



**AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER EAST  
(EAST AFRITAC)**

**ANNUAL REPORT TO THE STEERING COMMITTEE**

**FY 2015**




**INFORMATIONAL ANNEXES**



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**ANNEX I. Agenda for the 17th Steering Committee Meeting**

  	
<p align="center"><b>EAST AFRITAC–17<sup>th</sup> STEERING COMMITTEE MEETING</b>  <b>Kampala, Uganda, March 29– March 31, 2015</b>  <b>Agenda</b></p>	
<p align="center"><b>SUNDAY, MARCH 29, 2015</b></p>	
<b>Time</b>	<b>Activity</b>
Whole Day	<i>Transfers from the Airport to Serena Kampala Hotel</i>
15:30 – 16:30	<ul style="list-style-type: none"> <li>Meeting of IMF HQ and East AFRITAC staff (<i>Serena Kampala Hotel</i>)</li> </ul>
16:30 – 17:30	<ul style="list-style-type: none"> <li>Meeting of TA Recipient Member Countries and IMF Staff(<i>Serena Kampala Hotel</i>)</li> </ul>
17:30 – 18:30	<ul style="list-style-type: none"> <li>Meeting of Donor representatives with IMF HQ and East AFRITAC staff (<i>Serena Kampala Hotel</i>)</li> </ul>
19:00 – 21:00	<p><i>Welcome Cocktail hosted by the Bank of Uganda, Serena Kampala Hotel</i></p> <ul style="list-style-type: none"> <li>Welcome Address by Professor Emmanuel Mutebile, Governor, Bank of Uganda</li> </ul>
<p align="center"><b>MONDAY, MARCH 30, 2015</b></p>	
08:00 – 09:00	<i>Registration of Participants</i>
09:00 – 9:15	Welcoming of the Minister of Finance by Dr. Louis Kasekende, Deputy Governor, Bank of Uganda and Steering Committee Chair
09:15 – 09:45	Formal Opening by Minister of Finance, Uganda
09:45 – 10:00	<ul style="list-style-type: none"> <li>Approval of the Agenda and of the Minutes of the 16th Steering Committee Meeting (Chairperson – Deputy Governor, Bank of Uganda)</li> <li>Matters Arising from the 16th Steering Committee Meeting</li> </ul>
10:00 – 10:30	<i>Coffee and Tea Break and Official Photograph</i>
10:30 – 13:00	<ul style="list-style-type: none"> <li>Reports on the Implementation of the FY 2015 Work Plan: <ul style="list-style-type: none"> <li>➤ Presentations by Center Coordinator and Resident Advisors</li> </ul> </li> </ul>



Time	Activity
	<ul style="list-style-type: none"> <li>➤ Feedback from Steering Committee Members</li> <li>➤ Member Country Presentation of Success Stories</li> </ul>
13:00 – 14:00	<i>Lunch Hosted by the Bank of Uganda (Serena Kampala Hotel)</i>
14:00 – 14:30	<ul style="list-style-type: none"> <li>• East AFRITAC's Financial Report and Budget Discussion for Phase III (ICD) <ul style="list-style-type: none"> <li>➤ Discussion</li> </ul> </li> </ul>
14:30 – 15:30	<ul style="list-style-type: none"> <li>• East AFRITAC Mid-Term Evaluation <ul style="list-style-type: none"> <li>➤ Implementation Plan Status (ICD/AFE)</li> <li>➤ Discussion</li> </ul> </li> </ul>
15:30 – 16:00	<i>Coffee and Tea Break</i>
16:00 – 18:00	<p>East AFRITAC's Phase IV Program Document (ICD/AFE)</p> <ul style="list-style-type: none"> <li>➤ AFE/ICD Presentation on Phase IV Highlights</li> <li>➤ Donor Feedback on Phase IV; Discussion</li> </ul>
19:30	<i>Dinner Hosted by the Ministry of Finance, Uganda</i>
<b>TUESDAY, MARCH 31, 2015</b>	
09:00 – 10:30	<ul style="list-style-type: none"> <li>• East AFRITAC's Proposed Work Plan for FY 2016: <ul style="list-style-type: none"> <li>➤ Presentations by Center Coordinator and Resident Advisors</li> <li>➤ Feedback from Steering Committee Members</li> </ul> </li> </ul>
10:30 – 11:00	<i>Coffee and Tea Break</i>
11:00 – 12:30	<p><i>East AFRITAC's Proposed Work Plan for FY 2016 (continued):</i></p> <ul style="list-style-type: none"> <li>➤ Presentations by Center Coordinator and Resident Advisors/ MCM</li> <li>➤ Feedback from Steering Committee Members</li> </ul>
12:30 – 13:00	<ul style="list-style-type: none"> <li>• Date and Venue of 18<sup>th</sup> Steering Committee Meeting</li> <li>• Summing-Up and Closing remarks by Dr. Louis Kasekende, Deputy Governor, Bank of Uganda and Steering Committee Chair</li> </ul>
13:00 – 14:30	<i>Lunch</i>
14:30 - 16:30	<i>Pledging and Financing Session for Phase IV (Serena Kampala Hotel)</i>
17:00 – 18:00	<i>Press Conference</i>
19:30 -21:30	<i>Closing Dinner Hosted by the Bank of Uganda (Sheraton Kampala Hotel)</i>



## **ANNEX II. The IMF Regional Technical Assistance Centers**

### **General Information on RTACs**

Nine Regional Technical Assistance Centers (RTACs) in the Pacific, the Caribbean, Africa, the Middle East, and Central America help countries strengthen human and institutional capacity to design and implement sound macroeconomic policies that promote growth and reduce poverty.

RTACs combine local expertise and on-the-ground capacity building with strategic advice from IMF headquarters. All technical assistance (TA) and training is integrated into the IMF's lending and surveillance operations, and coordinated with other IMF TA as well as that of other providers. All TA is backstopped by IMF headquarters, ensuring quality and consistency of policy advice.

### **RTACs' Key Areas of Work and Delivery Modes**

RTACs host a team of resident advisors who assist countries in implementing their reform programs. The composition of competencies is tailored to the specific needs of the region and may include: public finance management, medium-term expenditure frameworks, tax and customs policy and administration, revenue administration, debt management, financial sector supervision and regulation, financial sector development, capital market development, monetary policy and operations, economic and financial statistics, national accounts and price statistics, financial programming, and training in macroeconomics. The work of the resident advisors is supported by short-term experts, including in areas that require specialized knowledge. Other delivery modalities include workshops and seminars, courses on key macroeconomic issues in collaboration with the IMF Institute, as well as short-term professional attachments.

### **RTACs' Regional Approach**

The IMF's regional approach to technical assistance and training allows for better tailoring of assistance to the particular needs of a region, closer coordination with other assistance providers, and enhanced ability to respond quickly to emerging needs.

RTACs develop a deep knowledge of their countries and region, including cross-cutting and regional integration issues. They are close to their clients, and RTAC resident advisors are in frequent contact and travel to recipient countries to provide step-by-step assistance with TA implementation. Given their physical proximity, they can respond promptly to urgent TA requests and follow up, and are less costly in the delivery of TA. RTACs are using and building local expertise.

### **RTACs' Governance Structure and Operational Arrangements**

RTACs are governed by Steering Committees (SC) composed of representatives of recipient countries, donors and the IMF. This governance structure has proven highly successful as it builds stakeholder ownership of work programs, facilitates peer review and networking, and provides a platform for donor coordination.



TA needs are identified and prioritized by the country authorities in cooperation with area and TA departments at IMF headquarters and the centre, and the work plans are endorsed by the Steering Committee.

The day-to-day management of the center falls into the responsibility of the center coordinator who is an IMF staff member. The center's professional staff (resident advisors and short-term experts) are recruited, supervised, and backstopped by the IMF, ensuring quality and consistency of policy advice.

### Existing RTACs

**The Pacific Financial Technical Assistance Center (PFTAC)** was 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 island 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 IMF, the United Kingdom, the host country Barbados, and beneficiary countries.

**The African Regional Technical Assistance Centers (AFRITACs)** 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 technical assistance in the Poverty Reduction Strategy Paper (PRSP) process. 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, now serves seven countries in East Africa (Eritrea, Ethiopia, Kenya, Malawi, Rwanda, Tanzania, and Uganda). **AFRITAC West** was opened in Bamako, Mali, in 2003 and moved to Abidjan, Côte d'Ivoire, in mid-2012 to serve 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 Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Republic of Congo, and São Tomé and Príncipe. **AFRITAC South** was opened in Port Louis, Mauritius, 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 donors, the IMF, as well as host and beneficiary countries. Current donors 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 (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. METAC's main objective is to help strengthen capacity for effective macroeconomic and financial management in the region, and to support the region's integration into the world economy. A particular focus is to help post-conflict countries in the region achieve macroeconomic stability and develop basic institutions for policymaking. METAC is designed to enhance coordination among development partners and to promote effective implementation of economic initiatives within the Middle East region. 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 beneficiary countries.

**The Central America, Panama and the Dominican Republic Regional Technical Assistance Center (CAPTAC-DR)** started operations in May 2009 in Guatemala. It serves Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. The Center's technical assistance is focused on financial sector supervision, tax and customs administration, medium-term expenditure frameworks and public financial management, money markets, and macroeconomic statistics. Improved institutions and increased regional integration are the objectives. The Center's new program phase is currently funded by the European Union, Mexico, Luxembourg, the IMF, the host country Guatemala, and beneficiary countries. Negotiations with other donors of Phase I (Canada, Germany, the Central American Bank for Economic Integration, the Inter-American Development Bank) as well as potential new donors are ongoing.



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### **ANNEX III. Minutes of the 16th SC Meeting**

#### **Minutes of the 16<sup>th</sup> East AFRITAC Steering Committee Meeting**

Held at Mt. Meru Hotel, Arusha, Tanzania on March 27-28, 2014

##### **Executive Summary**

The 16<sup>th</sup> Steering Committee (SC)<sup>1</sup> welcomed member countries' achievements and associated East AFRITAC TA support in financial year 2014, including strengthened public financial management, support for better fiscal analysis and bank supervision, improved tax administration and significant progress towards disseminating rebased gross domestic product estimates. They also applauded the Center for its work on regional activities in support of EAC integration. The SC endorsed East AFRITAC's work plan for financial year FY 2015 which envisages a substantial scaling up of technical assistance (TA) activities.

The meeting focused on a number of key strategic issues at the Center. There was extensive discussion of the IMF's plans to implement the recommendations of the mid-term external evaluation of the Center, including steps to further improve monitoring and reporting of results, efficiency, the effectiveness of training and RTAC governance. The meeting also discussed preparations for the next Phase (IV) of East AFRITAC's operations, including the capacity building topics that could be covered, process, timing, and financial sustainability aspects. A press conference was held at the end of the meeting to strengthen outreach on the Center's activities and a press release issued.

Key decisions made at the meeting were:

- Approval of the work plan and budget for FY 2015.
- A six-month extension of the Phase III to end April 2015.

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<sup>1</sup> Officials from six of the seven member countries attended (Eritrea, Ethiopia, Kenya, Rwanda, Tanzania and Uganda) the meeting together with representatives of the East African Community (EAC) Secretariat, donors (Department for International Development of the United Kingdom, European Union, European Investment Bank, Germany, and Switzerland) and IMF staff, as well as the Executive Director representing the United Kingdom at the IMF. The list of participants is provided in Appendix I.





- Agreement that a revised and consolidated IMF implementation plan responding to the mid-term evaluation will be circulated soon. A report on progress should be provided every six months.
- Agreement that a program document for Phase IV will be prepared by the IMF by December 2014, with inputs from Steering Committee members including financing pledges. The document and financing plan should be ready for approval at the 17<sup>th</sup> Steering Committee meeting.
- Agreement that East AFRITAC should provide more information on its mission activities through its monthly newsletter.
- Agreement that the mid-year reports to the SC can be streamlined to reduce details on mission activities and focus more on strategic issues.
- Endorsement of a capacity building program on a pilot basis to promote peer-to-peer learning among TA beneficiary officials through participation in TA missions.

### **Welcome Address and Vote of Thanks**

In his opening remarks on behalf of the Governor of the Bank of Tanzania, Mr. Reli, Deputy Governor and Chair of the SC praised East AFRITAC for TA which was of high quality, relevant and strongly owned by its member countries. He also emphasized the importance of peer-to-peer learning and encouraged the Fund to explore further ways it can foster this between sub-Saharan African countries. The Center Coordinator (CC), Mr. Singh, thanked the Deputy Governor and Bank of Tanzania staff for the warm hospitality and the high standard of preparations for the meeting.

### **Approval of the Agenda and Minutes of the 15<sup>th</sup> Steering Committee Meeting**

The Agenda and Minutes of the 15<sup>th</sup> Steering Committee were approved as presented.

### **Matters Arising from the 15<sup>th</sup> Steering Committee Meeting**

Mr. Singh outlined the actions taken to address each of the matters arising from the 15<sup>th</sup> Steering Committee meeting. He noted that there was a need to improve representation at the meeting, particularly of Ministry of Finance officials, and more progress was required by countries in designating focal points.

### **Report on the Implementation of the FY 2014 Work Plan**

The presentations of the FY 2014 work plan made by the CC and advisers were well received. Switzerland enquired about the reasons for the high share of TA delivered to the host country Tanzania, expressing concerns over host-country bias which has been raised in the past. Switzerland noted this issue had also been raised on AFRITAC South. The CC clarified that the relatively high share of TA delivered to Tanzania reflected traction with Zanzibar and various ad-hoc request from the Mainland, as well as lower delivery in other cases. Some donors encouraged more reporting by country rather than by topic, and



on the synergies with TA provided through the three Tropical Trust Funds. This was agreed for future reports.

**Donors and member countries raised several issues.**

- **Planning process:** clarification was sought on the Center's planning process and how it coped with changes in the work plan. The CC explained that some changes were inevitable intra-year and that RTACs are designed to be flexible and respond to emerging demands from member countries.
- **TA dissemination:** the CC indicated that the dissemination of TA reports would commence in the near future with members of the steering committee receiving regular information as to what TA reports are available. The EU explained why more information on TA delivery was necessary to promote synergies/complementarities with existing donor-support on various reforms and to leverage recommendations. The EU asked that before a full TA report is posted on the East-AFRITAC website, a summary of the mission be made available, in the same format as already done for the workshops. Switzerland emphasized that the IMF already has an IT platform to provide TA reports through a secure homepage. The donor gateway is already used to disseminate project summaries and financial information. They proposed reconsidering the development of a new secure website. The Deputy Governor of the National Bank of Rwanda highlighted the responsibility of member countries to publicize success stories, possibly through the Center's newsletter.
- **Results Based Management and Reporting:** Donors expressed their satisfaction with the improvements that have been made in terms of reporting since the last Steering Committee meeting. Interventions included the need to show how the Center's annual activities fit into a multiyear framework, and the need to better report outcomes. In-line with the recommendation from the mid-term evaluation it was suggested that it would be useful to report on a cluster basis (at a more strategic level), improve the reporting for bigger long-term projects and streamline the reporting for short-term flexible TA. On enhancing the results-based management (RBM) framework, there was a call for comparable quantitative annual measures of intermediate results and financial performance across RTACs. Mr. Floerkemeier (ICD) explained that the IMF is developing its RBM framework at HQ including SMART indicators. With a view to better measure outcomes and impact, the CC explained that baselines will be set across the Center's TA areas for the next phase. DfID also called for adoption of value for money indicators and encouraged reporting on progress with regional integration through individual country performance. It was agreed that the mid-year reports to the SC can be streamlined to reduce details on mission activities and focus more on strategic issues.
- **Regional TA:** Members stressed the need for the Center to provide appropriate support to the EAC as well as to individual member countries. In-line with the decision taken at the last SC, the EAC Secretariat was invited to the steering committee as a new member. This should help strengthen regional work.



- **Statistics TA:** Mr. Köhler (STA) buttressed the multi-sector statistics advisor's observation on the challenges national statistical offices and other statistical agencies were facing. He emphasized the importance of strengthening statistical capacity and collecting on an ongoing basis reliable source data. This was a prerequisite to enhancing the overall data situation in the region, in particular in view of new demands, such as compiling high-frequency indicators to enhance monetary frameworks and liquidity forecasting, as well as introducing new inflation targeting frameworks. His intervention was supported by the AFR representative, Mr. Atingi Ego.
- **South Sudan:** the CC explained that several attempts – including through the IMF country team - have been made to encourage the South Sudanese authorities to apply for membership. The current situation in the country as well as the availability of a Trust Fund, have resulted in little success but the Center would continue to encourage their application.

#### **Remarks by the Executive Director representing the United Kingdom at the IMF**

The Executive Director representing the United Kingdom at the IMF (Mr. Field) explained the purpose of his visit which included a better understanding of the Fund's TA work. He observed that DFID is very supportive of the TA role played by East AFRITAC in the region and that this role is expected to increase in importance as the regional economies grow and develop further.

#### **Presentation of the Financial Report and Budget Discussion**

Ms. Orogvanyiova (ICD) presented a report on the Center's expected financial performance for FY 2014 and the proposed budget for FY 2015. Details of the latest financial contributions by the European Union and member countries were also provided, including Uganda's impending signature of the LoU and payment. The reasons for the lower-than-expected budget execution for FY 2014 were explained, including the unplanned turnover of advisors and associated reduction in use of short-term experts; lower demand for diagnostic missions as we approach the end of the current program phase; and lower backstopping and project management costs than programmed.

The Center was commended for the more comprehensive financial reporting and the bottom-up approach adopted to developing the FY 2015 budget based on costing of the main planned activities at an aggregated level and a review of actual budget outcomes for the last three years. Committee members were informed that the 50 percent scaling up in the budget is largely due to two new areas of TA for the Center on supporting the region's central banks in modernizing their monetary policy frameworks and strengthening Government Finance Statistics. Other factors were modest scaling up of other activities as well as ensuring all IMF HQ activities were incorporated into the projections. Residual funds remaining at the end of the current project are likely to be small (\$1-2 million). The Steering Committee endorsed the FY 2015 budget and the extension of the current



funding phase by six months to end-April 2015. The IMF will approach donors regarding the use of the balance at a later stage.

### **IMF Response to the Mid-Term Evaluation**

Mr. Floerkemeier presented the IMF response to the East AFRITAC mid-term external evaluation recommendations as outlined in the implementation plan provided in Annex VI of the report. Recommendations arising from the evaluation had been grouped into 11 broad thematic categories, with IMF providing a response for each one. The Committee was reminded of the overall good to excellent rating of the Center as well as the importance of prioritizing almost 70 recommendations. The highest priority recommendations that would be implemented over the short to medium term were highlighted. Mr. Floerkemeier also noted that the IMF plan is supplemented by one from East AFRITAC for FY 2015, which was presented by the CC.

Discussion of the IMF response and East AFRITAC implementation plan raised the following issues:

- Overall, some donors were concerned that the IMF had not provided a detailed response to each of the recommendations, indicating the rationale for acceptance or rejection. They also called for a timeline for implementation. It was agreed that ICD would address this in a detailed implementation plan (merged with the East AFRITAC plan) to be circulated to the Committee in the coming weeks.
- On developing a more detailed and costed strategy for the next phase which was integrated with countries' own reform plans, the CC noted that the FY 2015 work program had been developed using the recommended approach and this would be done for the next phase as well. He also noted the Center will better distinguish the short-term from multiyear projects. Donors also requested to be more involved upstream at the strategic planning stage for the next phase, which was well noted. The need for country specific versus regional priorities to be more clearly articulated in the next program document was also discussed. Country representatives highlighted the need for the Center to be flexible and responsive in order to address the varied TA needs of member countries at different stages of development.
- Financial sustainability issues were also discussed. This covered the need to ensure that scaling up was sustainable given risks to financing, and the relative share of donor versus country financing that could be lower in the next phase. Risk mitigation strategies were emphasized including seeking a more diversified donor funding base, more medium term commitments, more prudent budgeting at the level of the East AFRITAC, higher country contributions and a contingency fund at the IMF. Mr. Floerkemeier highlighted the high cost of managing funding by multiple small donors versus a few large strategic donor partners. Mr. Atingi Ego (AFR) noted that member countries contributions needed to take into account countries' income levels.



- ICD explained that the IMF planned to strengthen and standardize RTAC reporting over the next phase and would be further discussing the development of value for money indicators.
- On measuring performance it was agreed that some of the methods and indicators used for the Topical Trust Funds would be examined for use in measuring RTAC TA delivery.
- Further improving integration of TA and training and the role of different stakeholders in strengthening absorption of TA through better human resource management practices was also discussed.
- There was agreement that governance of East AFRITAC would be improved through wider country and donor participation at sufficiently senior level. Some donors pointed out challenges with representation at the Steering Committees of the RTACs. The costs and time involved in attending all Steering Committee meetings can often not be justified on value-for-money reasons. These should be kept in mind when the steering committees are organized and hence the costs minimized. Representatives of Statistics Agencies and Revenue Authorities should be welcome to attend as observers in addition to the appointed country representatives.
- It was agreed that monitoring of the implementation of the agreed mid-term evaluation recommendations would be done through bi-annual reports to the Steering Committee.

#### **Preparations for Phase IV**

Mr. Floerkemeier explained the process the IMF will follow in developing the program document for Phase IV and securing financial support. An outline of the proposed program document was also presented covering capacity building topics, related projects, TA and training activities; as well as associated funding requirements and financial sustainability strategies. Given their own budget decision making cycles, donors stressed the need for the IMF to provide at least a very good draft by the Annual Meetings, and a final program document by December 2014. Others suggested a mini-prospectus earlier could help with fundraising. ICD will develop a detailed timeline to enable completion of the document and funding secured well before the end of the current phase. On possible new areas of TA in the next phase, the discussion mentioned issues such as natural resources management, regional issues, and financial innovation such as mobile money. Switzerland noted that the value added of engaging in an area where TTFs are already active (such as natural resources management) would have to be justified and a clear division of labor developed.

