EUR	14,235,000	6,570,000
The Netherlands	3,000,000 EUR	3,209,730	3,209,730
Switzerland	1,000,000 USD	1,000,000	1,000,000
United Kingdom	4,500,000 GBP	6,939,900	3,469,950
Subtotal - Partners		25,384,630	14,249,680	0	0
Members					
Uganda	790,000 USD	790,000	...	316,000	316,000
Malawi	790,000 USD	790,000	158,000	158,000	158,000
Subtotal - Members		1,580,000	158,000	474,000	474,000
Grand Total		26,964,630	14,407,680	474,000	474,000

Source: Institute for Capacity Development, May 26, 2016


IMF Africa Capacity Building Initiative - East AFRITAC Financial Summary Fiscal Year 2016 (as of April 30, 2016)

Expenses	FY2016 - 20	FY2016 Budget			FY2016 Outturn			FY2016 Execution
	Total Budget	Phase III Extension May - Jun 2015	Phase IV Jul 2015 - Apr 2016	Total May 2015 - Apr 2016	Phase III Extension May - Jun 2015	Phase IV Jul 2015 - Apr 2016	Total May 2015 - Apr 2016	
	US\$	US\$	US\$	US\$	US\$	US\$	US\$	Percent
Long-term Experts	16,240,750	520,134	2,946,326	3,466,459	394,599	2,474,600	2,869,199	83
Fiscal	6,942,844	208,073	1,297,987	1,506,060	229,047	1,025,539	1,254,586	83
Monetary	3,962,702	89,218	651,350	740,568	95,910	599,842	695,751	94
Statistics	2,975,736	82,545	525,923	608,467	75,911	410,742	486,653	80
Regional Travel	2,359,468	140,298	471,066	611,364	(6,268)	438,477	432,209	71
Short-term Experts	15,852,268	752,757	2,227,547	2,980,305	792,391	2,144,263	2,936,654	99
Fiscal	7,093,034	310,231	956,663	1,266,894	274,103	903,151	1,177,254	93
Monetary	3,699,915	137,276	510,635	647,912	149,526	442,168	591,694	91
Statistics	3,639,692	168,710	494,502	663,213	240,337	583,381	823,717	124
Legal	510,294	33,118	20,294	53,412	4,980	10,423	15,403	29
Research	909,333	103,422	245,453	348,875	123,445	155,743	279,189	80
ICD						49,397	49,397	
Training	6,784,132	232,836	1,590,873	1,823,709	169,506	1,194,521	1,364,027	75
TA seminars	5,680,172	232,836	1,485,242	1,718,078	153,599	1,038,669	1,192,268	69
Training	1,103,960	-	105,631	105,631	15,907	155,852	171,760	163
Diagnostic Missions	1,346,072	-	445,842	445,842	2,018	204,007	206,026	46
Fiscal	809,275	-	373,813	373,813	-	150,264	150,264	40
Monetary	193,758	-	18,838	18,838	-	3,696	3,696	20
Statistics	150,788	-	12,288	12,288	-	8,310	8,310	68
Legal	192,251	-	40,903	40,903	2,018	41,738	43,756	107
Backstopping/Project Management/Staff Travel	4,646,541	128,103	684,408	812,510	114,459	601,860	716,319	88
Backstopping	2,414,564	103,747	444,530	548,277	93,341	302,148	395,489	72
Project Management	819,567	24,356	134,860	159,216	21,118	90,122	111,240	70
Staff Travel	1,412,409	-	105,018	105,018	-	209,590	209,590	200
Other	1,649,686	27,394	46,186	73,580	54,888	67,927	122,815	167
Evaluation	300,000	-	-	-	-	-	-	-
Miscellaneous Office costs	365,092	27,394	46,186	73,580	54,888	67,927	122,815	167
Contingency	984,594	-	-	-	-	-	-	-
Subtotal Donor Expenses	46,519,449	1,661,223	7,941,183	9,602,406	1,527,861	6,687,179	8,215,040	86
Trust Fund Management	3,256,361	116,286	555,883	672,168	106,950	468,103	575,053	84
Total Donor Expenses	49,775,810	1,777,509	8,497,066	10,274,574	1,634,812	7,155,281	8,790,093	86
Office Coordination and Administration	3,703,989	129,954	612,751	742,705	68,226	643,126	711,352	96
Total East AFRITAC	53,479,800	1,907,462	9,109,817	11,017,279	1,703,037	7,798,407	9,501,444	86