#### **Proposed Work Plan for FY 2015 and Africa Training Institute**

The CC introduced the overall work program for FY 2015 by sector and beneficiary, including the significant scaling up of activities relating to modernizing monetary policy,



assisting the EAC in the regional GFS harmonization, and an increase in activities in most sectors. The CC then explained why this level of assistance – an increase in the budget to \$10 million in FY 2015 – could be absorbed. He also drew attention to the scaling up of regional TA and the TA planned for Burundi on GFS, which was integral to the project. He then outlined some of the strategic priorities for the Center in FY 2015, including implementation of agreed mid-term evaluation recommendations, enhanced use of the RBM framework as a management tool, TA dissemination and preparations for Phase IV. Advisors from the Center then presented the key objectives and coverage for their respective sectors, emphasizing the main projects for FY 2015. In response to queries:

- Mr. Atingi Ego informed SC members of the positive feedback to the IMF from member countries on the TA provided on the modernization of monetary policy frameworks and the growing demands for capacity building in the other areas covered by the Center.
- East AFRITAC staff confirmed that planned work in statistics at the regional level has been the subject of discussion with the countries in question.
- On the nature of TA to be provided in FY 2015 on central bank acts by the IMF's Legal Department, Mr. Singh explained this will look at issues such as roles and responsibilities of the Board and Management, independence, monetary policy instruments, relations with government and accounting and auditing functions. The Deputy Governor of Kenya provided further detail.
- The EAC representative thanked the Center for support in monitoring the fiscal convergence framework through the new GFS advisor and called for more training in areas such as the surveillance of fiscal risks and natural resource management.
- On Burundi's possible membership of East AFRITAC, Mr. Atingi Ego reminded the meeting that in previous discussions the language issue had been an important consideration.
- Mr. Floerkemeier presented the newly-established IMF Africa Training Institute (ATI), based in Mauritius, noting the courses available and processes for training. He highlighted the Fund's greater capacity to train and the adaptation of courses to the region. He also mentioned ATI's role in providing customized courses to RTACs, which was piloted at East AFRITAC in FY 2014. He informed members that some of ICD's traditional courses will be made available online soon to government officials.

### **Other Matters**

The CC proposed a new capacity building program for officials in the region, involving country officials participating in East AFRITAC TA missions. He noted that while the current RTAC model allows for the use of local talent as short-term experts, some officials may lack the experience to join the IMF's short term expert roster. The proposal





is modeled on a formal program already in place at AFRITAC South but would be implemented on a pilot basis.

There was support for the proposal. Some beneficiary countries noted that their institutions already have similar schemes with other regional institutions. Donor representatives were given clarification on how this differs from the Center's current attachment program and study tours. Mr. Singh explained that the objective was enhancing peer-to-peer learning mainly by allowing promising officials to participate as observers on missions, under the supervision of resident advisors. The EU stressed the importance of limiting the funding to mission expenses (i.e. no salaries to be supported by the programme). The Steering Committee also supported innovative and flexible approaches to capacity building being used at the Center including attachments outside the region when most effective and collaboration with AFRITAC South.

Some donors, GIZ in particular, emphasized the importance of improved donor coordination. The IMF representatives agreed this was critical to avoid duplication and the CC indicated that even further efforts would be taken to ensure donors were aware of the Center's plans and operations. For example, it was agreed that a list of upcoming missions by country would be included in future monthly newsletters.

Member countries highlighted problems with staff retention, with the EU stressing the importance of measures, including HR reforms, to retain key officials.

#### **Date and Venue of 17th Steering Committee Meeting**

Mr. Abuka (Bank of Uganda) confirmed that the next SC meeting will be held in Uganda, with the dates and location to be advised.

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

In summing-up, the Chair commended the work of the Center, as exemplified by the strong support shown by recipient countries and donors. He noted broad agreement on implementation of the evaluation action plan and the importance of close coordination among the Steering Committee to ensure that a Phase IV program document and funding be endorsed at the next Steering Committee meeting. He closed the 16th Steering Committee by thanking the members for their contributions to a successful meeting.



**ANNEX IV. East AFRITAC Steering Committee Members**

<b>East AFRITAC Country Representatives</b>	
<b>Eritrea</b>	
Ms. Martha Woldeghiorghis Director General of Treasury Ministry of National Development	Mr. Temesgen Gebremariam Head, Economics and Statistics Department Bank of Eritrea
<b>Ethiopia</b>	
Mr. Abraham Tekeste State Minister Ministry of Finance & Economic Development	Mr. Yohannes Ayalew Chief Economist and Vice Governor of Monetary Stability National Bank of Ethiopia
<b>Kenya</b>	
Dr. Kamau Thugge Principal Secretary Ministry of Finance	Dr. Haron Sirima Deputy Governor Central Bank of Kenya
<b>Malawi</b>	
Mr. Ronald Mangani Secretary to the Treasury Ministry of Finance	Dr. Grant P. Kabango Deputy Governor, Supervision Reserve Bank of Malawi
<b>Rwanda</b>	
Ms. Kampeta Sayinzoga Secretary General and Secretary to the Treasury Ministry of Finance & Economic Planning	Mrs. Monique Nsanzabaganwa Vice Governor National Bank of Rwanda
<b>Tanzania</b>	
Dr. Servacius Likwelile Permanent Secretary Ministry of Finance and Economic Affairs	Mr. Juma Reli Deputy Governor Bank of Tanzania
<b>Uganda</b>	
Mr. Robert Okudi Acting Commissioner for Budget Policy and Evaluation Department Permanent Ministry of Finance Planning & Economic Development	Dr. Charles Abuka Director, Financial Stability Bank of Uganda









**ANNEX V. East AFRITAC Staff**

	<p><b>Sukhwinder Singh</b> is the Center Coordinator at East AFRITAC. He has worked at the International Monetary Fund for 17 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><b>Guy Anderson</b> 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.</p>
	<p><b>Tawfik Ramtoolah</b> 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.</p>





	<p><b>Amitabh Tripathi</b> 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. During 2006-08, Mr. Tripathi 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><b>Muyangwa Charles Muyangwa</b>, joined East AFRITAC with twenty three years combined experience in banking, managing tax and customs operations and coordinating technical assistance programs in tax administration reforms in sub Saharan African countries. For the past two years, Muyangwa has been coordinating IMF technical assistance program in Anglophone West Africa covering Ghana, Nigeria, Liberia, Sierra Leone and the Gambia as a Revenue Administration Advisor. Prior to joining the IMF, he worked for Zambia Revenue Authority as Commissioner – Customs after having served as Commissioner – Value Added Tax, leading reform and modernization activities in both Customs and VAT. He served the Zambia Revenue Authority for sixteen years in various roles of tax administration up to the level of Commissioner. He has an MBA with Fiscal Management from the University of Bath in England and a Bachelor of Business Administration degree from the Copperbelt University in Zambia.</p>
	<p><b>Fazeer Sheik Rahim</b> joined East AFRITAC as the new Macro-Fiscal Advisor in June 2013. He brings twelve years of academic experience, having worked for the Nova School of Business and Economics in Lisbon, the University of Mauritius and the University of Reading. He has previously undertaken consultancy work for the Ministry of Finance in Mauritius, the Common Market for Eastern and Southern Africa (COMESA), and numerous private companies. He brings expertise in Finance and in Macroeconomic Analysis and Forecasting, in which he has several publications. He holds a Masters degree from the University of Bordeaux and a PhD from the University of Birmingham.</p>



	<p><b>Dirk Jan Grolleman</b> joined East AFRITAC as the new Financial Sector Regulation and Supervision Advisor in November 2012. He joins AFE from the Dutch Central Bank as Cluster coordinator (governance and integrity) at the Thematic Supervision department. During the same period, he was seconded to the National Bank of Georgia as a technical assistance advisor to support the implementation of Risk-Based Supervision; transition towards and implementation of Basel II/III, and self-assessment of Basel Core Principles for effective banking supervision. Mr. Grolleman has also had a successful private sector career with ING Bank NV over the period January 1998 – July 2006.</p>
	<p><b>Elias Kasozi</b> joined East AFRITAC as Monetary Policy and Payment Systems Advisor in September 2011, after a 30 year carrier at the Bank of Uganda, where he rose through the ranks to become Executive Director, Operations. He is a graduate of Makerere University, Kampala and the University of Wales, United Kingdom with a bachelor's degree in economics and a master's degree in financial economics respectively. His working experience is in the areas of economic policy research, international reserves management policy and operations, central bank foreign exchange market operations, domestic money and capital market operations in pursuit of monetary policy objectives, trade finance, banking and currency (bank notes) operations. Over the years, he has designed and conducted seminars, workshops and consultancies in East, Central, Southern and West Africa, with subjects ranging from management of international reserves, monetary policy and operations, treasury management, central bank foreign exchange market operations, money and capital market instruments to risk management in financial market operations. He completed his three year term in September 2014.</p>
	<p><b>Alain Vandepuete</b> joined East AFRITAC as an Advisor in Monetary Policy and Payment Systems in September 2014. He joined AFE after working for 7 years with the IMF, first as a Technical Assistance advisor in the Monetary and Capital Markets department in Washington and as an external consultant. Mr. Vandepuete 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). Prior to his work with the IMF, Mr. Vandepuete</p>



	<p>worked as senior operation expert in the European Central Bank over the period 1999-2007, 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. Within the same period of time, he was seconded for one year to Banque de France working as senior expert in the Reserve Management Service offered by Banque de France to institutional customers.</p>
	<p><b>Zia Abbasi</b> has over 25 years of management and technical experience in statistics and has been the Multi-sector Statistics Advisor since May 2010. Prior to joining East AFRITAC, he was the macroeconomic statistics advisor at the IMF Pacific Financial Technical Assistance Centre, assisting with the development and improvement of source data, methodologies, and quality of macroeconomic statistics for 15 member countries. Mr. Abbasi was also the Multi-sector Statistics Advisor for Cambodia and Lao PDR for two terms over a period of five years, where he provided assistance on statistics legislation, organization, planning and strategic management, as well as assisting with the developing and improving various annual and sub-annual macroeconomic indicators. Prior to joining the IMF, he worked for the Australian Bureau of Statistics (ABS) in various technical, management and senior executive positions. He has been involved with a number of committees and working groups over the years, including the IMF Balance of Payments Statistics Committee and the UN Delhi Group on Informal Sector Statistics, and has presented a number of professional papers on various statistical issues. Mr. Abbasi completed his five year term in early April, 2015.</p>
	<p><b>Johan Mathisen</b> 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.</p>



**AFE Local Staff**



**Edina Moshi – Office Manager**



**Rose Chilton –  
Economist/ Project Analyst**



**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. East AFRITAC Evaluation Implementation Plan****Status of Implementation of Action Plan Responding to the Mid-Term External Evaluation, March 2015**

NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
<b>Set 1</b>					
	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.
		Developing a financial sustainability plan for AFE as part of the next phase strategy,	To be developed during the preparations for the next funding phase.	Phase IV	Phase IV discussions have included proposals to increase the share of AFE financing



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		should it be a medium or long-term objective of the Steering Committee.			from member countries.
		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 member countries' institutions in charge of international cooperation (planning units).	Phase IV	Country strategies developed as part of the Phase IV program document. See Box 1 of the annual report to the Steering Committee.
		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	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



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		former.			a year duration).  Likewise, 74 percent of activities are projects continued from FY 2015 or before.
<b>Set 2</b>					
	Strengthen AFE's monitoring and reporting through the entire project and program cycle.	<p>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.</p> <p>Integrating the work plan and 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>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 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</p>	<p>Phase IV</p> <p>FY 2015</p>	<p>The Fund is currently finalizing an RTAC Handbook which will address a number of issues from the mid-term evaluation, including this one. To be completed by April 2015, its purpose is to establish a set of rules and standard operating guidelines for RTACs, and for the IMF's functional and area departments and the ICD in relation to RTACs' operations. Among other things, the handbook will contribute to a greater degree of standardization in procedures and processes among</p>





NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Providing in annual reports more detailed and qualitative financial analysis of actual spends and variations from budgets and explanations thereof.	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.		functional departments.  Deviation analysis in the FY 2016 annual report. RTAC work planning tool used. Budget developed through a bottom up process.
		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.	The abovementioned efforts will contribute to elevating budget monitoring to a more business-oriented exercise.	Phase IV	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



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Ensuring that annual budgets are recast more frequently, perhaps annually, if actual expenses are significantly out of line with projections.	Annual budgets are being recast annually in consultation with TA 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.	FY 2015	<p>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
		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 project management costs are charged fully as incurred.	HQ departments will implement more robust processes to ensure all backstopping and project 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.	FY 2015	Staff advised to correctly charge their time. TA departments continue to closely monitor TA costs. Data on backstopping charges suggest better recording.
<b>Set 3</b>					
	AFE's operations should be streamlined and the efficiency of resource use improved.	Extending the contract term of RAs beyond the current one-year.	Already adopted at AFE to align with IMF HQ contracts, and where end of program cycle issues are not binding.	Phase IV	Two-year contract extensions offered on a case by case basis.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>Removing barriers to IMF staff taking up RA positions in RTACs, such as the requirement to take unpaid leave.</p> <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</p>	<p>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&amp;I letter does 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</p>		



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>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 impact of gaps between RA tenures. Introduce handover notes.</p>	<p>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.</p> <p>Proactive and structured approach adopted where 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.</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>
<b>Set 4</b>					
	TA delivery should be improved and made more results-oriented.	Incorporating implementation plans in all TA reports with clear milestones and clearly	The RBM working group is working on a system to implement this practice in a	Phase IV	Over the past year the IMF has made considerable progress toward implementing an RBM



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>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>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 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.</p>		<p>system for all its technical assistance and training activities. New software for the RBM system has been purchased and is being configured. Change management initiatives are under way to ensure that those working on TA internalize a more results-oriented focus and are ready to use the new system. Donors should benefit from having discussions anchored in a clearer results framework based on international best practices and aligned with IMF priorities. For the IMF, the new system will considerably improve the quality and availability of information for monitoring TA and training. It will help aggregate results across topics, regions, and TA delivery modes, which will considerably improve the consistency and comparability</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
					<p>of reporting on results and facilitate the tracking of project deliverables.</p> <p>The new RBM framework will also serve as a management tool that addresses planning, monitoring and implementation over the entire project cycle. TA departments continue to develop a catalog of harmonized outcomes and associated indicators for each TA product line based on inputs from recognized experts. The catalog will clarify the IMF's core TA offerings and it will provide users with a guide for structuring projects and articulating goals in line with international best practice. The draft catalog has been created by groups of experts in the IMF TA departments. It is still in early days of being tested and it will continue to evolve</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
					over time.
		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 donors and member countries, and foster communication channels with other TA providers and the civil society at large. In line with the IMF's TA strategy, the program will aim at leveraging capacity development as an outreach tool the region, in coordination with the area departments, ICD, and the Communications department.	Phase IV	As part of the RTAC Handbook, ICD is also developing a communications strategy/outreach plan for RTACs to foster communication with donors, member countries, other TA providers and all other RTAC stakeholders. This will include efforts to enhance donor visibility
<b>Set 5</b>					
	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	This is already done for several AFE projects. AFE sometimes reviews organizational structures and capacity although often has little direct	Phase IV	AFE systematically assessing risks and sustainability as part of all project design and using RBM results to guide work





NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		of TA appropriately.	influence over member country HR policies.		plan. Some projects – such as on supervisory capacity in Tanzania look at the organizational and HR policies.
		Improving TA absorptive capacity and sustainability in client institutions through implementation of HR strategies (by RTAC or partners) that improve staff quality and retention.	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	
		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	
<b>Set 6</b>					
	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 and the RTAC Handbook that ICD is currently working on. 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.
<b>Set 7</b>					
	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 project level input/cost	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
		<p>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.</p> <p>Systematically gathering lessons learnt and incorporating them in future</p>	<p>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.</p> <p>Lessons learnt will be more systematically gathered and incorporated in future</p>		



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		interventions.	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 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	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
			possibilities of having a log frame specialist assist in improving the RBM and training AFE staff.		
<b>Set 8</b>					
	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. Over the past few months, ICD has engaged in intensive dialogues with key stakeholders in the IMF departments as well as the RTAC Coordinators, and incorporated their input in the RTAC Handbook.
		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	June 2014 (STA) July 2014 (FAD) Sept. 2014 (MCM)	AFE's resident advisors were provided with intensive backstopping support during a visits to IMF HQ which covered technical matters, information sharing, work planning and RBM.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Circulating to SC members executive summaries of the evaluation of other RTACs.	RBM in their area.  Executive summaries of the evaluations of other RTACs will be circulated to SC members.	March 2015	The executive summaries will be circulated as soon as the RTAC evaluation reports are finalized. This is expected to be in April/May 2015.
<b>Set 9</b>					
	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 protocol in order to deal with post-workshop feedback and overall follow-up.  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)	Post-workshop participant feedback questionnaires will be standardized to ensure comparability and enable analysis. AFE, together with IMF HQ, will build on the existing strong evaluation and feedback system.  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	Phase IV	AFE will put in place several improvements to the evaluation and follow up of training by the start of FY 16. See Box 17 of the annual report.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		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 captured in BTOs.	lessons.		
<b>Set 10</b>					
	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	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. Among others, the RTAC Handbook is following up on the recommendations of the 2011 Interdepartmental Working Group on RTACs Report and draws from the insights



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		for success or failure.			articulated in this report.
		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, discuss project results and strategic matters.	Phase IV	As above.
<b>Set 11</b>					
	Ensure the Evaluation's recommendations are implemented.	<p>An implementation plan with quarterly milestones should be developed and presented to the Steering Committee.</p> <p>A Steering Committee sub-committee to guide and monitor implementation should be considered.</p>	<p>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.</p> <p>The proposal to appoint a subcommittee to guide and monitor implementation was tabled for discussion at the March 2014 SC meeting. The</p>	<p>March 2014</p> <p>March 2014</p>	Completed.





NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		The recommendations from the 2009 evaluation should be revisited and, to the extent not captured in those above, implemented.	<p>proposal was not supported by the SC.</p> <p>The recommendations from the 2009 evaluation will be revisited and, as needed, their implementation expedited.</p>	FY2015	<p>Completed.</p> <p>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 the upcoming Phase IV.</p>



## ANNEX VII. East AFRITAC Short Term Experts, FY 2015

### Revenue Administration

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Eritrea	September 22, 2014	October 3, 2014	Michael Smithson	Australia
2	Eritrea	March 9, 2015	March 20, 2015	Bruce Irving	Canada
3	Ethiopia	March 16, 2015	March 27, 2015	Janet Dowling	United Kingdom
4	Kenya	June 23, 2014	July 4, 2014	Michael Smithson	Australia
5	Kenya	November 17, 2014	November 28, 2014	Ian Scott	United Kingdom
6	Kenya	November 17, 2014	November 28, 2014	Tony Lester	New Zealand
7	Malawi	October 6, 2014	October 17, 2014	Annette Chooi	Australia
8	Malawi	March 9, 2015	March 20, 2015	Annette Chooi	Australia
9	Rwanda	July 14, 2014	July 25, 2014	Bruce Irving	Canada
10	Rwanda	July 14, 2014	July 25, 2014	Don McPartland	United States of America
11	Rwanda	December 1, 2014	December 12, 2014	Carson McNeill	New Zealand
12	Tanzania	March 2, 2015	March 13, 2015	Ian Scott	United Kingdom
13	Tanzania	March 23, 2015	April 2, 2015	Stew Scott	Canada
14	Uganda	September 1, 2014	September 12, 2014	Tony Lester	New Zealand
15	Uganda	October 6, 2014	October 17, 2014	Michael Smithson	Australia
16	Uganda	November 10, 2014	November 21, 2014	Ian Scott	United Kingdom
17	Uganda	February 2, 2015	February 13, 2015	Brian Brimble	Canada
18	Regional	August 25, 2014	August 29, 2014	Ian Scott	United Kingdom
19	Regional	August 25, 2014	August 29, 2014	Joseph Musumba	Uganda
20	Regional	August 25, 2014	August 29, 2014	Martin Roche	United Kingdom
21	Regional	November 24, 2014	November 28, 2014	Annette Chooi	Australia
22	Regional	November 24, 2014	November 28, 2014	Carson McNeill	New Zealand

### Public Financial Management

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	March 2, 2015	March 13, 2015	Per-Olof Jonsson	Sweden
2	Ethiopia	December 1, 2014	December 10, 2014	Paul Crow	United Kingdom
3	Kenya	September 29, 2014	October 17, 2014	Andrew Bird	United Kingdom
4	Kenya	October 1, 2014	October 10, 2014	John Gardner	United Kingdom
5	Kenya	February 17, 2015	February 27, 2015	Jean de Dieu Rurangirwa	Rwanda
6	Kenya	February 23, 2015	March 13, 2015	Martin Bowen	Australia
7	Kenya	February 23, 2015	March 13, 2015	Jacqueline Musabende	Rwanda
8	Malawi	April 28, 2014	May 16, 2014	Robert Muwanga	Uganda
9	Malawi	June 23, 2014	July 3, 2014	Robert Muwanga	Uganda
10	Malawi	January 12, 2015	January 30, 2015	Robert D. Mpagi	Uganda
11	Malawi	April 27, 2015	May 8, 2015	Robert D. Mpagi	Uganda



	Country of Assignment	Start Date	End Date	Expert	Country of Origin
12	Rwanda	May 12, 2014	May 23, 2014	Martin Bowen	Australia
13	Rwanda	October 29, 2014	November 11, 2014	Kubai B. Khasiani	Kenya
14	Rwanda	January 5, 2015	January 16, 2015	Frans van Schaik	Netherlands
15	Tanzania	May 5, 2014	May 9, 2014	Stephen Emasu	Uganda
16	Tanzania	June 2-13	June 13, 2014	Jack Mason	United States of America
17	Tanzania	July 17, 2014	July 29, 2014	Stephen Emasu	Uganda
18	Tanzania	July 22, 2014	August 4, 2014	Poker Khemani	United States of America
19	Tanzania	January 5, 2015	January 16, 2015	Simon Groom	United Kingdom
20	Tanzania	January 22, 2015	February 6, 2015	Petrie Murray	New Zealand
21	Uganda	July 1, 2014	July 11, 2014	Marc Robinson	Australia
22	Uganda	August 18, 2014	September 1, 2014	Tiantian Zhuang	China
23	Uganda	September 8, 2014	September 19, 2014	Simon Groom	United Kingdom
24	Uganda	October 13, 2014	October 22, 2014	John Gardner	United Kingdom
25	Uganda	December 8, 2014	December 19, 2014	Jack Mason	United States of America
26	Uganda	April 13, 2015	April 24, 2015	Jack Mason	United States of America
27	Regional	September 1, 2014	September 5, 2014	Simon Groom	United States of America
28	Regional	September 1, 2014	September 5, 2014	Edgardo Mimica	Chile
29	Regional	April 14, 2015	April 17, 2015	David Shand	New Zealand
30	Regional	April 21, 2014	April 24, 2015	Abdul Khan	Australia

### Macro-Fiscal Analysis

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	September 29, 2014	October 10, 2014	Anna Lennblad	Sweden
2	Malawi	October 16, 2014	October 28, 2014	Robin Youll	United Kingdom
3	Rwanda	September 8, 2014	September 19, 2014	Jonathan Riley	United Kingdom
4	Rwanda	September 8, 2014	September 19, 2014	Robin Youll	United Kingdom
5	Tanzania	July 14, 2014	July 23, 2014	Andrew King	United Kingdom
6	Uganda	January 12, 2015	January 20, 2015	Andrew King	United Kingdom
7	Uganda	January 12, 2015	January 20, 2015	John Grinyer	United Kingdom
8	Tanzania (Zanzibar)	February 2, 2015	February 13, 2015	Anna Lennblad	Sweden
9	Regional	July 14, 2014	July 25, 2014	Bertrand Candelon	Belgium
10	Regional	December 1, 2014	December 12, 2014	Eric Clifton	United States of America
11	Regional	April 20, 2015	April 24, 2015	Robin Youll	United Kingdom

### Financial Sector Regulation and Supervision

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
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1	Ethiopia	August 18, 2014	August 29, 2014	Sybill Grob	Netherlands
2	Ethiopia	January 12, 2015	January 16, 2015	Michael Lau	New Zealand
3	Ethiopia	January 26, 2015	February 6, 2015	Michael Hafeman	Canada
4	Kenya	July 28, 2014	August 8, 2014	Jan Rein Pruntel	Netherlands
5	Kenya	November 10, 2014	November 14, 2014	Michael Andrews	Canada
6	Malawi	February 2, 2015	February 13, 2015	Ian Tower	United Kingdom
7	Rwanda	November 10, 2014	November 21, 2014	Jan Rein Pruntel	Netherlands
8	Rwanda	December 8, 2014	December 19, 2014	Ian Tower	United Kingdom
9	Tanzania	September 29, 2014	October 10, 2014	Gianfranco Vento	Italy
10	Tanzania	September 29, 2014	October 2, 2014	Narendra Sheth	Canada
11	Tanzania	September 29, 2014	October 3, 2014	Cheryl Bruce	Trinidad and Tobago
12	Tanzania	November 17, 2014	November 21, 2014	Michael Andrews	Canada
13	Tanzania	January 13, 2015	January 23, 2015	Michael Andrews	Canada
14	Tanzania	February 16, 2015	February 27, 2015	Joel Hefty	Canada
15	Tanzania	March 9, 2015	March 20, 2015	Gonzalo Pastor	Peru
16	Tanzania	March 9, 2015	March 20, 2015	Rowland Brown	Namibia
17	Uganda	June 2, 2014	June 13, 2014	Paul Baneke	Netherlands
18	Uganda	November 24, 2014	November 28, 2014	Kened Nyoni	Tanzania
19	Uganda	November 24, 2014	November 28, 2014	Kennedy Komba	Tanzania
20	Uganda	April 13, 2015	April 24, 2015	Narendra Sheth	Canada
21	Regional	September 15, 2014	September 26, 2014	Michael Hafeman	Canada
22	Regional	September 15, 2014	September 26, 2014	Narendra Sheth	Canada
23	Regional	September 15, 2014	September 26, 2014	Olivier Reichert	Australia
24	Regional	April 20, 2015	April 24, 2015	Andrew Milford	Australia
25	Regional	December 8, 2014	December 12, 2014	Lars Frisell	Sweden

### Monetary Policy and Operations

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Burundi	March 2, 2015	March 13, 2015	Brynjolv Vollan	Norway
2	Ethiopia	March 16, 2015	March 27, 2015	Brynjolv Vollan	Norway
3	Kenya	August 26, 2014	August 29, 2014	Brynjolv Vollan	Norway
4	Kenya	November 24, 2014	December 5, 2014	Robin Youll	United Kingdom
5	Rwanda	July 8, 2014	July 11, 2014	Sylvain Choquette	Canada
6	Rwanda	February 16, 2015	February 27, 2014	Jean-Luc Steylaers	Belgium
7	Tanzania	November 3, 2014	November 14, 2014	Jan Vlcek	Czech Republic
8	Tanzania	November 3, 2014	November 14, 2014	Hana Becickova	Czech Republic
9	Tanzania	February 16, 2015	February 27, 2015	Ondra Kamenik	Czech Republic
10	Tanzania	February 16, 2015	February 27, 2015	Peter Elliott	United States of America
11	Uganda	November 3, 2014	November 14, 2014	Karel Musil	Czech Republic
12	Tanzania	November 3, 2014	November 14, 2014	David Vavra	Czech Republic
13	Tanzania	December 1, 2014	December 12, 2014	Richard Comotto	United Kingdom
14	Regional	September 9, 2014	September 12, 2014	Biagio Bossone	Italy
15	Regional	September 9, 2014	September 12, 2014	Mary Ann Callahan	United States of America
16	Regional	September 9, 2014	September 12, 2014	Dale Connock	South Africa
17	Regional	April 21, 2014	April 24, 2014	Biagio Bossone	Italy



18	Regional	April 21, 2014	April 24, 2014	Dale Connock	South Africa
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### Economic and Financial Statistics

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Burundi	July 21, 2014	August 1, 2014	Vincent Marie	United States of America
2	Ethiopia	June 23, 2014	July 4, 2014	Robin Youll	United Kingdom
3	Ethiopia	September 1, 2014	September 19, 2014	David Nicholas Collins	Australia
4	Kenya	July 21, 2014	July 25, 2014	Brooks Robinson	United States of America
5	Kenya	October 20, 2014	October 31, 2014	Brooks Robinson	United States of America
6	Kenya	January 22, 2015	January 24, 2015	Ismael-Ahamdanech Zarco	Spain
7	Kenya	February 2, 2015	February 13, 2015	Olga Leszczynska-Luberek	Poland
8	Kenya	February 2, 2015	February 23, 2015	Brooks Robinson	United States of America
9	Kenya	March 2, 2015	March 6, 2015	Ismael-Ahamdanech Zarco	Spain
10	Kenya	March 2, 2015	March 13, 2015	Brooks Robinson	United States of America
11	Malawi	October 20, 2014	October 31, 2014	Pamela Audi	Kenya
12	Malawi	February 2, 2015	February 13, 2015	Stuart Brown	United Kingdom
13	Malawi	April 13, 2015	April 24, 2015	Pamela Audi	Kenya
14	Rwanda	May 5, 2014	May 23, 2014	Robin Youll	United Kingdom
15	Rwanda	July 14, 2014	July 25, 2014	Ismael-Ahamdanech Zarco	Spain
16	Rwanda	September 29, 2014	October 10, 2014	Robin Youll	United Kingdom
17	Rwanda	January 5, 2015	January 16, 2015	Robin Youll	United Kingdom
18	Rwanda	January 12, 2015	January 16, 2015	Ismael-Ahamdanech Zarco	Spain
19	Rwanda	March 16, 2015	March 27, 2015	Simon Humphries	United Kingdom
20	Rwanda	March 23, 2015	April 3, 2015	David Nicholas Collins	Australia
21	Tanzania	May 12, 2014	May 23, 2014	David Nicholas Collins	Australia
22	Tanzania (Zanzibar)	May 24, 2014	May 30, 2014	David Nicholas Collins	Australia
23	Tanzania	September 1, 2014	September 12, 2014	Pamela Audi	Kenya
24	Tanzania	September 15, 2014	September 26, 2014	Francois Engelbrecht	Republic of South Africa
25	Tanzania	November 24, 2014	December 9, 2014	Francois Engelbrecht	Republic of South Africa
26	Tanzania	January 19, 2015	January 20, 2015	Ismael-Ahamdanech Zarco	Spain
27	Tanzania	February 2, 2015	February 13, 2015	Francois	South Africa



				Engelbrecht	
28	Tanzania	February 24, 2015	February 27, 2015	Brooks Robinson	United States of America
29	Tanzania	February 24, 2015	February 27, 2015	Ismael-Ahamdanech Zarco	Spain
30	Tanzania	March 9, 2015	March 13, 2015	Ismael-Ahamdanech Zarco	Spain
31	Uganda	June30, 2014	July 18, 2014	David Nicholas Collins	Australia
32	Uganda	July 8, 2014	July 18, 2014	Brooks Robinson	United States of America
33	Uganda	July 8, 2014	July 18, 2014	Bruno Rocha	Brazil
34	Uganda	September 15, 2014	September 26, 2014	Claude Lamboray	Luxembourg
35	Uganda	November 24, 2014	November 28, 2014	Ismael-Ahamdanech Zarco	Spain
36	Uganda	November 24, 2014	November 28, 2014	Brooks Robinson	United States of America
37	Uganda	January 5, 2015	January 16, 2015	John Joice	United States of America
38	Uganda	April 30, 2015	May 8, 2015	Brooks Robinson	United States of America
39	Regional	August 25, 2014	August 29, 2014	Paula Menezes	Portugal
40	Regional	August 25, 2014	September 5, 2014	Ismael-Ahamdanech Zarco	Spain
41	Regional	November 17, 2014	November 21, 2014	Ismael-Ahamdanech Zarco	Spain
42	Regional	November 17, 2014	November 21, 2014	Brooks Robinson	United States of America
43	Regional	February 15, 2015	February 20, 2015	Pamela Audi	Kenya
44	Regional	February 15, 2015	February 20, 2015	Robin Youll	United Kingdom
45	Regional	March 2, 2015	March 5, 2015	Brooks Robinson	United States of America
46	Regional	March 2, 2015	March 5, 2015	Ismael-Ahamdanech Zarco	Spain


**ANNEX VIII. East AFRITAC TA Reports, FY 2015**

Country	Report	Mission Members	Dates
<b>Revenue Administration</b>			
<b>Eritrea</b>			
	Building An Effective Tax Administration	Muyangwa Muyangwa Michael Smithson	September 22-October 3
	TA in Building an efficient and effective Customs administration (expected)	Bruce Irving	March 9 – 20, 2015
<b>Ethiopia</b>			
	Strengthening the enforcement and collection function (expected)	Janet Dowling	March 16-27, 2015
	FAD HQ Follow up mission in Revenue Administration (expected)	Andrew Okello Muyangwa Muyangwa Scott Shelton Telita Snyckers Michael Waweru	April 23-May 4, 2015
<b>Kenya</b>			
	Developing a Compliance Risk Management Strategy And Programs	Michael Smithson	June 23-July 4, 2014
	Strengthening the dispute resolution and appeal mechanism	Ian Scott	November 17-28, 2014
	Quality Assuring Key Revenue Administration IT systems	Muyangwa Muyangwa Tony Lester	November 17-28, 2014
<b>Malawi</b>			
	Developing a Compliance Risk Management Strategy and Programs	Annette Chooi	October 6-17, 2014
	Strengthening management of Large, Medium and Small taxpayer segments (expected)	Annette Chooi	March 9-20, 2015
<b>Rwanda</b>			
	Consolidating Risk Management Practices In Customs	Muyangwa Muyangwa Bruce Irving	July 14-25, 2014
	Establishing A Corporate Risk Management (Function)	Muyangwa Muyangwa Don McPartland	July 14-25, 2014
	Laying Foundations for an effective compliance risk management practice	Muyangwa Muyangwa Carson Mc Neil	December 1- 12, 2014
<b>Tanzania</b>			
	Developing a compliance risk managements strategy and program in tax administration (expected)	Stew Scott	March 23-April 2, 2015



	Building an Effective Audit Capacity (expected)	Ian Scott	March 2 - 13, 2015
<b>Uganda</b>			
	TA in Implementing a Data Warehouse and addressing Data Integrity Issues	Muyangwa Muyangwa Tony Lester	September 1-12, 2014
	TA in Developing a compliance risk managements strategy and program in tax administration	Muyangwa Muyangwa Michael Smithson	October 6-17, 2014
	TA in developing international taxation capacity	Ian Scott	Nov 10-21, 2014
	FAD HQ Revenue Administration Follow up mission	Vinette Keene, Muyangwa Muyangwa, Andja Komso and Brian Brimble	Feb 2 – 13, 2015
	FAD HQ mission to EAC on Implementing the Single Customs Territory Initiative	Gilles Montagnant, Muyangwa Muyangwa , Brian Brimble and Martin Browm	Jan 12-23, 2015
<b>Regional</b>			
	Regional Workshop on Auditing of Specialized Sectors	Ian Scott, Joseph Musumba Martin Roche	August 25-29, 2014
	Regional Workshop on Strategies for recruiting and managing taxpayers from the Informal Sector and SMEs	Carson McNeil, Annette Chooi	Nov 24-28, 2014

Country	Report	Mission Members	Dates
<b>Public Financial Management</b>			
<b>Eritrea</b>			
	MTBF Workshop report	Tawfik Ramtoolah Fazeer Sheik Rahim	May 5-9, 2014
<b>Ethiopia</b>			
	Note to guide the IFMIS implementation	Guy Anderson Paul Crow	December 1-10, 2014
	Aide Memoire on strengthening cash management (planned)	Guy Anderson Per-Olof Jonsson	March 2-13, 2014
<b>Kenya</b>			
	Draft Report on Fiscal Transparency Evaluation	Duncan Last Jason Harris, Florence Kuteesa, Chadi Abdallah Guy Anderson Fazeer Sheik Rahim	August 19 - September 1, 2014





	Report - Improving links between Budget Estimates and Program	Tawfik Ramtoolah, Andrew Bird	September 29 - October 17, 2014
	Aide memoire - Implementing the TSA	Guy Anderson, John Gardner	October 1-10, 2014
	Report - Improving links between Budget Estimates and Program	Tawfik Ramtoolah, Martin Bowen, Jacqueline Masabende	February 23 - March 13, 2015
	Aide Memoire - Configuring IFMIS to support cash management	Guy Anderson, Jean de Dieu Rurangirwa	February 17-27, 2015
	Report on professional attachment of NT officials to Turkey - cash management and TSA		February 9-13, 2015
<b>Malawi</b>			
	Draft - PFM Strategy and Plan	Robert Muwanga	April 28- May 16, 2014
	Aide memoire on review and update of PFM strategy; PFM Strategy and Plan Summary; PFM Strategy and Plan updated draft	Guy Anderson, Robert Muwanga, Amitabh Tripathi	June 23 - July 3, 2014
	Draft Report - Restoring Financial Control and Accountability	Abdul Khan, Suzanne Flynn, Guy Anderson, Amitabh Tripathi	November 5-17, 2014
	Aide memoire - Implementing priority PFM reforms	Amitabh Tripathi, Robert D. Mpagi	January 12 – 30, 2015
	Aide memoire - Implementing priority PFM reforms (Follow-up)	Amitabh Tripathi, Robert D. Mpagi	April 27 – May 8, 2015
<b>Rwanda</b>			
	Strengthening Program Budgeting, MTEF and the Public Investment Program	Tawfik Ramtoolah, Martin Bowen	May 12-21, 2014
	Aide Memoire on Fiscal Decentralization: Review of Grants to Local Governments and Local Fiscal Reporting	Tim Irwin, Lesley Fisher, Juliana Pigey	July 16-29, 2014
	Aide Memoire on IPSAS Implementation Road Map	Guy Anderson, Amitabh Tripathi, Frans Van Schaik	January 5-16, 2015
<b>Tanzania (Mainland)</b>			
	Draft Survey Program - Payment Arrears; Training of Survey Teams	Guy Anderson, Stephen Emasu	May 5 - 9; July 17-29, 2014
	Report - Consolidating Program-based budgeting among MDAs	Tawfik Ramtoolah, Jack Mason	June 2- 13, 2014
	Final Report - PER Study on the prevention and management of	Guy Anderson, Amitabh Tripathi	July 1-18, 2014



	payment arrears		
	Report - Towards a comprehensive legal framework for PFM	Tom Josephs, Pokar Khemani, Yugo Koshima, Fazeer Sheik Rahim, Amitabh Tripathi	July 22 - August 4, 2014
	Aide memoire - Scoping mission on natural resource management	Tom Josephs, Fazeer Sheik Rahim, Amitabh Tripathi	September 29 - October 3, 2014
	Developing a Macro-Fiscal and PFM framework for natural gas revenues	Tom Josephs, Yugo Koshima, Fazeer Sheik Rahim, Amitabh Tripathi, Petrie Murray	January 22 - February 6, 2015
	Report - Reviewing the Capital Spending Process	Tawfik Ramtoolah, Simon Groom	January 5 – 16, 2015
<b>Uganda</b>			
	Report - Reforming the Performance Budgeting System	Tawfik Ramtoolah, Marc Robinson	July 1- 11, 2014
	Report - Drafting the public finance regulations	Suzanne Flynn, Yugo Koshima, Amitabh Tripathi, Tiantian Zhuang	August 18 - September 1, 2014
	Report - Reviewing the Capital Budgeting Process	Tawfik Ramtoolah, Simon Groom	September 8 – 19, 2014
	Aide memoire - Implementing the TSA and cash management function	Guy Anderson, John Gardner	October 13 – 22, 2014
	Aide memoire - Adopting a Budget Program Template	Tawfik Ramtoolah, Jack Mason	December 8 – 19, 2014
<b>Regional</b>			
	Workshop Report - The Capital Budgeting Process	Tawfik Ramtoolah, Florence Kuteesa, Simon Groom, Anand Rajaram, Edgardo Mimica	September 1-5, 2014
	EAC Report on PFM Workshop	Tom Josephs, Clara Mira, Yugo Koshima, Fazeer Sheik Rahim, Johan Mathisen, Guy Anderson, Tawfik Ramtoolah, Amitabh Tripathi	January 28 – 30 2015
	Oversight of State-Owned Enterprises	Guy Anderson, Fazeer Sheik Rahim, David Shand	April 14- 17, 2015



	Enhancing Fiscal Reporting and Transparency	Amitabh Tripathi, Guy Anderson Abdul Khan, Johan Mathisen	April 21-24, 2014
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Country	Report	Mission Members	Dates
<b>Macro-Fiscal Analysis</b>			
<b>Eritrea</b>			
	Report on Workshop on Medium-Term Budgetary Frameworks	Tawfik Ramtoolah Fazeer Sheik Rahim	May 1 -5, 2014
<b>Ethiopia</b>			
	Developing A Macro-Fiscal Database	Fazeer Sheik Rahim Anna Lennblad	September 29- October 3, 2014
<b>Kenya</b>			
	Fiscal Transparency Evaluation	Duncan Last Chadi Abdallah Jason Harris Florence Kuteesa Guy Anderson Fazeer Sheik Rahim	August 18- September 1, 2014
<b>Malawi</b>			
	Improving GDP Forecasting and Developing a Macro-Fiscal database	Fazeer Sheik Rahim Robin Youll	October 16-28, 2014
<b>Rwanda</b>			
	Developing A Revenue Forecasting Framework	Fazeer Sheik Rahim Jon Riley Robin Youll	September 8-19, 2014
<b>Tanzania</b>			
	Improving Macro-Fiscal Analysis And Reporting	Andrew King	July 14-22, 2014
	Towards A Comprehensive Legal Framework For Public Financial Management	Tom Josephs Pokar Khemani Yugo Koshima Fazeer Sheik Rahim Amitabh Tripathi	July 28-August 7, 2014
	Macro-Fiscal And PFM Issues On The Management Of Natural Resource Revenue	Tom Josephs Fazeer Sheik Rahim Amitabh Tripathi	September 1-5, 2014
	Developing a Macro-Fiscal and Public Financial Management Framework for Natural Gas Revenues	Tom Josephs Fazeer Sheik Rahim Amitabh Tripathi Murray Petrie	January 22- February 7, 2015



	Developing a macro-fiscal database	Anna Lennblad	February 2-13, 2015
<b>Uganda</b>			
	Assessing Capacity in Macro-Fiscal Analysis and Forecasting	Andrew King John Grinyer	January 12-20, 2015
	Developing a Charter of Fiscal Responsibility	Tom Josephs Racheeda Boukezia Fazeer Sheik Rahim	March 9 -19, 2015
<b>Regional</b>			
	Workshop on Fiscal and Monetary Issues in Resource Rich Countries	Fazeer Sheik Rahim Boaz Nandwa	February 23-27, 2015
	Workshop on High Frequency Indicators	Fazeer Sheik Rahim Michael Stanger Michael Andrews Robin Youll	April 20-24, 2015
	Workshop on Oversight of Public Corporations	Guy Anderson Fazeer Sheik Rahim	April 14-17, 2015

Country	Report	Mission Members	Dates
<b>Financial Sector Regulation And Supervision</b>			
<b>Ethiopia</b>			
	Developing a Banking Sector Soundness Assessment Framework	Dirk Jan Grolleman Sybille Grob	August 18-29, 2014
	Financial Analysis and Stress Testing of Insurers in Ethiopia	Michael Hafeman	January 26-February 6, 2015
<b>Kenya</b>			
	Implementation of the Basel II Supervisory Review and Evaluation Process by the Central Bank of Kenya	Dirk Jan Grolleman Rein Pruntel	July 28-August 8, 2014
	Structured Assessment of Host Country Supervision	Michael Alfred Andrews	November 10-14, 2014
<b>Malawi</b>			
	Strengthening Anti-Money Laundering and Combating the Financing of Terrorism Supervision	Ian Carrington	June 16-27, 2014
	Reserve Bank of Malawi: Implementation of Pillar 2 of the Basel II Framework	Dirk Jan Grolleman Ian Tower	February 2-13, 2015
<b>Rwanda</b>			



	Developing the New Regulatory Capital Framework for Banks in Rwanda	Dirk Jan Grolleman Pruntel Jan Rein	November 10-14, 2014
	Developing the New Capital and Liquidity Framework for Banks in Rwanda	Ian Tower	December 8-19, 2014
<b>Tanzania</b>			
	Tanzania: Implementing Consolidated Supervision	Michael Alfred Andrews	November 17-21, 2014
	Tanzania: Regulation Review Project	Michael Alfred Andrews	January 13-23, 2015
	Bank of Tanzania: Development of a Supervisory Training Program	Joel T. Hefty	February 16-27, 2015
	Enhancing the Financial Stability Risk Assessment and Reporting Framework	Dirk Jan Grolleman Pastor Gonzalo C Rowland Brown	March 9-20, 2015
<b>Uganda</b>			
	Implementing Supervisory Frameworks for Market, Country & Transfer Risk for Banks in Uganda	Dirk Jan Grolleman Paul Baneke	June 2-13, 2014
	Developing a Regulatory and Supervisory Framework for Agent Banking in Uganda	Dirk Jan Grolleman	November 24-28, 2014
	Moving to Risk-Based Supervision of Insurance in Uganda: Off-site Assistance on the Inspection of Insurance Companies	Narendra Sheth	Off-site assistance June – December 2014
	Moving to Risk-Based Supervision of Insurance in Uganda: On-site Assistance on the Inspection of Insurance Companies	Narendra Sheth	April 13-24, 2015

Country	Report	Mission Members	Dates
<b>Monetary Policy and Operations</b>			
Burundi	Report on Liquidity management and develop the interbank money market (expected)	Alain P. Vandepeute	March 2-13, 2015
Ethiopia	Report on Liquidity Forecasting (expected)	Brynjolv Volla	March 16-27, 2015
Kenya	Report on GDP Forecasting (expected)	Robin Youll	November 24-December 5, 2014
Rwanda	Report on Domestic Bond Markets Development (expected)	Alain P. Vandepeute Jean-Luc Steylaers	February 16-27, 2015



Tanzania	Report on To improve the liquidity management and develop the Interbank Money market (expected)	Richard Comotto	December 1- 12, 2014
Tanzania	Report on Improving the Liquidity Management and Develop the Interbank Money Market (expected)	Alain P. Vandepeute	December 1-5, 2014
Regional	Workshop Report on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures (expected)	Alain P. Vandepeute Dale Connock Biagio Bossone	April 20-24, 2015

Country	Report	Mission Members	Dates
<b>Economic and Financial Statistics</b>			
<b>Burundi</b>			
	Report On The Government Finance Statistics Mission	Vincent Marie Ismael-Ahamdanech Zarco	July 21, August 1 , October 13-24
<b>Ethiopia</b>			
	Report on the National Accounts Statistics Mission	Robin Youll	June 23-July 4, 2014
	Report on the Prices Statistics Mission	David Nicholas Collins	September 1-19, 2014
<b>Kenya</b>			
	Report on the Quarterly National Accounts Mission	Zia Ahmad Abbasi	August 18-29, 2014
	Report on the Government Finance Statistics Mission	Johan Mathisen Brooks Robinson Felipe Bardella	July 21-25, 2014 and October 21-31, 2014
	Report on the Quarterly National Accounts - Quarterly	Zia Ahmad Abbasi	January 14-27, 2015
<b>Malawi</b>			
	Report on the National Accounts Statistics Mission	Pamela Audi	October 20-31, 2014
	Report on the Balance of Payments Statistics Mission	Stuart Brown	February 2-13, 2015
	Report on National Accounts Statistics Mission (expected)	Pamela Audi	April 13-24, 2015
<b>Rwanda</b>			
	Report on the National Accounts Statistics Mission	Robin Youll	May 5-23, 2014
	Report on the National Accounts Statistics Mission	Robin Youll	January 5-16, 2015



	Report On The Quarterly National Accounts Mission	Robin Youll	September 29-October 10, 2014
	Note on the Government Finance Statistics Mission (expected)	Johan Mathisen Ismael-Ahamdanech Zarco	July 14-24, 2014 and January 12-16, 2015
	Report on the Balance of Payments Statistics Mission (expected)	Simon Humphries	March 16-27, 2015
	Report on the Price Statistics Mission (expected)	David Nicholas Collins	March 23-April 3, 2015
<b>Tanzania</b>			
	Report on the Prices Statistics Mission	David Nicholas Collins	May 12-23, 2014
	Report on the Quarterly National Accounts Mission	Zia Ahmad Abbasi	July 21-August 1, 2014
	Report on the Quarterly National Accounts Mission	Pamela Audi	September 1-12, 2014
	Note on the Government Finance Statistics Mission (expected)	Johan Mathisen Francois Engelbrecht	September 15-26, 2014 and February 2-13, 2015
<b>Tanzania (Zanzibar)</b>			
	Report On The Prices Statistics Mission	David Nicholas Collins	May 24-30, 2014
	Report On The Quarterly National Accounts Mission	Zia Ahmad Abbasi	October 16-29, 2014
	Report on the Quarterly National Accounts Mission	Zia Ahmad Abbasi	February 9-13, 2015
<b>Uganda</b>			
	Report on the National Accounts Statistics Mission	Zia Ahmad Abbasi	May 5-23, 2014
	Report on the Prices Statistics Mission	David Nicholas Collins	June30-July 18, 2014
	Report on the Government Finance Statistics Mission	Brooks Robinson Bruno Rocha	July 8-18, 2014
	Report on the Consumer Price Index Mission	Claude Lamboray	September 15-26, 2014
	Report on the Quarterly National Accounts Statistics Mission	Zia Ahmad Abbasi	November 13-26, 2014
	Report on the National Accounts Statistics Mission	Josyula Sree Venkateswarlu John Joice	January 5-16, 2015
<b>Regional</b>			
	Report on the Government Finance Statistics Mission	Johan Mathisen Michael Gitau	April 7- May 9, 2014



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	Report on the Government Finance Statistics Mission	Johan Mathisen Ismael-Ahamdanech Zarco	September 1-5, 2014
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**ANNEX IX. East AFRITAC TA Reports Uploaded to the Extranet in FY 2015**

<b>Country</b>	<b>Title</b>	<b>Mission Dates</b>
Burundi	Burundi - Expert Report on the GFS TA Missions	July 21 – August 1 & October 13-24, 2014
EAC	Harmonization of Public Finance Management in line with the EAMU Protocol	March 17-19, 2014
EAC	East African Community Partner States Report on the Government Finance Statistics Mission	April 7-May 9, 2014
EAC	Government Finance Statistics Mission	September 1-5, 2014
Eritrea	Developing On-Site Insurance Supervision	December 2-6, 2013
Eritrea	Strengthening Prudential Regulations for Banks in Eritrea	March 31-April 4, 2014.
Eritrea	Building an Effective Tax Administration	September 22-October 3, 2014
Eritrea	Off-site analysis and preparation for On-Site Examinations for Insurance Supervision	April 14-18, 2014
Eritrea	Building an Effective Tax Administration	September 22-October 3, 2014
Ethiopia	National Accounts Statistics	December 2-13, 2013
Ethiopia	Design of a Financial Stability Report	September 9-20, 2013
Ethiopia	Toward a Framework for Financial Stability	December 2-13, 2013
Ethiopia	Strengthening the Solvency Framework for Insurers	May 6-17, 2013
Ethiopia	Strengthening Risk Management Practices in Customs	February 24-March 7, 2014
Ethiopia	Developing a Banking Sector Soundness Assessment Framework	August 18-29, 2014
Ethiopia	National Accounts Mission	June 23-July 4, 2014
Ethiopia	Prices Statistics Mission	September 1-19 2014
Ethiopia	Developing a Macro-Fiscal Database	September 28-October 10, 2014
Kenya	Prices Statistics	July 29-August 16, 2013
Kenya	Quarterly National Accounts Statistics	May 6-10, 2013
Kenya	Quarterly National Accounts Statistics	July 25-August 7, 2013
Kenya	Quarterly National Accounts Statistics	January 23-29, 2014
Kenya	Implementing Consolidated Supervision Training and	October 14-25, 2013



	Supervisory Colleges	
Kenya	Implementation of Pillar II of the Basel II Framework	July 1-12, 2013
Kenya	Improving Compliance with the Annual Consolidated Reporting Requirements	August 19-31, 2013
Kenya	Improving Efficiency and Effectiveness in Customs Operations	October 14-25, 2013
Kenya	Developing a Compliance Risk Management Strategy and Programs	June 23 – July 4, 2014
Kenya	Implementation of the Basel II Supervisory Review and Evaluation Process by the Central Bank	July 28-August 8, 2014
Kenya	Report on the Quarterly National Accounts Statistics Mission	August 18-29, 2014
Kenya	Kenya - TA Report on Structured Assessment of Host Country Supervision - November 2014	November 10-14, 2014
Kenya	Report on the Quarterly National Accounts Statistics Mission	January 14-27, 2015
Malawi	Balance of Payments Statistics	November 11-22, 2013
Malawi	Prices Statistics	September 16-27, 2013
Malawi	Interbank Money Market Development	September 16-27, 2013
Malawi	Developing the Risk Management Function in Customs	September 30-October 11, 2013
Malawi	Report on the Quarterly National Accounts Statistics Mission	October 20-31, 2014
Malawi	Implementation of Integrated Tax Administration System and other Information Communication Technology Projects	December 2-13, 2013
Malawi	Quarterly National Accounts Statistics	March 24-April 11, 2014
Malawi	Report on the Quarterly National Accounts Statistics Mission	October 20-31, 2014
Rwanda	National Accounts Statistics	June 10-21, 2013
Rwanda	National Accounts Statistics	December 2-13, 2013
Rwanda	Evaluation and Advice on Supervisory Framework of Foreign Exchange Bureaus	September 2-13, 2013
Rwanda	Implementation of Basel II and Basel III	October 21-November 1, 2013
Rwanda	Using Composite Indicators of Economic Activity to Forecast	September 30-October 11, 2013



	Quarterly Gross Domestic Product	
Rwanda	Developing Risk Assessment Function in the Customs Department	July 29-August 9, 2013
Rwanda	Evaluation and Advice on the Supervisory Framework of Foreign Exchange Bureaus	September 2-13, 2013
Rwanda	Status of Data Warehouse and Business Continuity Management Projects	November 11-22, 2013
Rwanda	National Account Statistics Mission	February 17-March 5, 2014
Rwanda	Developing an Integrated Modernization Plan	February 17-28, 2014
Rwanda	Prices Statistics Mission	March 31-April 11, 2014
Rwanda	Balance of Payments	February 24-March 7, 2014
Rwanda	National Accounts Statistics Mission	May 5-23, 2014
Tanzania	Prices Statistics	November 11-18, 2013
Tanzania	Quarterly National Accounts Statistics	June 3-21, 2013
Tanzania	Quarterly National Accounts Statistics	July 8-16, 2013
Tanzania	Quarterly National Accounts	November 4-22, 2013
Tanzania	International Financial Reporting Standards	August 19-30, 2013
Tanzania	Developing a Medium-Term Debt Strategy	November 12-21, 2013
Tanzania	Strengthening Taxpayer Service and Education Function	November 11-22, 2013
Tanzania	National Accounts Statistics	August 26-September 6, 2013
Tanzania	Developing a Composite Indicator of Economic Activity	January 13-24, 2014
Tanzania	Improving the Management and Payment of VAT Refunds	January 20-31, 2014
Tanzania	Implementing Consolidated Supervision	March 24-April 4, 2014
Tanzania	Consolidating Risk Management Practices in Customs	April 9-23, 2014
Tanzania	Prices Statistics Mission	May 12-23, 2014
Tanzania	Quarterly National Accounts Mission	September 1-12, 2014
Tanzania		November 17-21, 2014
	<b>Tanzania: Implementing Consolidated Supervision</b>	



Tanzania (Zanzibar)	Prices Statistics	November 19-22, 2013
Tanzania (Zanzibar)	Prices Statistics Mission	May 24-June 30, 2014
Tanzania (Zanzibar)	Developing a Macroeconomic database for fiscal projections	February 24-March 7, 2014
Tanzania (Zanzibar)	Report on the National Accounts Statistics Mission	October 16-29, 2014
Tanzania (Zanzibar)	Improving Macro-Fiscal Analysis and Reporting	July 14-23, 2014
Tanzania (Zanzibar)	Report on the National Accounts Statistics Mission	October 16-29, 2014
Uganda	Quarterly National Accounts Statistics	May 20-31, 2013
Uganda	Prices Statistics	June 3-14, 2013
Uganda	Strengthening the Licensing Framework for Banks	June 17-28, 2013
Uganda	National Accounts Statistics	June 24-July 12, 2013
Uganda	Developing Risk Assessment and Post Clearing Audit Functions,	July 15-26, 2013
Uganda	Quarterly National Accounts Statistics	November 4-15, 2013
Uganda	Implementing Data Warehouse and Business Continuity Management Projects	November 25- December 6, 2013
Uganda	Mission Report on Consolidated Supervision	January 13-24, 2014
Uganda	Implementation of Risk Based Insurance Supervision in Uganda,	April 14-May 2, 2014
Uganda	Quarterly National Accounts Statistics Mission	May 5-23, 2014
Uganda	Implementing a Framework for Market Country and Transfer Risk for Banks in Uganda	June 2-13, 2014
Uganda	Prices Statistics Mission	June 30-July 18, 2014
Uganda	Government Finance Statistics Technical Assistance Mission	July 8-18, 2014
Uganda	Assessing the Implementation of a Data Warehouse Solution and Integrity of the Database for Taxpayer Management	September 1-12, 2014
Uganda	Prices Statistics Mission	September 15-26, 2014
Uganda	Mission Report - Developing a Regulatory and Supervisory Framework for Agent Banking in Uganda	November 24-28, 2014





### ANNEX X. East AFRITAC Work Plan Implementation, FY 2015

East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs) <sup>2</sup>	Milestone	Status of Activity	Status of Milestone	Comments
<b>Revenue Administration</b>						
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	3.6	Complete AFE Corporate Activities	Complete	Complete	
Building an Effective and Efficient Tax Administration	Eritrea	5	Revised structured approved and implemented	Complete	In Progress	Recommended structure still under review by authorities and yet to be implemented
Building an Efficient Customs Administration	Eritrea	3	Revised structure approved and implemented	Complete	In Progress	Recommendations provided and yet to be implemented
Follow -Up Revenue Administration (Tax and Customs)	Ethiopia	3	Improved ratios in core tax functions: Registration, Filing, Payment and Revenue Performance	New & Complete	New & In Progress	Recommendations agreed with authorities and implementation in progress
Strengthening the Enforcement and Collection Function	Ethiopia	3	Debt management plan updated, approved and Implemented	Complete	Complete	
Building an Effective Transit Management Capacity in Customs	Ethiopia	2	Transit management procedures updated and in use	Complete	In Progress	Changed to an Attachment
Strengthening the Dispute Resolution and Appeal Process	Kenya	4	Revised dispute resolution processes approved and implemented	Complete	Complete	KRA implementing a new disputed resolution mechanism with ADR capability
Developing a Compliance Risk Management Strategy and Program	Kenya	3	Compliance management strategy developed and in use	Complete	In Progress	Strategy drafted and yet to be fully implemented

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs) <sup>2</sup>	Milestone	Status of Activity	Status of Milestone	Comments
<b>Revenue Administration</b>						
Building Border Control and Protection Capacity in Customs	Kenya	0	Border control and protection plan developed and approved	Postponed to FY 16	Postponed to FY 16	Merged with a FAD HQ follow up mission
Quality Assuring Key KRA IT Systems and the ICT Strategy	Kenya	4	Quality Assurance reports for key systems and the ICT strategy	New & Complete	New & In Progress	Recommendations provided and under implementation
Follow -Up Revenue Administration (tax and Customs)	Kenya	11	Mission TA report	Complete	In Progress	Recommendations provided and under implementation
Tax Law Reform: VAT, Excise Tax and Tax Administration	Kenya	2	Completion of amendments	Complete	Complete	Awaiting comments and enactment by the authorities
Attachment on Improving Efficient and Effective Cargo Processing Systems Centered on a (Data Processing Center) - Single Window System	Malawi	3	Staff attachment; Roadmap to fully operational (Data Processing Centre developed) Single Window System	Complete	Complete	MRA Staff visited Rwanda to study the operations of a National Single Window system. Implementation of single window yet to commence
Attachment on Building an Effective Authorized Economic Operator Scheme	Malawi	3	Staff attachment; Road map for implementing AEO scheme developed	Complete	Complete	MRA Staff visited Kenya to gain more knowledge on managing an AEO program. Implementation of an AEO program still at planning stages
Developing a Compliance Risk Management Strategy and Program	Malawi	3	Compliance management strategy developed and in use	Complete	In Progress	Strategy drafted and yet to be fully implemented
Strengthening Management of Large, Medium and Small Taxpayer Segments	Malawi	3	Segments specific procedures revised and implemented	Complete	In Progress	Recommendations under review by authorities and progress to be monitored through performance ratios
Revenue Administration (Tax and Customs)	Malawi	0	Mission TA report	Postponed to FY 16	Postponed to FY 16	Postponed to FY2016
Auditing of Specialized Sectors	Regional e.g. EAC	6	Workshop conducted; Staff trained	Complete	Complete	Workshop conducted and staff trained
Strategies for Recruiting and Managing Taxpayers: Informal Sectors and SMES	Regional e.g. EAC	5	Workshop conducted, Taxpayers recruited; improved revenue contribution	Complete	In Progress	Measure to address recruitment of taxpayers from the informal sector in place either as Special projects ( UGA & KEN) or block management systems

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs) <sup>2</sup>	Milestone	Status of Activity	Status of Milestone	Comments
<b>Revenue Administration</b>						
Supporting the EAC Regional Integration Agenda	Regional e.g. EAC	3	Regional Integration Need and AFE support modalities agrees	Complete	In Progress	Regional integration needs identified (merged into HQ mission)
Outreach for the Handbook on Administering Fiscal Regimes for Extractive Industries	Regional e.g. EAC	1	Outreach conducted	New & Complete	New & Complete	
Regional LEG Tax Seminar on Designing Legal Frameworks	Regional e.g. EAC	4	Conduction of workshop	Cancelled	Cancelled	Following recent LEG seminars on natural resources taxation and fiscal laws, renewed focus likely in FY 2016 with focus on regional tax harmonization.
Developing a Compliance Risk Management Strategy and Program	Rwanda	5	Compliance management strategy developed and in use	Complete	In Progress	a comprehensive approach to managing compliance yet to be developed. However strategy has been drafted
Consolidating Risk Management Practices and Building a National Targeting Centre in Customs	Rwanda	4	Operations of risk management functions reviewed; updated procedures approved and National Targeting Center established	Complete	In Progress	Partially met - NTC capacity achieved under new risk management unit but consolidation of risk management practices still requires more effort
Establishing a Corporate Risk Management Department	Rwanda	4	Corporate Risk Management Department established	Complete	Complete	Met - Risk Management Unit established. Recommendations to strengthen CRMU made
Attachment on Strengthening Management and Collection of Local Excise	Tanzania	3	Staff attachment; Roadmap for improving excise management developed	Complete	Complete	TRA Staff attached to Kenya and plans to improve excise management under consideration
Attachment on Leveraging the use of Electronic Fiscal Devises as a Compliance Tool	Tanzania	0	Staff attachment; Road map for improved use of EFDs developed	Cancelled	Cancelled	Cancelled by the authorities
Developing a Compliance Risk Management Strategy and Program	Tanzania	3	Compliance management strategy developed and in use	Complete	In Progress	Compliance strategy drafted
Supporting the Implementation of Revised VAT Law	Tanzania	0	Changes to the VAT LAW implemented smoothly	Cancelled	Cancelled	Postponed by Authorities awaiting approval of VAT Law

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





East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs) <sup>2</sup>	Milestone	Status of Activity	Status of Milestone	Comments
<b>Revenue Administration</b>						
(Entrenching Risk Management Practices in Tax and Customs Operations) Strengthening the Audit Capacity	Tanzania	4	Audit staff trained, and recommendations to improve capacity adopted	Complete	In Progress	Recommendations to improve audit capacity under management review
Follow up Work on Draft VAT Bill and Regulations	Tanzania	2	Completion of draft VAT bill and regulations	Complete	Complete	VAT bill completed and presented to parliament for approval
Developing a Compliance Risk Management Strategy and Program	Uganda	3	Compliance management strategy developed and in use	Complete	In Progress	Joint compliance strategy in place and under implementation, however still requires refining
Developing International Taxation Capacity	Uganda	3	International Taxation Unit fully functional	Complete	Complete	Added after SC - Ian Scott will take up the mission
Implementing an Automated Data Warehouse Solution	Uganda	5	Data warehouse solution implemented	Complete	Complete	Implementation of DWH solution in progress with vendors mobilized and on site
Follow up Revenue Administration (Tax and Customs)	Uganda	3	Tax data integrity concerns resolved and improved management of taxpayer register and increase new registrants	New & Complete	New & In Progress	Recommendations on improving compliance and data integrity agreed with authorities and implementation in progress
Assist With Drafting the Follow-up to Tax Procedures Law	Uganda	2	Completion of amendments	Cancelled	Cancelled	At the request of the authorities, objective changed to reviewing natural resource tax law framework and will be financed under MNRW:TTF
<b>Total Resources:</b>		<b>116</b>				

East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	12	AFE TA management. Annual report and work plan endorsed	Complete	Complete	
Inducting New Resident Advisor	AFE	2	HQ induction training completed	Complete	Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
Reviewing Resident Advisors' Performance	AFE	3	RA inspection/ installation completed	Complete	Complete	
In-Country Workshop on Medium Term Budgeting Framework and Program-Based Budgeting	Eritrea	2	PBB/MTBF training	Complete	Complete	
In-Country Training on TSA	Eritrea	0	Training delivered on TSA arrangements	Cancelled	Cancelled	No response from authorities
Quality Assuring IFMIS Plans	Ethiopia	7	QA on IFMIS implementation plan accepted	Complete	Complete	Both IFMIS activities in Ethiopia completed in one mission.
Review IFMIS Project Management	Ethiopia	0	IFMIS project management strengthened	Complete	Complete	Both IFMIS activities in Ethiopia completed in one mission.
Implementing PBB at Regional Levels	Ethiopia	0	Follow-on mission on PBB and MTEF implementation	Postponed to FY 16	Postponed to FY 16	FAD decision to absorb in HQ mission subsequently deferred to FY 16.
Improving Cash forecasting	Ethiopia	6	Cash management improve forecasting	Complete	Complete	
Study Tour: Peer Learning on M&E	Ethiopia	0	Study tour takes place	Cancelled	Cancelled	This was intended as follow-on to the PBB mission which was deferred to FY 16.
Promoting Fiscal and Budget Reporting From Lower Levels of Government	Ethiopia	0	Framework defined for national fiscal reporting and budget monitoring adopted by FGE	Cancelled	Cancelled	Awaiting confirmation of readiness.
Implementing the PFM Act - Strengthen the National Treasury	Kenya	0	Report contributing to action plan for strengthening role of NT.	Cancelled	Cancelled	New NT structure now approved. FTE activity put in place instead.
EAMU Fiscal Convergence	Kenya	0	EAMU fiscal reporting convergence - Roadmap agreed	Cancelled	Cancelled	Partially absorbed by FTE. Follow on awaits FTE finalization
TSA Implementation	Kenya	11	Phase 2 TSA designed & implemented.	Complete	Complete	Peripatetic support. TA delivered over two mission (October 2014; February 2015)

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
Attachment on Supporting Accounting Standards Board	Kenya	0	Attachment completed & report on lessons learned circulated	Cancelled	Cancelled	Request for substitute attachments on TSA
Supporting Accounting Standards Board	Kenya	0	Accounting standards board - Working procedures agreed.	Cancelled	Cancelled	New standards introduced. Review after finalization of consolidated statements
Improving Links Between Budget Estimates and Programs	Kenya	17	Improved program alignment with objectives for 15 departments	Complete	Complete	Peripatetic support. TA delivered over two mission (October 2014; February 2015)
Fiscal Transparency Evaluation	Kenya	4	FTE report	New & Complete	New & Complete	
Attachment to Turkey on Cash Management and TSA	Kenya	5	Attachment report	New & Complete	New & Complete	
Review Banking Arrangements	Malawi	10	QA of planned revisions to banking arrangements	Complete	In Progress	Covered in January 2015 mission on implementing priority PFM reforms. Attachment is for peer-to-peer learning.
Improve Cash forecasting	Malawi	0	Agreed strategy for improving liquidity forecasts & introducing active cash management	Postponed to FY 16	Postponed to FY 16	Re-prioritization by authorities.
Review Chart of Accounts Structure	Malawi	0	Agreed COA design to support PBB	Cancelled	Cancelled	To be included as part of new IFMIS project.
Strengthen IFMIS Controls	Malawi	7	GoM acceptance of proposed plans and practices to enhance IFMIS controls.	Complete	Complete	Delivered over two missions in January and April 2015.
Review IFMIS Upgrade Plans	Malawi	0	IFMIS upgrade - detailed specifications defined & upgrade plan agreed.	Complete	Complete	Absorbed within the FAD and AFE report.
Introducing PBB to Six Pilot Ministries	Malawi	0	Six pilot ministries ready for migration to PBB	Cancelled	Cancelled	Reprioritized in context of focus on more basic PFM reforms.

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
Study Tour: Peer Learning on PBB	Malawi	3	Study tour takes place successfully	Complete	Complete	Substituted by peer-to-peer learning in Kenya (February 2015).
Improving Medium Term Budgeting Framework	Malawi	0	Improving the binding nature of forward estimates	Postponed to FY 16	Postponed to FY 16	Reprioritized in context of focus on more basic PFM reforms.
Developing PFM Reform Strategies	Malawi	7	PFM reform strategy document approved.	Complete	Complete	Combined with introductory visit for new RA
FAD-Led Mission to Review Progress Of PFM Reforms	Malawi	10	Mission report accepted	Complete	Complete	
Improving Management of Fiscal Risks - Strengthen Oversight of SOEs	Regional e.g. EAC	6	Oversight of SOEs - workshop delivered	Complete	Complete	
Improving Fiscal Reporting	Regional e.g. EAC	6	Improving fiscal reporting - workshop delivered	Complete	Complete	
Workshop on the Capital Budgeting Process	Regional e.g. EAC	7	Workshop delivered	Complete	Complete	
IFMIS - Managing Benefits and Risks	Regional e.g. EAC	0	IFMIS workshop delivered	Postponed to FY 16	Postponed to FY 16	Planned for July 2015.
EAMU Fiscal Convergence	Regional e.g. EAC	5	Fiscal convergence for EAMU - Workshop delivered	Complete	Complete	
EAMU Fiscal Convergence	Rwanda	7	EAMU Fiscal reporting roadmap agreed	Complete	Complete	
FAD-Led Mission on Fiscal Decentralization	Rwanda	7	Diagnostic on fiscal decentralization accepted	Complete	Complete	Undertaken by FAD
IFMIS Review by Quality Assurance Group	Rwanda	0	IFMIS QAG report accepted.	Cancelled	Cancelled	No demand from GoR
Introducing PBB To MDAs	Rwanda	7	Align programs with strategic objectives for nine Ministries and agencies	Complete	In Progress	
Improving The Capital Budgeting Process	Rwanda	0	Agreed framework to improve project appraisal, implementation and follow-up.	Postponed to FY 16	Postponed to FY 16	Planned for June 2015 at request of authorities.

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
Enhance Oversight Of SOEs	Rwanda	0	Policy guidelines for improved oversight of SOEs developed	Cancelled	Cancelled	Guidelines drafted internally not yet shared for review.
EAMU Fiscal Convergence	Tanzania	0	EAMU fiscal reporting convergence Roadmap agreed	Cancelled	Cancelled	No confirmation of requirements.
Strengthen Management of Payment Arrears.	Tanzania	12	Management of payment arrears-acceptance of study conclusions.	Complete	Complete	
Improve Cash forecasting	Tanzania	0	Improved cash forecasts - action plan agreed for strengthening role of the CMU	Postponed to FY 16	Postponed to FY 16	Awaiting confirmation of cash management roles and responsibilities.
Attachment on Improve Cash Management	Tanzania	0	Report contributing to action plan for strengthening role of CMU.	Postponed to FY 16	Postponed to FY 16	Dependent on CM mission
Modernizing the PFM Legal Framework	Tanzania	11	PFM legal framework review	Complete	Complete	FAD-led mission
Strengthen IFMIS Control Environment	Tanzania	0	Acceptance of assessment of IFMIS security & control environment	Complete	Complete	Absorbed within payment arrears study
Introducing PBB to MDAs	Tanzania	7	Improved program design in nine ministries	Complete	In Progress	
Improving the Budget Classification System	Tanzania	0	QA budget classification for PBB	Cancelled	Cancelled	Re-prioritization by authorities.
Developing Audit Committee Guidelines	Tanzania	0	Institutionalize audit committees	Cancelled	Cancelled	Other DPs supporting IA. Activity substituted to train IA in arrears program
Strengthen IFMIS Control Environment	Tanzania	0	Acceptance of strategies and plans to strengthen the IFMIS oversight capacity of internal audit.	Cancelled	Cancelled	No confirmation of request.
Scoping Mission on Natural Resource Management	Tanzania	4	PFM reform for natural resource management	New & Complete	New & Complete	
Improving the Capital Budgeting Process	Tanzania	8	Manual published on Public Investment Manual	New & Complete	New & Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Public Financial Management</b>						
Natural Gas Revenue Management	Tanzania	13	Mission report	New & Complete	New & Complete	
Improving PBB Reports	Tanzania (Zanzibar)	0	Finalization of a new template for PBB reporting	Postponed to FY 16	Postponed to FY 16	Awaiting RGoZ confirmation of dates .
Modernizing the PFM Legal Framework	Tanzania (Zanzibar)	0	Updated draft of PFA and regulations.	Cancelled	Cancelled	No confirmation from RGoZ
Improve Financial Reporting	Tanzania (Zanzibar)	0	Finalization of COA design and financial reporting guidelines	Cancelled	Cancelled	No confirmation from RGoZ
IFMIS Upgrade	Tanzania (Zanzibar)	0	IFMIS upgrade design and plan agreed	Postponed to FY 16	Postponed to FY 16	Awaiting confirmation of dates from RGoZ.
EAMU Fiscal Convergence	Uganda	0	EAMU fiscal reporting convergence - Roadmap agreed	Cancelled	Cancelled	No confirmation on requirement.
Implementing the TSA	Uganda	6	TSA phase 1 design agreed.	Complete	Complete	Follow-on planned for June 2015.
Revising the Financial Regulations	Uganda	11	Financial regulations developed.	Complete	Complete	
Improving the Capital Budgeting Process	Uganda	7	Defined framework for improving capital budget	Complete	Complete	
Reforming PBB	Uganda	14	Decision to rationalize budget documents	New & Complete	New & In Progress	Peripatetic support. TA delivered over two mission (July 2014; April 2015)
<b>Total Resources:</b>		<b>244</b>				

East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Macro-Fiscal Analysis</b>						
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	3	FY15 realizations presented to SC and FY16 approved	Complete	Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Macro-Fiscal Analysis</b>						
Macro-Fiscal Retreat	AFE	1	Retreat realized	New & Complete	New & Complete	
Developing Macro-Fiscal Capacity	Eritrea	2	Improve staff capacity in macroeconomic analysis and improve coordination with MoF	Complete	Complete	
Developing a Macro-Fiscal Database	Ethiopia	5	Improve quality and timeliness of economic reports	Complete	Complete	
Developing Capacity in Medium-Term Fiscal Frameworks	Ethiopia	0	Participants trained in the development of a Medium-Term Fiscal Framework within the Medium-Term Budgeting Framework	Postponed to FY 16	Postponed to FY 16	No response from authorities. Will be invited to regional workshop on this topic in FY15/16.
Developing Revenue forecasting Framework	Ethiopia	0	Building capacity in revenue forecasting	Cancelled	Cancelled	Unavailability of key staff. Will be undertaken through an in-country workshop next FY
Developing Revenue forecasting Framework	Kenya	0	Revenue projections in line with macro projections	Postponed to FY 16	Postponed to FY 16	Lack of availability of key government staff
Improving Capacity in Macroeconomic forecasting	Kenya	0	Improved capacity on macro modeling and Financial Programming	Postponed to FY 16	Postponed to FY 16	Lack of availability of key government staff
Fiscal Transparency Evaluation	Kenya	4	Fiscal Transparency Evaluation completed	Complete	Complete	
Developing a Macro-Fiscal Database	Malawi	3	Improved capacity in use of FPP framework	Complete	In progress	Showing good progress
Attachment on Macro-Fiscal Database	Malawi	2	Learn about FP exercise in Tanzania	Complete	Complete	Ms. Kettie Musukwa attached to the BoT during Feb/March 2015
Assisting in QGDP forecasting	Malawi	5	Quarterly GDP forecast	Complete	Complete	
Assisting in Medium-Term GDP forecasting	Malawi	0	Medium-Term GDP forecast	Postponed to FY 16	Postponed to FY 16	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Macro-Fiscal Analysis</b>						
Training in Macro-Fiscal Modeling And Analysis	Regional e.g. EAC	2	Advisor trained in Macroeconomic Management and Fiscal Policy	Complete	Complete	
Training n Macroeconomic Diagnostics	Regional e.g. EAC	7	Participants trained in macroeconomic diagnostics	Complete	Complete	
Workshop on Indicators of Economic Activity	Regional e.g. EAC	7	Regional Workshop on Indicators of Economic Activity	Complete	Complete	
Workshop on Fiscal Risks	Regional e.g. EAC	2	Deeper understanding of fiscal risk reporting and management in the region	Complete	Complete	Combined with PFM workshop - SoE Oversight.
Regional Course on Economics of Regional Integration	Regional e.g. EAC	6	Conduct workshop	Complete	Complete	
Financial Programming and Policies	Regional e.g. EAC	6	Participants able to prepare a macroeconomic policy program	New & Complete	New & Complete	
Macro-Fiscal Implications of Natural Resource Discoveries	Regional e.g. EAC	3	Participants trained in macro-fiscal implications of natural resource discoveries	Complete	Complete	
EAC Workshop on Fiscal Convergence	Regional e.g. EAC	2	EAC Meeting on fiscal convergence	Complete	Complete	
Developing Revenue forecasting Framework	Rwanda	8	Develop a revenue forecasting model for Rwanda	Complete	Complete	
Developing Revenue forecasting Framework	Rwanda	0	Integrate revenue forecasting within MINECOFIN macro model Develop a revenue forecasting model for Rwanda	Postponed to FY16	Postponed to FY16	
Identification of Fiscal Risks	Rwanda	0	Identification of fiscal risks	Cancelled	Cancelled	There will be an FTE in 2016 to Rwanda which will cover this issue
PFM Legal Framework	Tanzania	2	Provide inputs to the Budget Bill and PFM Act	New & Complete	New & Complete	

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





East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Macro-Fiscal Analysis</b>						
Scoping Mission on PFM Issues in Natural Resource Management	Tanzania	2	Provide guidance on way forward to build capacity on natural resource issues	New & Complete	New & Complete	
Macro-Fiscal and PFM Issues in Natural Resource Management	Tanzania	4	Provide guidance on way forward to build capacity on natural resource issues	New & Complete	New & Complete	
Attachment on GDP forecasting	Tanzania	2	Learn about CIEA in Rwanda	Complete	Complete	Mr. Deogratius of BoT attached to BNR. Very successful workshop.
Improving Capacity in Debt Sustainability Analysis	Tanzania	0	Participants trained in DSA	Cancelled	Cancelled	No response from authorities
Improving Macro-Fiscal Capacity	Tanzania (Zanzibar)	3	Improved analysis of macroeconomic indicators	Complete	In Progress	Showing good progress
Developing a Macro-Fiscal Database	Tanzania (Zanzibar)	4	Development of macro-fiscal database	Complete	Complete	
Assisting in QGDP forecasting	Uganda	5	Improved quarterly GDP forecasts	Complete	Complete	
Charter of Fiscal Responsibility	Uganda	7	Provide template and recommendations on Charter	New & Complete	New & Complete	
<b>Total Resources:</b>		<b>97</b>				

East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Financial Sector Regulation</b>						
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	5	SC and midterm reporting realized	Complete	Complete	March 2015 (FPW also including other corporate work)
LTX Workshop at IMF HQ	AFE	1	Workshop realized	Complete	Complete	Conducted April 2015

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Financial Sector Regulation</b>						
Enhancing on- and off-Site Insurance Supervision	Eritrea	0	Basic on- and off-site supervision framework in place	Postponed to FY 16	Postponed to FY 16	Planned for July/August 2015
Attachment on Risk Based Supervision	Eritrea	4	Increased supervisory capacity for risk based supervision	Complete	Complete	Attachment realized in February 2015
Enhancing the off-Site Analysis Framework / Banking Sector Assessment Framework	Ethiopia	5	Areas for enhancement and timeline for implementation identified	Complete	Complete	Mission conducted in August 2014
Implementing Risk Based Supervision and Solvency Regulations	Ethiopia	0	Basic risk based insurance supervision in place and developed draft solvency regulations	Postponed to FY 16	Postponed to FY 16	Postponed depending on priorities to either FY2016 or FY2017.
Building Capacity on Reinsurance Supervision and Financial Analysis	Ethiopia	4	Basic draft stress testing framework available, training on reinsurance conducted	New & Complete	New & Complete	Mission conducted in January/ February 2015
Implementing and Operationalizing ICAAP	Kenya	5	Enhanced Capacity in Internal Capital Adequacy Assessment Programme (ICAAP) and plan for integration of ICAAP in the supervisory framework in place	Complete	In Progress	Mission conducted in July/August 2014
Developing a Framework for a Structured Assessment of Host Country Supervisory and Regulatory Framework	Kenya	2	Assessment framework for quality of supervisory and regulatory framework of host supervisor developed	Complete	Complete	Mission conducted November 2014
Enhancing the Supervisory Practices for Supervisory ML/FT Assessments	Malawi	4	Developed supervisory practices (regulation is already in place) for conducting ML/TF risk assessments.	Complete	Complete	Mission conducted in June 2014
Enhancing the Regulatory Framework for Liquidity Risk Management	Malawi	0	Developed regulatory framework for Liquidity Risk Management	Postponed to FY 16	Postponed to FY 16	Postponed depending on priorities to either FY2016 or FY2017.

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Financial Sector Regulation</b>						
Integrating ICAAP in the Supervisory Framework	Malawi	5	Plan in place for the integration of ICAAP into supervisory framework	Complete	Complete	Mission conducted in February 2015
Finalize Amendments to the Banking Resolution Legal Framework	Malawi	0	Amended legal framework	Cancelled	In Progress	Recipient finalized the necessary amendments in line with the provided initial advice without further TA
Regional Workshop on (Micro) Stress Testing for Prudential Purposes	Regional e.g. EAC	3	Increased regional capacity on micro stress-testing for prudential use also in relation to ICAAP.	Complete	Complete	Realized in January 2015
Regional Workshop on Insurance Supervision	Regional e.g. EAC	11	Increased regional capacity on insurance supervision.	Complete	Complete	Workshop conducted in September 2014
Regional Workshop on AML/CFT Supervision	Regional e.g. EAC	7	Increased regional capacity on AML/CFT	Complete	Complete	Conducted in April 2015
Regional Governance, Risk and Compliance Summit	Regional e.g. EAC	1	RA participated in the panel of the seminar	Complete	Complete	RA attended the summit and participated in the panel in May 2014
ATI Training on Core Elements Of Banking Supervision	Regional e.g. EAC	3	Increased supervisory capacity in the region	Complete	Complete	Training conducted in December 2014
MCM EAC Workshop on Macro-Prudential Stress-Testing	Regional e.g. EAC	1	Increased capacity on macro-prudential stress-testing	New & Complete	New & Complete	Workshop conducted in September 2014
Implementing and Operationalizing ICAAP and Developing a Framework for LCR and the Countercyclical Capital Buffer	Rwanda	3	Strategy for implementation of ICAAP and counter cyclical capital buffer in place and first version of LCR framework drafted	Complete	In Progress	Mission conducted in December 2015. Milestone partially achieved. Further TA on ICAAP and liquidity planned for FY2016.
National Training on Basel II/III Framework	Rwanda	3	Increased capacity on Basel Capital Adequacy standards and measurement	Complete	Complete	Training conducted in October 2014
Developing Supervisory Capacity for the Review of IFRS Compliance of Commercial Banks	Rwanda	0	Increased supervisory capacity for the review of IFRS compliance and first draft of supervisory framework ready to be tested	Postponed to FY 16	Postponed to FY 16	Postponed to FY2016

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Financial Sector Regulation</b>						
Attachment on FX Bureau Supervision	Rwanda	4	Increased capacity on FX bureau supervision	Complete	Complete	Realized in February 2015
Assisting in the Roll-Out of the Basel II/III Implementation Plan	Rwanda	4	Revised capital adequacy regulations in line with Basel II-III framework issued	New & Complete	New & In Progress	Mission conducted in November 2014
National Training on Basel II/III Framework	Tanzania	4	Increased capacity for the implementation of the Basel II/ III framework	Complete	Complete	Training conducted in October 2014
Aligning the Prudential Framework With International Standards	Tanzania	4	Areas for improvement of existing prudential regulatory framework identified	Complete	Complete	Mission conducted in January 2015
Developing a Short And Long Term Training Program for the Banking Supervision Directorate	Tanzania	5	Evaluating training needs and development of a short to long term training program for examiners.	Complete	Complete	Mission conducted in February 2015
Developing a Risk Assessment Framework for Financial Stability	Tanzania	7	Developed draft of Financial Stability Risks Assessment Framework in line with framework used by Bank of Namibia and increase Financial Stability capacity	Complete	In Progress	Conducted in March 2015 - milestone is expected to be realized in FY2016.
Training on Consolidated Supervision	Tanzania	3	Increased capacity on consolidated supervision	Complete	Complete	Training conducted in November 2014
Developing a Stress Testing Framework	Tanzania	0	Development of a roadmap for the implementation of stress testing	Postponed to FY 16	Postponed to FY 16	Postponed to Q2 FY2016
Implementation of a Capital Charge for Market Risk	Uganda	3	Increased capacity and the enhancement of the regulation for the Capital Charge for Market Risk	Complete	Complete	Mission conducted in June 2014

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comments
<b>Financial Sector Regulation</b>						
Developing Procedures for Assessing Country and Transfer Risk	Uganda	2	Developed draft procedures for assessing Country and Transfer Risk	Complete	Complete	Mission conducted in June 2014
Reviewing Draft Regulations and Training on Agency Banking	Uganda	5	Increased supervisory capacity and draft of Agency Banking Regulations reviewed	Complete	Complete	Mission conducted in November 2014
Implementation of Risk Based Insurance Supervision in Uganda	Uganda	6	Updated and implemented on- and off-site risk based supervision framework	Complete	In Progress	Off-site component of the mission is realized. On-site component planned for April 2015 (not confirmed yet)
Attachment on AML/CFT Supervision	Uganda	7	Increased supervisory capacity on AML/CFT supervision	Complete	Complete	Attachment realized in June 2014.
Training on Insurance Supervision	Uganda	1	Training realized	New & Complete	New & Complete	Conducted in April 2015
<b>Total Resources:</b>		<b>123</b>				

East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Monetary Policy and Operations</b>						
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	2	Attendance of SC meeting	Complete	Complete	
Review of The Liquidity forecasting Framework	Burundi	3	Completion of liquidity forecasting framework	New & Complete	New & Complete	
Liquidity Management	Ethiopia	5	Completion of liquidity forecasting framework	Postponed to FY 16	Postponed to FY 16	Time constrain due to change in AFE advisor
Courtesy Visit and TA Needs Assessment	Ethiopia	1	Medium term strategy	New & Complete	New & Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Monetary Policy and Operations</b>						
Liquidity forecasting Framework Review	Kenya	5	Completion of LF review	Complete	Complete	
Attachment on Inflation forecasting	Kenya	0	Completion of staff attachment	Postponed to FY 16	Postponed to FY 16	Need to find the Hosting institution
GDP forecasting	Kenya	4	Completion of GDP forecast review	Complete	Complete	
Develop a forecasting and Policy Analysis System	Kenya	14	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete	
Central Bank Law Reform	Kenya	0	Completion of amendments	Cancelled	Cancelled	The law has been passed
Courtesy Visit and TA Needs Assessment	Kenya	1	Medium term strategy	New & Complete	New & Complete	
Strategy for Yield Curve Development	Malawi	0	Completion of benchmark yield curve development strategy	Cancelled	Cancelled	No longer priority for authorities
Courtesy Visit and TA Needs Assessment	Malawi	1	Medium term strategy	New & Complete	New & Complete	
Workshop on Compliance with CPSS-IOSCO Principles for Financial Market Infrastructures – Advanced	Regional e.g. EAC	6	Completion of workshop	Complete	Complete	
Advanced Workshop on Compliance With CPSS-IOSCO Principles for Financial Market Infrastructures – Advanced	Regional e.g. EAC	6	Completion of workshop	Complete	Complete	
Develop a forecasting and Policy Analysis System	Regional e.g. EAC	2	Agree with the authorities on a work plan to ensure full implementation of FPAS.	New & Complete	New & Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Monetary Policy and Operations</b>						
Strategy for Bond Market Development	Rwanda	4	Completion of bond market development strategy	Complete	Complete	
Training in foreign Exchange Market Operations	Rwanda	0	Completion of training in FX market operations	Postponed to FY 16	Postponed to FY 16	Time constrain for the authorities and due to change in AFE advisor
Draft NPS Oversight Policy	Rwanda	0	Completion of NPS oversight policy	Cancelled	Cancelled	Oversight guideline have been drafted
Attachment on NPS Oversight	Rwanda	0	Completion of attachment	Postponed to FY 16	Postponed to FY 16	Need to find the Hosting institution
Training in Risk and Performance Evaluation	Rwanda	4	Completion of training in risk and performance measurement and evaluation	Complete	Complete	
Interbank Market	Rwanda	5	Completion of strategy for interbank market development	Postponed to FY 16	Postponed to FY 16	At the request of the authorities
Develop a forecasting and Policy Analysis System	Rwanda	25	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete	
Courtesy Visit and TA Needs Assessment	Rwanda	1	Medium term strategy	New & Complete	New & Complete	
Foreign Exchange Market Intervention	Tanzania	0	Completion of foreign exchange intervention policy	Postponed to FY 16	Postponed to FY 16	Time constrain due to change in AFE advisor
Interbank Money Market Development	Tanzania	6	Completion of strategy for interbank(cash) market development	Complete	Complete	
Develop a forecasting and Policy Analysis System	Tanzania	20	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete	

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East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Monetary Policy and Operations</b>						
Attachment on Implementing Reserve Averaging for the Reserve Requirement	Tanzania	1	Implementation of reserve averaging	New & Complete	New & Complete	
Attachment on Implementing Reserve Averaging for the Reserve Requirement	Tanzania	1	Implementation of reserve averaging	New & Complete	New & Complete	
NPS Oversight Guidelines	Tanzania	1	Completion of draft NPS oversight guidelines	New & Complete	New & Complete	
NPS Oversight Guidelines	Uganda	3	Completion of draft NPS oversight guidelines	Postponed to FY 16	Postponed to FY 16	need for an HQ review of Tanzania guideline before doing the peer to peer review between Tanzania and Uganda
NPS Risk Assessment	Uganda	0	Completion of risk assessment framework	Postponed to FY 16	Postponed to FY 16	to be changed to assessment of PS and CDS against PFMI
Review of Liquidity forecasting Framework	Uganda	0	Completion of review	Cancelled	Cancelled	Topic has been changed to monetary policy implementation under IT lite (see other items in work program)
Monetary Policy Implementation Under Inflation Targeting Lite	Uganda	9	Completion of strategy for monetary policy implementation under ITL	Complete	Complete	
Develop a forecasting and Policy Analysis System	Uganda	25	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Complete	Complete	
Central Bank Act Amendment	Uganda	3	Completion of amendments	Complete	Complete	
Courtesy Visit and TA Needs Assessment	Uganda	1	Medium term strategy	New & Complete	New & Complete	
<b>Total Resources</b>		<b>159</b>				

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





East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
RTAC Statistics Advisors Visit	AFE	1	Workshop realized	Complete	Complete	
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	3	AFE TA Management. Annual Report and work plan endorsed	Complete	Complete	
Developing a BPM6 Migration Plan	Eritrea	0	Commence implementation BPM6 standards for BOP statistics	Cancelled	In Progress	Mission cancelled as the authorities require more time to implement the October 2011 mission's recommendations.
Assist with the Development of the XMPI Methodology	Ethiopia	3	Development of export and import price indices	Complete	Complete	Methodology has been developed. Implementation has commenced.
Review of PPI-Manufacturing	Ethiopia	2	Improve the producer price indices for manufacturing	Complete	Complete	Review of PPI completed and areas for improvement identified.
Assist with Implementing the GDP-E Methodology	Ethiopia	4	Commence compiling GDP by expenditure share	Complete	Complete	Compilation of experimental GDP-E estimates has commenced.
Assist with Developing the QGDP-E Compilation Methodology	Kenya	3	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	QGDP-E compilation methodology developed
Assist with Developing the QGDP-E Compilation Methodology	Kenya	3	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	Experimental quarterly GDP-E estimates are being compiled
Assist with Implementation of BPM6 Standards	Malawi	4	Improved BOP and IIP estimates consistency with BPM6 standards	Complete	Complete	Consistency of BOP/IIP estimates with BPM6 standards has been further improved
Assist with Developing the QGDP-P Compilation Methodology	Malawi	4	Develop Quarterly National Accounts methodology	Complete	Complete	QGDP-P compilation methodology developed
Assist with Developing the QGDP-P Compilation Methodology	Malawi	4	Develop Quarterly National Accounts methodology	Complete	Complete	Expect April 2015 mission to proceed and QGDP-P compilation worksheets to

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
						be finalized
Assist with Developing the QGDP-E Compilation Methodology	Regional e.g. EAC	2	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	IMF DFID-Enhanced Data Dissemination Initiative: QNA Project Workshop
Regional workshop on NAS Harmonization	Regional e.g. EAC	6	Assess progress on NAS harmonization and provide training on GDP by expenditure approach	Complete	Complete	
Regional workshop on NAS Harmonization	Regional e.g. EAC	2	Assess progress on NAS harmonization in EAC countries\	New & Complete	New & Complete	Existing AFE project. New activity requested by EAC.
Assist with Implementation of BPM6 Standards	Rwanda	4	Improved BOP and IIP estimates consistency with BPM6 standards	Complete	Complete	Consistency will be improved, with improved international travel expenditure and other BOP data available by the end of the March 2015 mission.
Assist with Redeveloping the NAS Compilation System	Rwanda	5	Redevelopment of NAS compilation system	Complete	Complete	Redevelopment of NAS compilation system completed
Assist with Developing the QGDP-E Compilation Methodology	Rwanda	4	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	QGDP-E compilation worksheets developed
Assist with Developing the QGDP-E Compilation Methodology	Rwanda	4	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	Experimental quarterly GDP-E estimates are being compiled
Attachment on Agriculture Survey And Statistics	Rwanda	0	Improved Agriculture data	Cancelled	Complete	Authorities achieved the milestone of improving agriculture surveys data. Attachment did not proceed as it was no longer needed.

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
Assist with Improving Prices Survey And Index Compilation	Rwanda	4	Improve the quality of export and import price indices	Complete	Complete	Improvements to the prices survey and indices implemented.
Assist with Finalizing the Rebased GDP Estimates for Dissemination	Tanzania	4	Compile rebased QGDP by economic activity	New & Complete	New & Complete	New mission requested by the authorities to finalize the rebased quarterly GDP estimates.
Assist with Finalizing the Rebased GDP Estimates for Dissemination	Tanzania	3	Redevelopment of NAS compilation system and finalize SUT	Complete	Complete	NAS system redeveloped and SUT finalized
Assist with Finalizing XMPIS And PPI for Dissemination	Tanzania	3	Dissemination of good quality XMPIS and PPI	Complete	Complete	XMPIS and PPI disseminated
Assist with Developing the QGDP-E Compilation Methodology	Tanzania (Zanzibar)	3	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	QGDP-E compilation worksheets developed
Assist with Developing the QGDP-E Compilation Methodology	Tanzania (Zanzibar)	2	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	Experimental quarterly GDP-E estimates are being compiled
Assist with Finalizing the PPIs for Dissemination	Tanzania (Zanzibar)	2	Dissemination of Goods and Hotels PPIs	Complete	Complete	
Assist with Finalizing the Rebased GDP Estimates for Dissemination	Uganda	5	Redevelopment of NAS compilation system and finalize SUT	Complete	Complete	
Assist with the Finalizing the Rebased GDP Estimates for Dissemination	Uganda	3	Compile rebased QGDP by economic activity	New & Complete	New & Complete	New mission requested by the authorities to finalize the rebased quarterly GDP estimates.
Assist with Developing the QGDP-E Compilation Methodology	Uganda	3	Compile QGDP by expenditure share in current and constant prices.	Complete	Complete	Compilation of QGDP by expenditure share commenced, with HFCE as a residual.
Peer Review the Rebased CPI and	Uganda	4	Release of rebased CPI	Complete	Complete	Release of rebased CPI timed for March

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
Provide Training						2015.
Assist with the Development of the XMPI Methodology	Uganda	3	Development of export and import price indices	Complete	Complete	Export and import price indices methodology developed
Peer Review the Rebased PPI	Uganda	2	Rebasing of PPI	Complete	Complete	Rebasing of PPI completed
Develop and Disseminate Quarterly Sectoral Financial Transactions And Balance Sheets	Uganda	6	Review the existing flow of fund accounts and provide advice for development of financial transactions and balance sheets	New & Complete	New & Complete	Review completed and advice provided on developing quarterly estimates.
<b>Government And Finance Statistics</b>						
RTAC Statistics Advisors Visit	AFE	1	Workshop realized	Complete	Complete	
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	1	Attendance of SC meeting	Complete	Complete	
Developing a GFS Compilation and GFSM2001 Migration Plan	Burundi	2	Commence implementation of GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation Of GFS Compilation and GFSM2001 Migration Plan	Burundi	3	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation Of GFS Compilation and GFSM2001 Migration Plan	Burundi	3	EAC/AFE training course realized	Complete	Complete	
Developing a GFS Compilation and GFSM2001 Migration Plan	Kenya	2	Commence implementation of GFS compilation and GFSM2001 migration plan	Complete	Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Kenya	3	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Kenya	6	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Kenya	4	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Regional Workshop on GFS Harmonization	Regional e.g. EAC	5	Workshop realized and establishment of GFSM2001/14 implementation plans	Complete	Complete	
Regional Workshop on GFS Harmonization	Regional e.g. EAC	6	EAC GFS reporting by Partner States and Regional GFS harmonization	Complete	Complete	
Regional Workshop on GFS Harmonization	Regional e.g. EAC	4	EAC GFS reporting by Partner States and Regional GFS harmonization	Complete	Complete	
Developing a GFS Compilation And GFSM2001 Migration Plan	Rwanda	2	Commence implementation of GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Rwanda	6	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	

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



East AFRITAC Work Plan Implementation, FY 2015						
Activity Title	Beneficiary	Resources (FPWs)	Milestone	Status of Activity	Status of Milestone	Comment
<b>Economic and Financial Statistics</b>						
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Rwanda	4	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Developing a GFS Compilation and GFSM2001 Migration Plan	Tanzania	2	Commence implementation of GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Tanzania	5	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation Of GFS Compilation and GFSM2001 Migration Plan	Tanzania	5	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Tanzania (Zanzibar)	4	Assessment of GFS compilation practices.	New & Complete	New & Complete	New mission requested by the authorities.
Developing a GFS Compilation and GFSM2001 Migration Plan	Uganda	2	Commence implementation of GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Uganda	6	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
Assessment of Implementation of GFS Compilation and GFSM2001 Migration Plan	Uganda	3	Implementation of concrete steps in GFS compilation and GFSM2001 migration plan	Complete	Complete	
<b>Total Resources:</b>		<b>182</b>				

FPWs = 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 XI. East AFRITAC Workshops, FY 2015

	Area	Workshop Title	Quarter	Start Date	End Date	Location
1	Economic and Financial Statistics	Developing the QGDP-E compilation Methodology	Q1	5/26/2014	5/30/2014	Entebbe, Uganda
2	Economic and Financial Statistics	Harmonization of National Accounts Statistics in EAC	Q1	6/23/2014	6/27/2014	Arusha, Tanzania
3	Government Finance Statistics	Regional Training on Government Finance Statistics	Q2	8/25/2014	8/29/2014	Arusha, Tanzania
4	Revenue Administration	Improving Skills on Auditing of Specialized Sectors in Tax Administration	Q2	8/25/2014	8/29/2014	Entebbe, Uganda
5	Public Financial Management	Budgeting, Monitoring and Evaluation of Capital Projects	Q2	9/1/2014	9/5/2014	Entebbe, Uganda
6	Monetary Policy and Operations	Principles of Financial Markets Infrastructure	Q2	9/8/2014	9/12/2014	Kigali, Rwanda
7	Financial Sector Regulation & Supervision	Insurance Supervision	Q2	9/15/2014	9/26/2014	Dar es Salaam, Tanzania
8	Government Finance Statistics	Regional Training on Government Finance Statistics	Q3	11/17/2014	11/21/2014	Entebbe, Uganda
9	Revenue Administration	Strategies for Recruiting and Managing Taxpayers: Informal Sectors and SMEs	Q3	11/24/2014	11/28/2014	Zanzibar, Tanzania
10	Financial Sector Regulation & Supervision	(Micro) Stress Testing for Prudential Purposes	Q3	1/12/2015	1/16/2015	Addis Ababa, Ethiopia
11	Economic and Financial Statistics	Regional Workshop on NAS Harmonization	Q4	2/16/2015	2/20/2015	Zanzibar, Tanzania
12	Government Finance Statistics	Harmonization of Government Finance Statistics	Q4	3/2/2015	3/6/2015	Kigali, Rwanda

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

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



	Area	Workshop Title	Quarter	Start Date	End Date	Location
13	Public Financial Management	Ensuring Adequate Oversight of SOEs	Q4	4/14/2015	4/17/2015	Addis Ababa, Ethiopia
14	Financial Sector Regulation & Supervision	AML/CFT Supervision	Q4	4/20/2015	4/24/2015	Arusha, Tanzania
15	Monetary Policy and Operations	Principles for Financial Markets Infrastructure	Q4	4/20/2015	4/23/2015	Zanzibar, Tanzania
16	Macro-Fiscal Analysis	Indicators of Economic Activity (joint with STA)	Q4	4/20/2015	4/24/2015	Dar es Salaam, Tanzania
17	Public Financial Management	Improving Fiscal Reporting	Q4	4/21/2015	4/24/2015	Arusha, Tanzania

**East AFRITAC/ ICD Courses FY 2015**

	Course Title	Start date	End date	Location
1	Macro-Fiscal Analysis and Modeling	6/30/2014	7/11/2014	Ebene, Mauritius
2	Macroeconomic Diagnostics	7/14/2014	7/25/2014	Lake Kivu Gisenyi, Rwanda
3	Financial Programming and Policies	12/1/2014	12/12/2014	Dar es Salaam, Tanzania
4	Economic Issues in Regional Integration	3/2/2015	3/13/2015	Arusha, Tanzania

**East AFRITAC/ ATI Courses FY 2015**

1	Core Elements of Banking Supervision	12/8/2014	12/12/2014	Kigali, Rwanda
2	Fiscal and Monetary Issues in Resource Rich Economies	2/23/2015	2/27/2015	Arusha, Tanzania

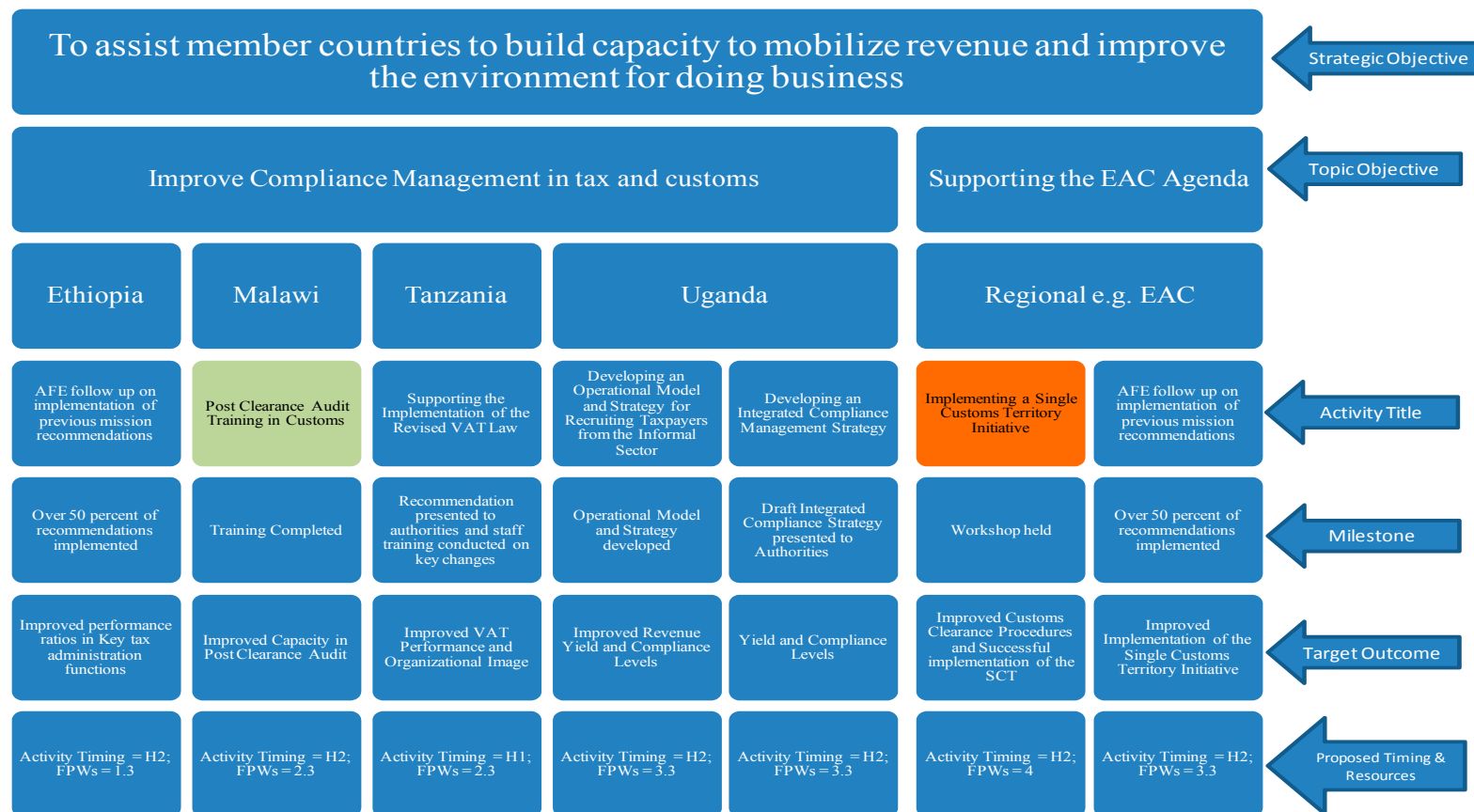
Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.  
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)





## ANNEX XII. East AFRITAC Work Plan, FY 2016

### Revenue Administration

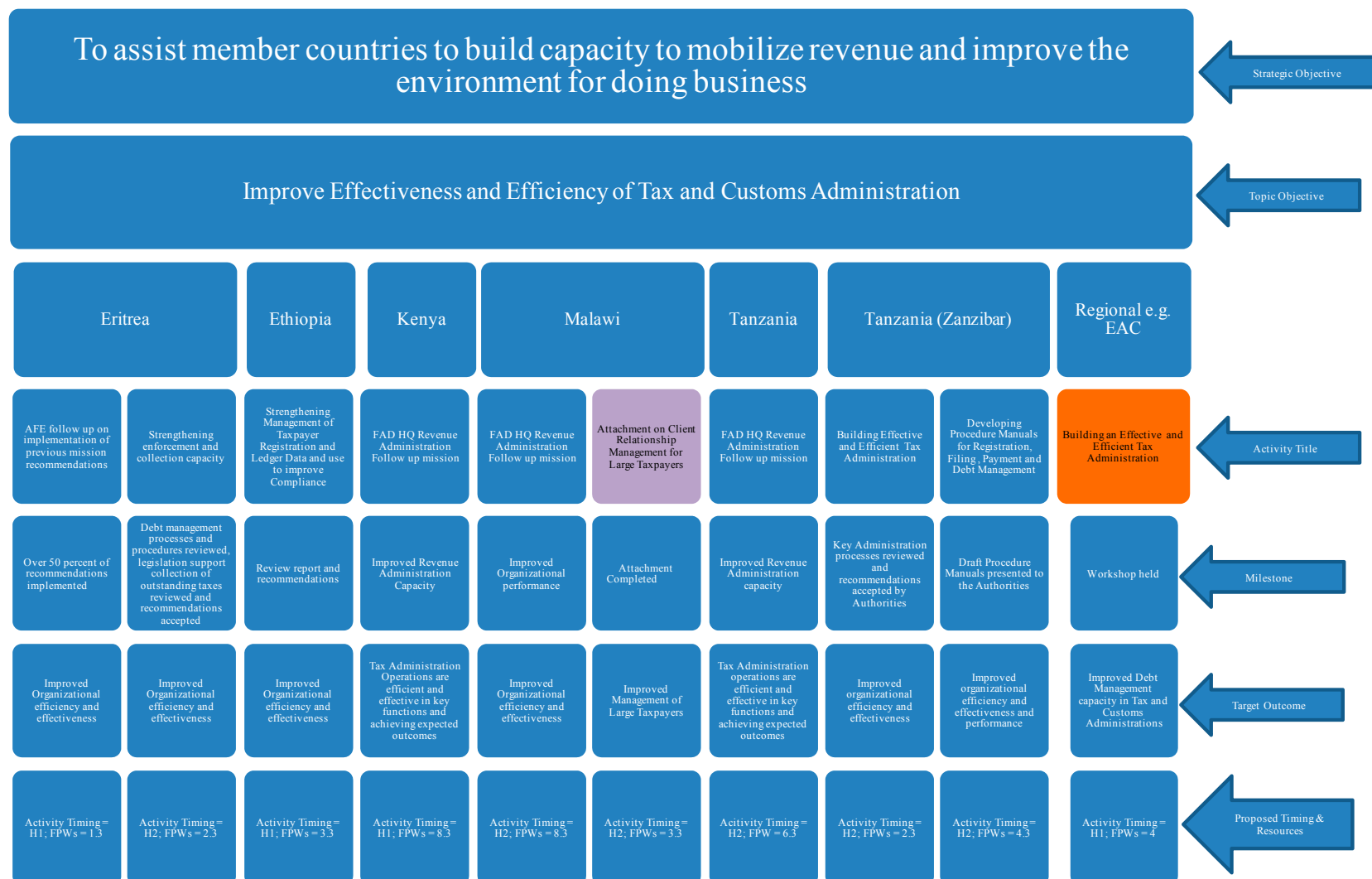


Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings.

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



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

Improving Risk Assessment and Management Capacity in Revenue Administration

Topic Objective

Ethiopia	Kenya	Malawi	Rwanda	Tanzania	Uganda	
Developing a Compliance Plan for FY2016/17	Developing a Compliance Plan for FY2016/17	Developing a Compliance Plan for FY2016/17	Developing a Compliance Plan for FY2016/17	Developing a Compliance Plan for FY2016/17	Developing a Compliance Plan for FY2016/17	Attachment to SARS on Risk management evaluation
Draft Compliance Plan	Draft Compliance Plan	Draft Compliance Plan	Draft Compliance Plan	Draft Compliance Plan	Draft Compliance Plan	Attachment Completed
Improved Revenue Yield and Compliance Levels	Improved Revenue Yield and Compliance Levels	Improved Revenue Yield and Compliance Levels	Improved Revenue Yield and Compliance Levels	Improved Revenue Yield and Compliance Levels	Improved Revenue Yield and Compliance Levels	Improved risk management process
Activity Timing = H1; FPWs = 4.3	Activity Timing = H1; FPWs = 4.3	Activity Timing = H1; FPWs = 3.3	Activity Timing = H1; FPWs = 4.3	Activity Timing = H1; FPWs = 3.3	Activity Timing = H1; FPWs = 4.3	Activity Timing = H2; FPWs = 3.3

Activity Title

Milestone

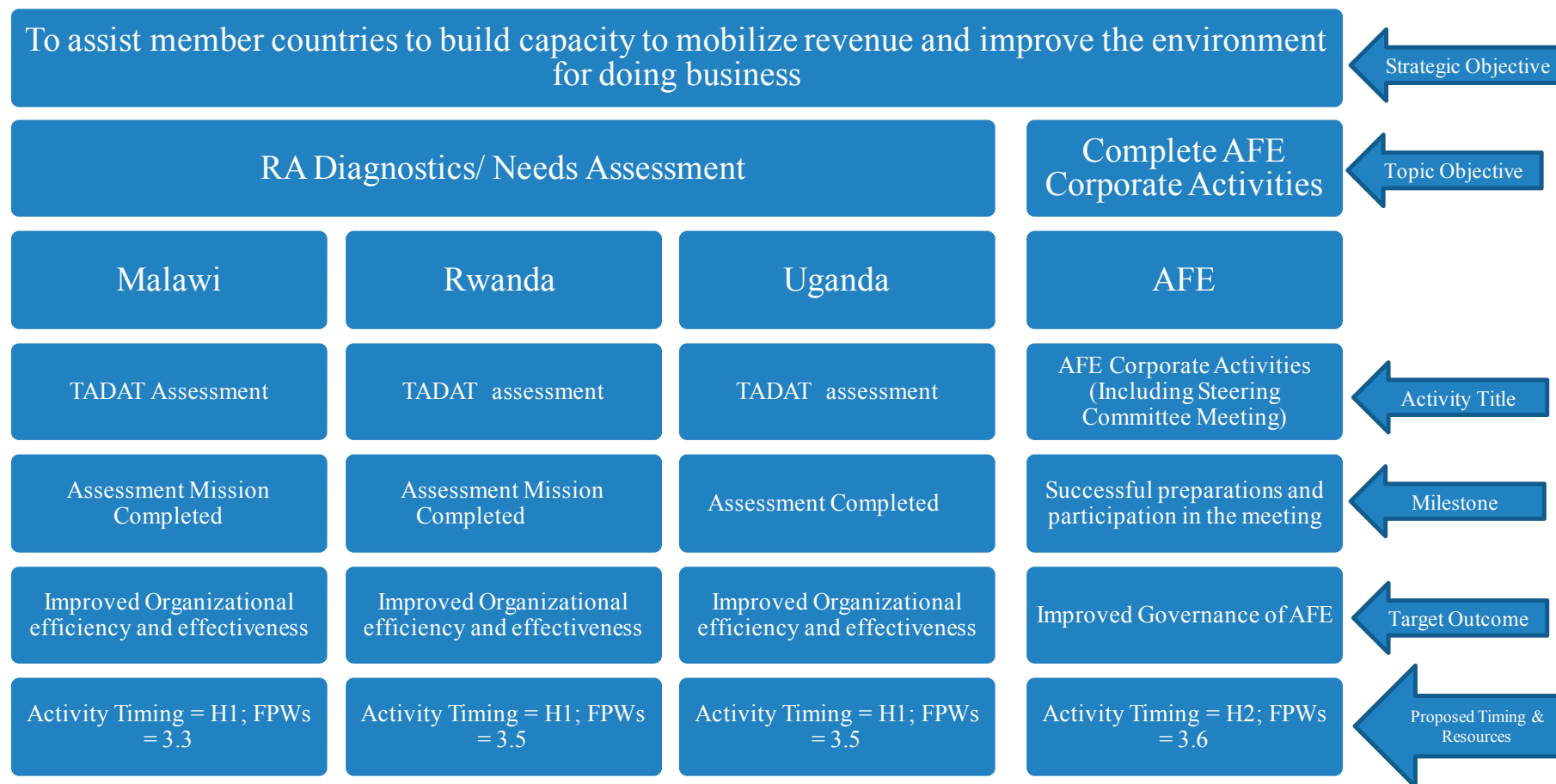
Target Outcome

Proposed Timing & 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)



## 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)



## 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	Rwanda		Tanzania	Tanzania (Zanzibar)	Uganda		Regional e.g. EAC
Training on Budget Issues for MDAs	Program-Based Budgeting (including in regions)	Monitoring and Evaluation - Budget reforms	Follow-up on Program Design Improvement (including regions)	Reviewing Public Investment Management	Improving Program Design	Improving Program Design	Taking stock of PBB preparation (including Supporting Framework)	Supporting the implementation of Commitment Appropriation as per PFM Act	Strengthening Budget documents / PBB	Strengthening Budgetary Institutions
Workshop delivered	Agreed strategy for implementing PBB in the regions	Strategy agreed for strengthening M&E	Number of MDAs with good program structure; Agreed strategy for implementing PBB in counties	Agreed strategy for strengthening PIM	Number of MDAs with good Program Structure	Number of MDAs with good Program Structure	Agreed Strategy for Implementing PBB	Decision to implement Commitment Appropriation	Rationalization of Budget documents	Workshop delivered
Increased awareness of good budget practices in MDAs	Incremental improvement in Budgeting process	Improved effectiveness from Budget Implementation	Strengthen link between plan and budget	Improve Public Investment Management	Improving Budget Allocation	Improving budget allocation	Strengthen link between Plan and Budget	Improved Budgeting and Management of multi-year contracts	Improved allocation process	Increased awareness of strengthening budgetary institutions
Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 10	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 6	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 7	Activity Timing = H2; FPWs = 7	Activity Timing = H2; FPWs = 6

Activity Title

Milestone

Target Outcome

Proposed Timing & 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)



## Public Financial Management



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)



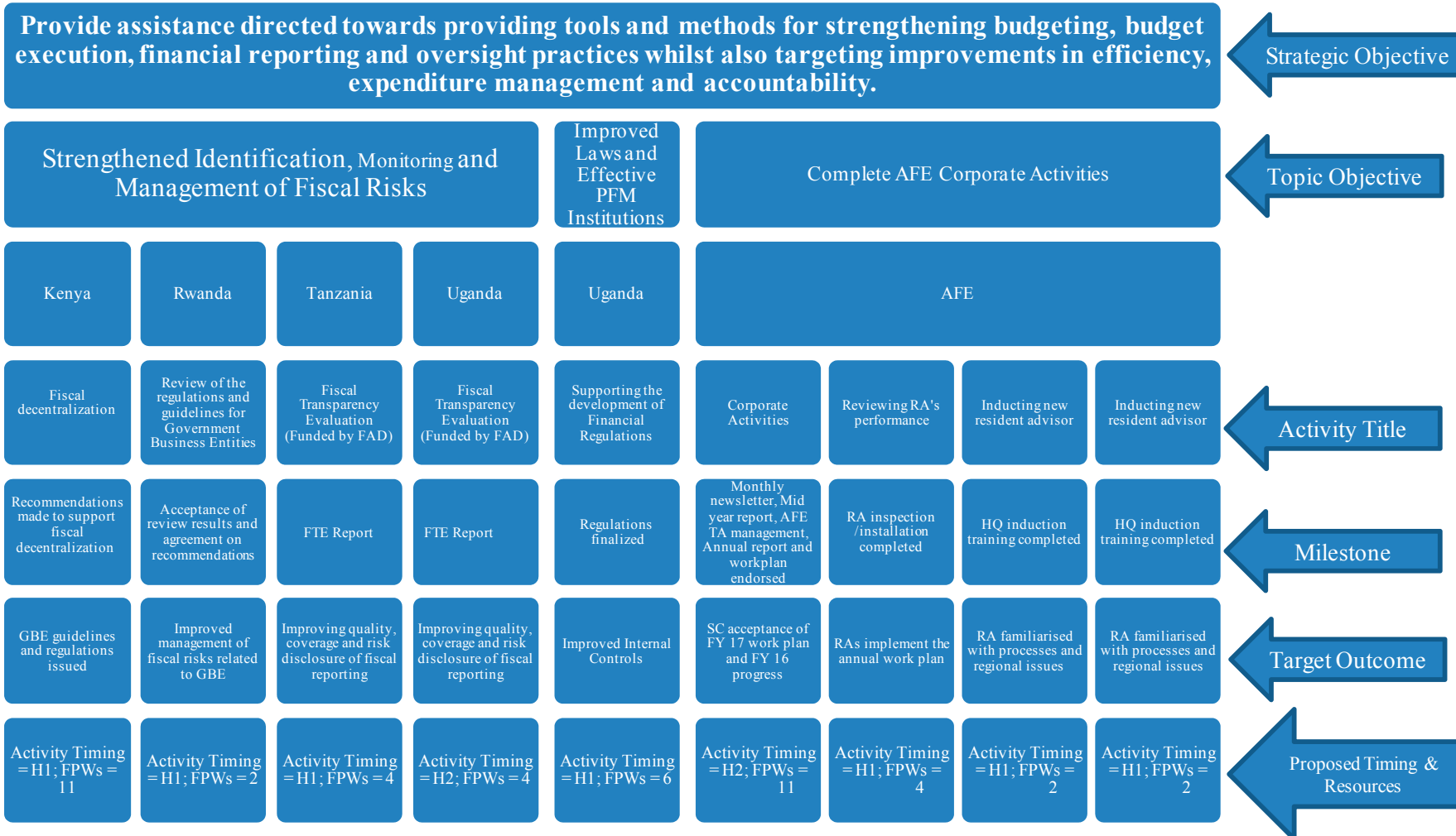
## Public Financial Management



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)



## Public Financial Management

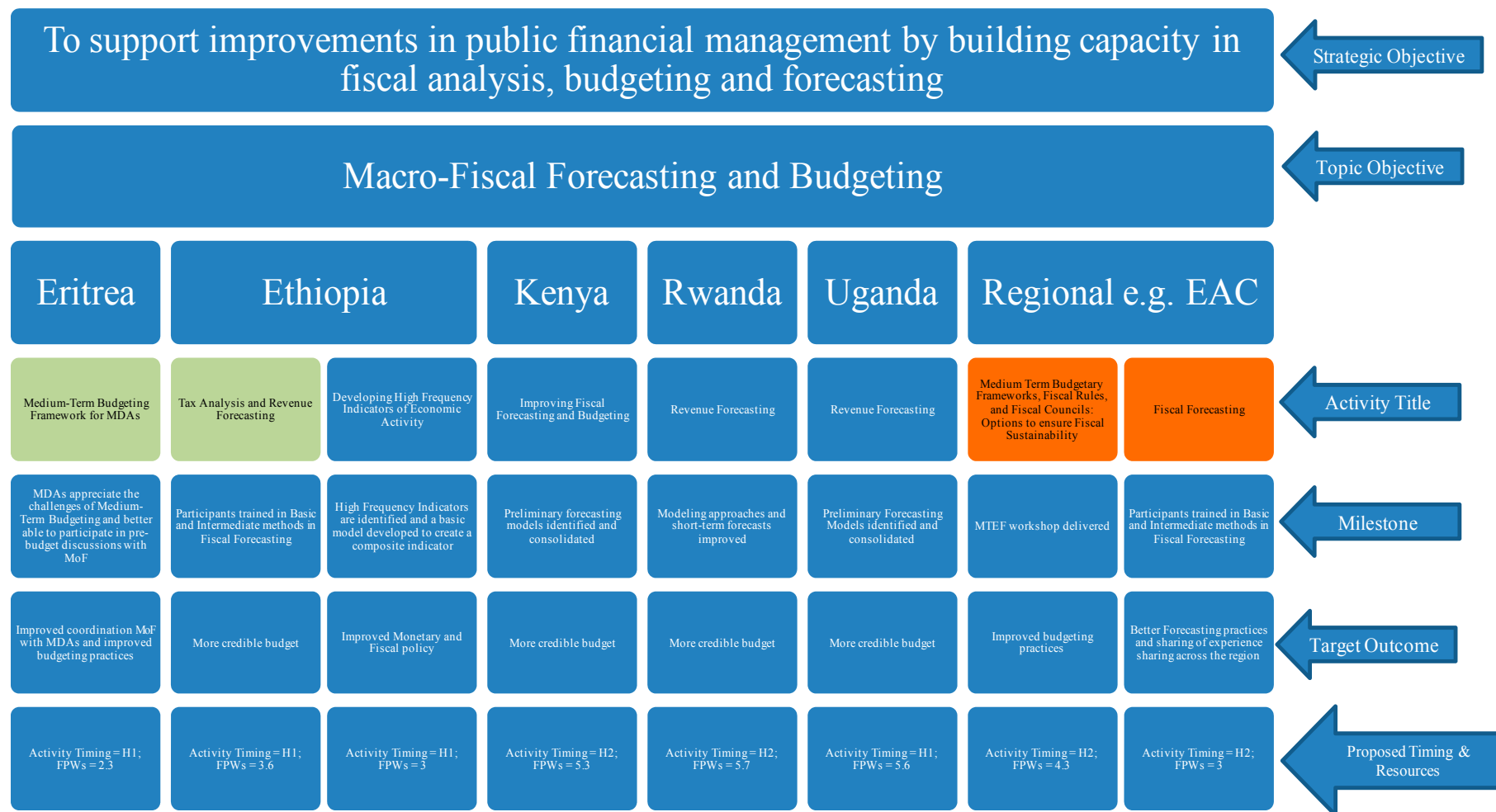


Legend: Boxes in Purple represent Attachments; Boxes in Green represent National Trainings; Boxes in Orange represent Regional workshops.  
Field Person Weeks (includes Resident Advisor weeks in at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)





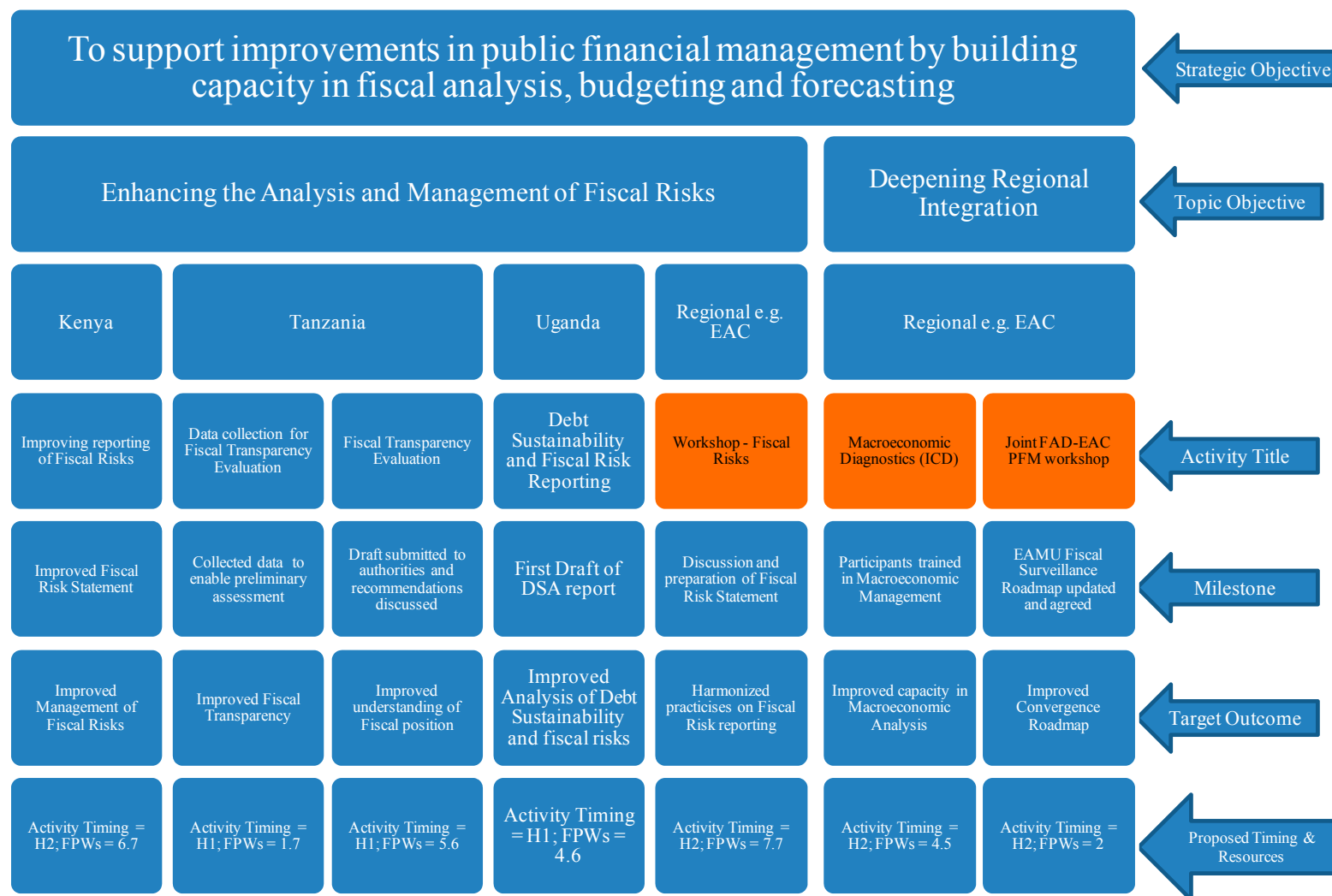
## Macro-Fiscal Analysis



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)



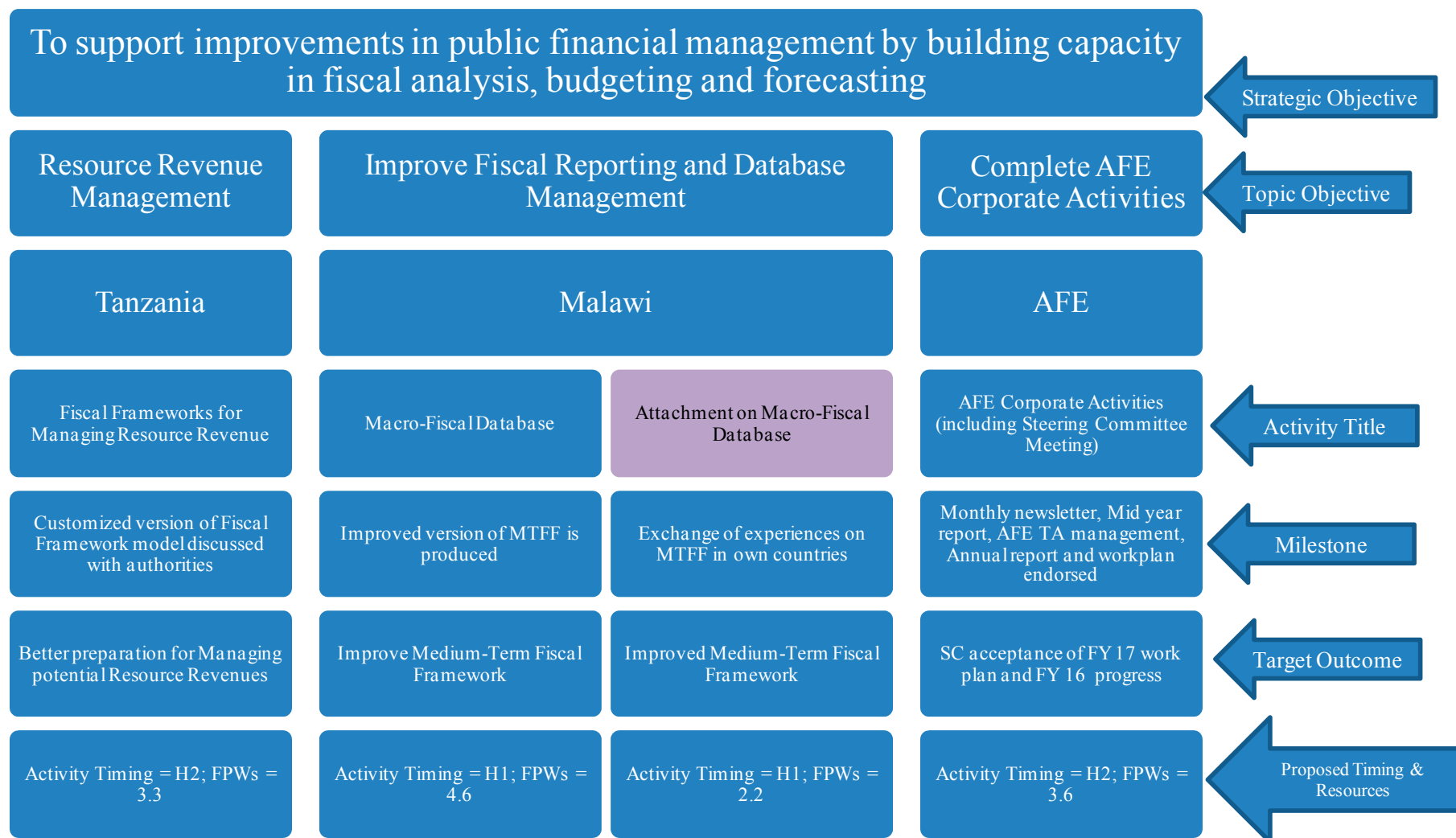
## Macro-Fiscal Analysis



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)



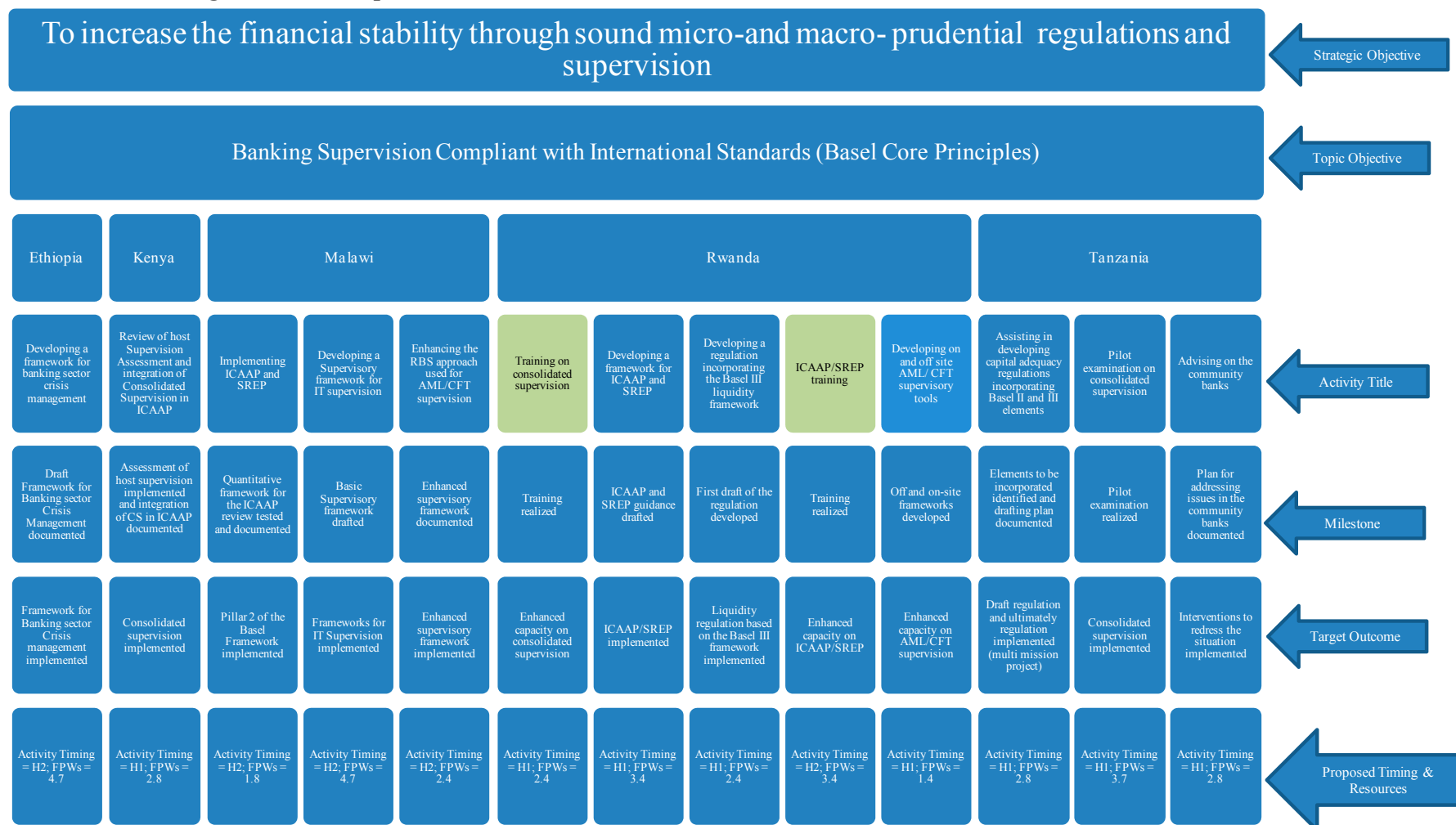
## Macro-Fiscal Analysis



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



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)



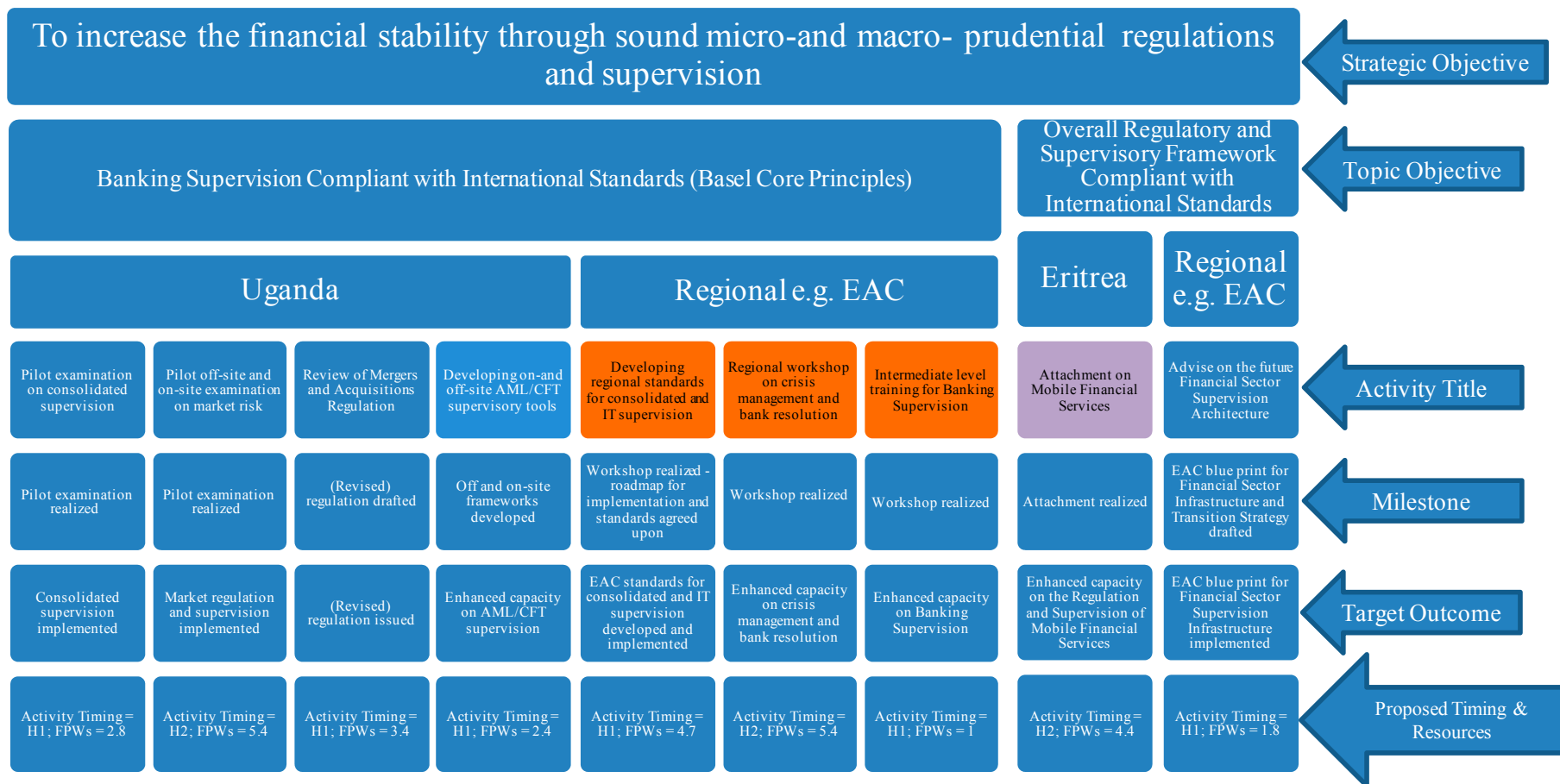
## Financial Sector Regulation and Supervision

To increase the financial stability through sound micro-and macro-prudential regulations and supervision							Strategic Objective
Insurance Supervision Compliant with International Standards (IAIS Core Principles)						Complete AFE Corporate Activities	Topic Objective
Eritrea	Ethiopia	Rwanda	Tanzania	Uganda	Regional e.g. EAC	AFE	
Pilot on- site examination for Insurance Supervision	Building capacity on Reinsurance Supervision	Developing a basic stress-testing framework and developing financial analysis capacity for Insurance Supervision	Developing a stress testing framework and developing financial analysis capacity for Insurance Supervision	Roll-out of the CAMELS approach for Insurance Supervision	Regional workshop on Financial Analysis and Stress Testing for Insurance Supervision	AFE Corporate Activities (including Steering Committee Meeting)	Activity Title
Pilot examination realized	Reinsurance Supervision implemented and integrated into existing Supervision Framework	Basic stress testing framework developed and documented	Basic Stress-Testing Framework developed and documented	More than half of the insurance companies examined based on the CAMELS approach	Workshop realized	Monthly newsletter, Mid year report, AFE TA management, Annual report and workplan endorsed	Milestone
On-site Insurance Supervision implemented	Reinsurance Regulation and Supervision implemented	Stress testing framework implemented and incorporated in supervision process	Stress Testing Framework implemented and incorporated in supervision process	Implementation of CAMELS approach in transition towards Risk-Based Supervision	Enhanced regional capacity on Financial Analysis and Stress Testing	Work plan FY2017 approved	Target Outcome
Activity Timing = H1; FPWs = 3.3	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 3	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 3.8	Activity Timing = H2; FPWs = 4.6	Proposed Timing & 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)



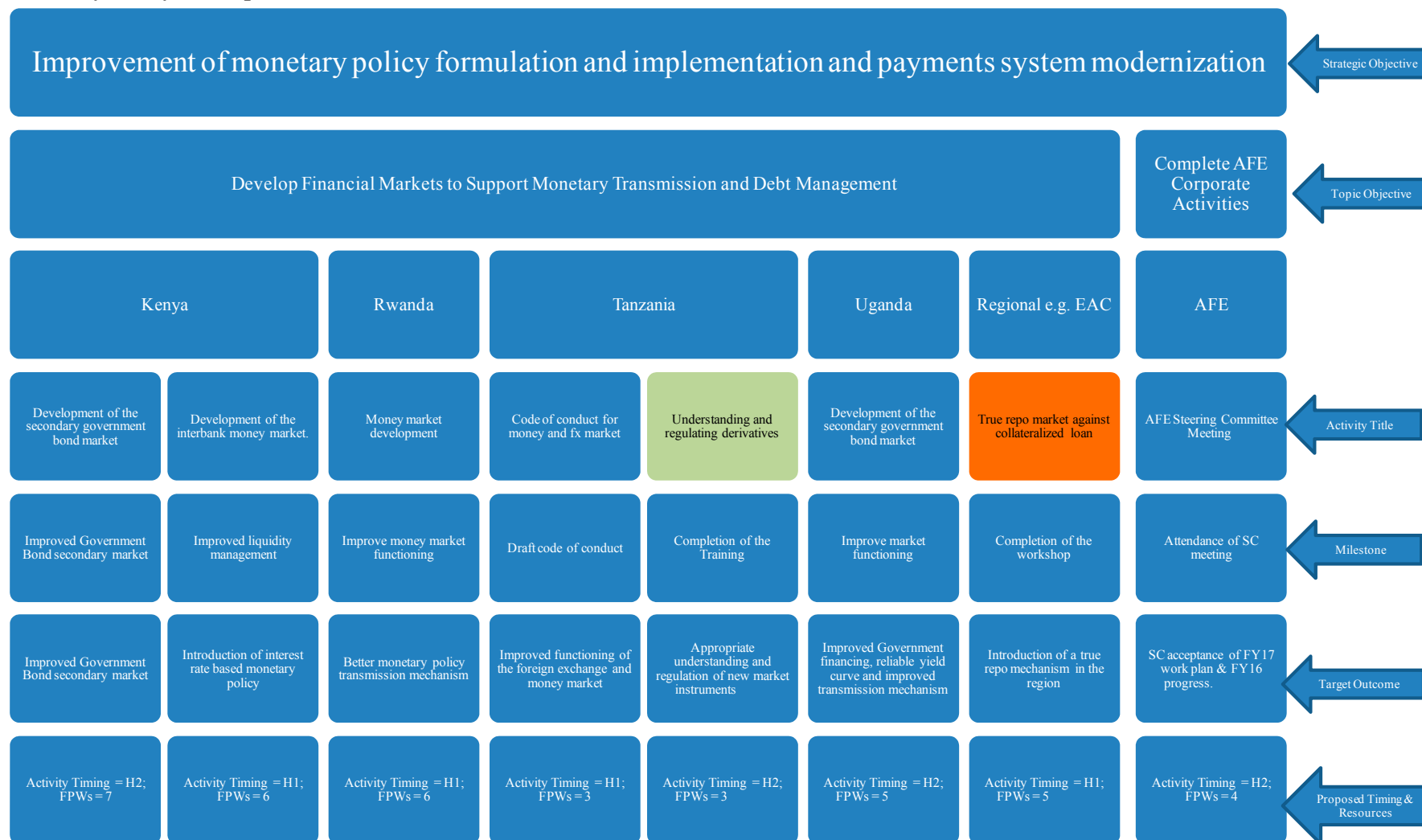
## Financial Sector Regulation and Supervision



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)



## Monetary Policy and Operations



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)



## Monetary Policy and Operations

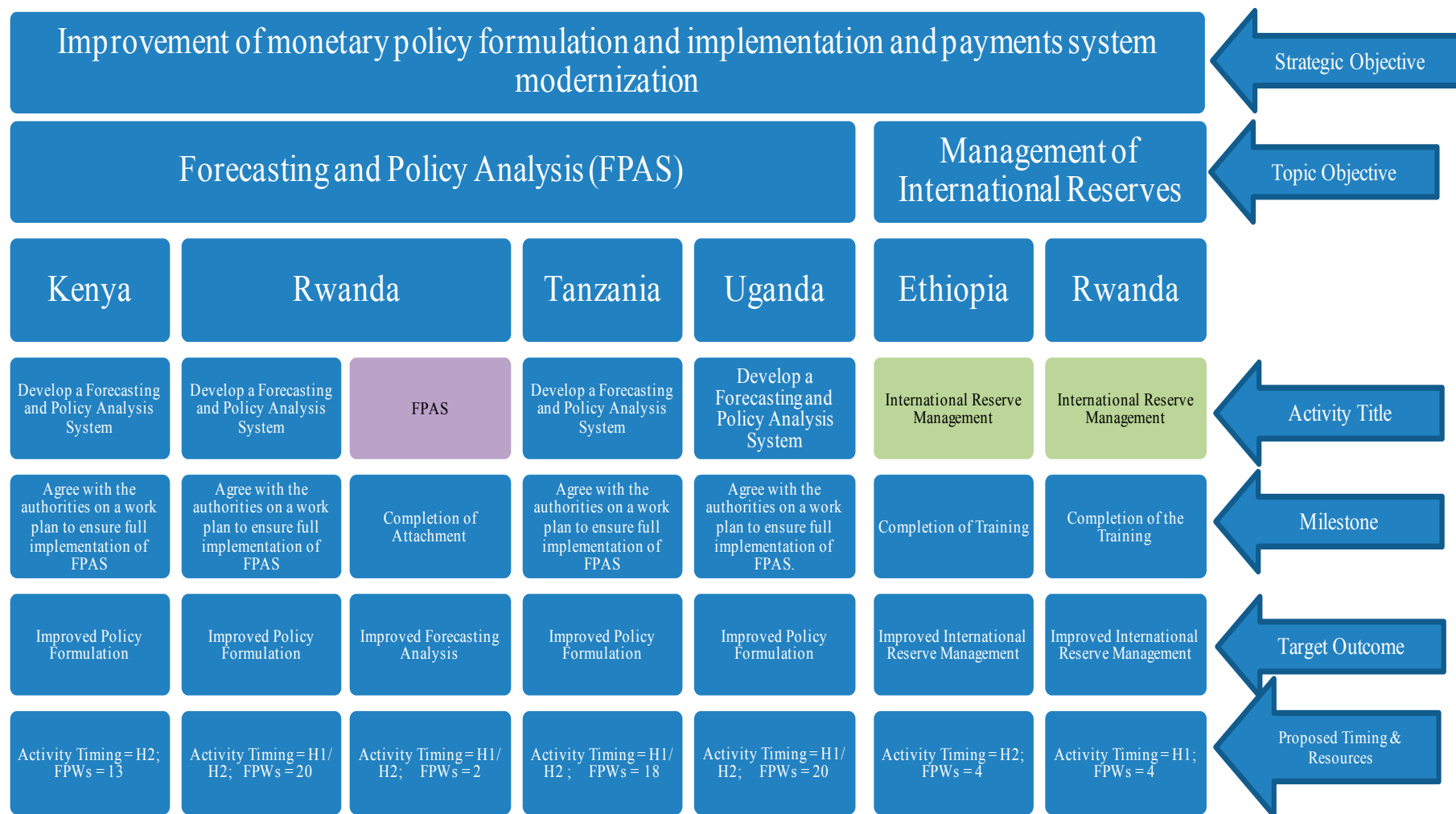
Improvement of monetary policy formulation and implementation and payments system modernization											Strategic Objective
Improve Monetary and Exchange Rate Policy Implementation											Topic Objective
Burundi	Ethiopia	Kenya			Malawi	Rwanda	Tanzania	Uganda		Regional e.g. EAC	
Follow up on the 2015 Liquidity Forecasting and Management Framework	Liquidity Forecasting Framework review	Improvement of Communication Strategy by the MPC	Introduction of FX swaps in the Operational Framework	Introduction of Islamic banks in the Operational Framework	Review of Internal Guideline for Intervention	Market monitoring, collection and use of Financial System FX data in Tunisia or Uganda	Introduction of Islamic banks in the operational framework	Enhanced Daily Liquidity Forecasting and introduce Fine tuning operations (follow up on March 2015 mission)	RBSA staff attachments to understudy Liquidity Forecasting	Coordination between Fiscal and Monetary Policy	Activity Title
Improve Monetary Policy Framework	Completion of Liquidity Forecasting Framework	Improved credibility and improved Transmission Mechanism	Completion of the Training	Completion of the Training	Draft internal Guideline for Intervention	Completion of attachment	Completion of the training	Improve Liquidity Management	Completion of attachment	Completion of the workshop	Milestone
Introduction of Interest Rate based Monetary Policy	Improved Liquidity Management	Improved transmission mechanism	Improved Liquidity Management	Improved Monetary Policy	Better and clearer Intervention Policy process	Better market understanding and intelligence	Inclusion of Islamic Banks in the Monetary Policy framework	Reduced short term interest rate volatility	Improved liquidity forecasting	Increase awareness and better understanding of the link between Fiscal and Monetary Policy	Target Outcome
Activity Timing = H2; FPWs = 5	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 4	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 4	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 4	Activity Timing = H1; FPWs = 3	Activity Timing = H2; FPWs = 3	Activity Timing = H2; FPWs = 5	Proposed Timing & 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)





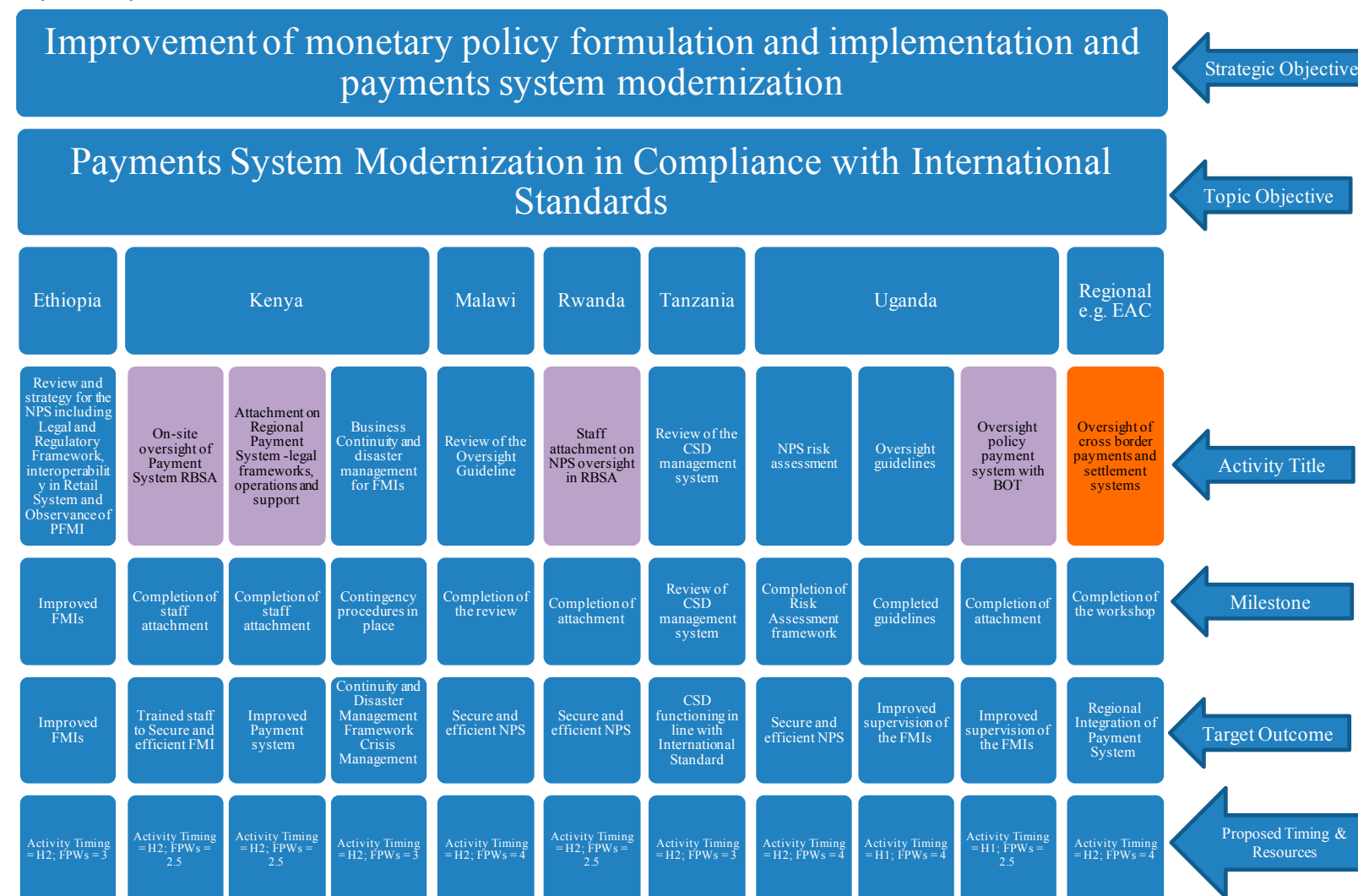
## Monetary Policy and Operations



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)



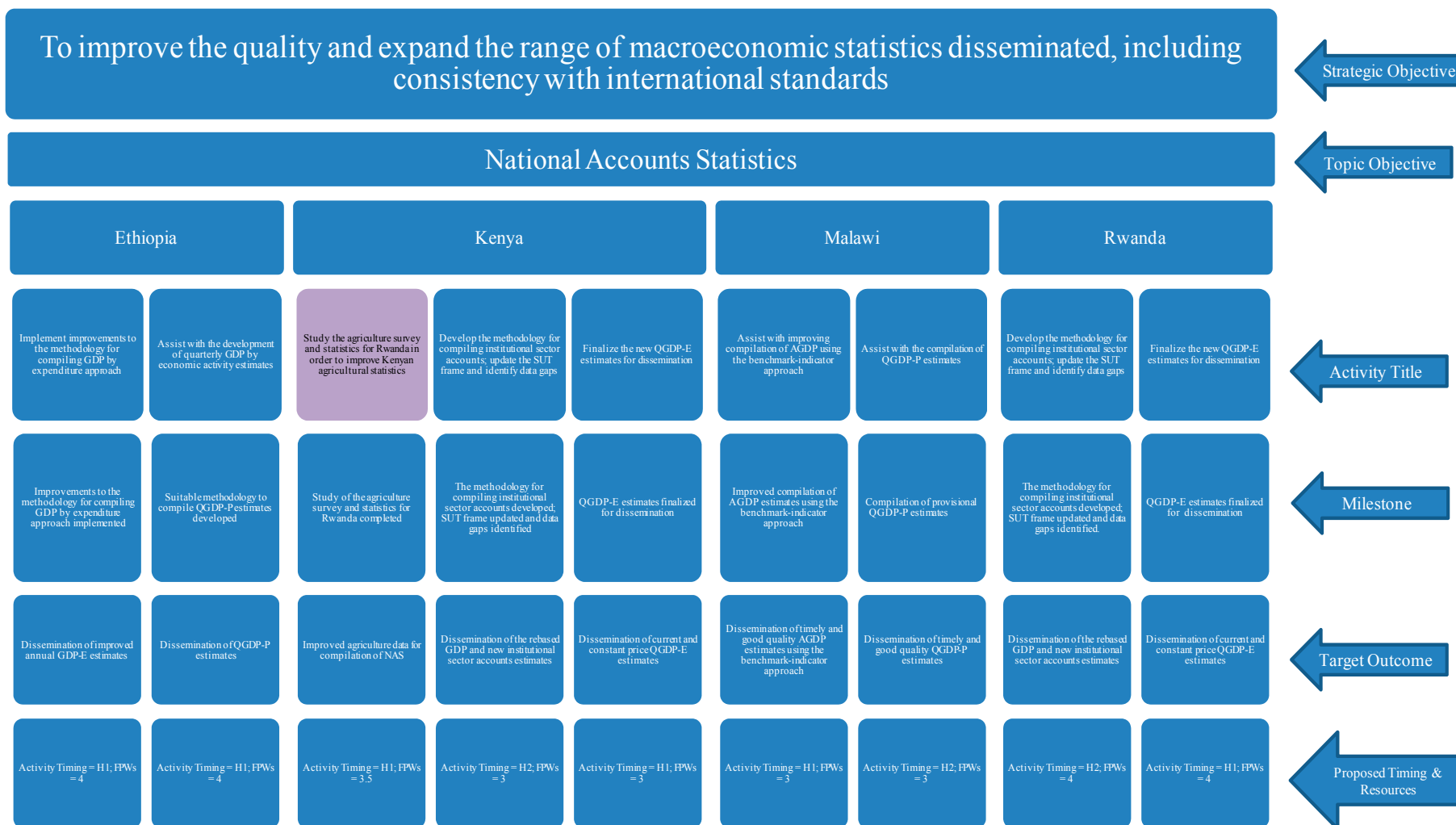
## Payment Systems



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)



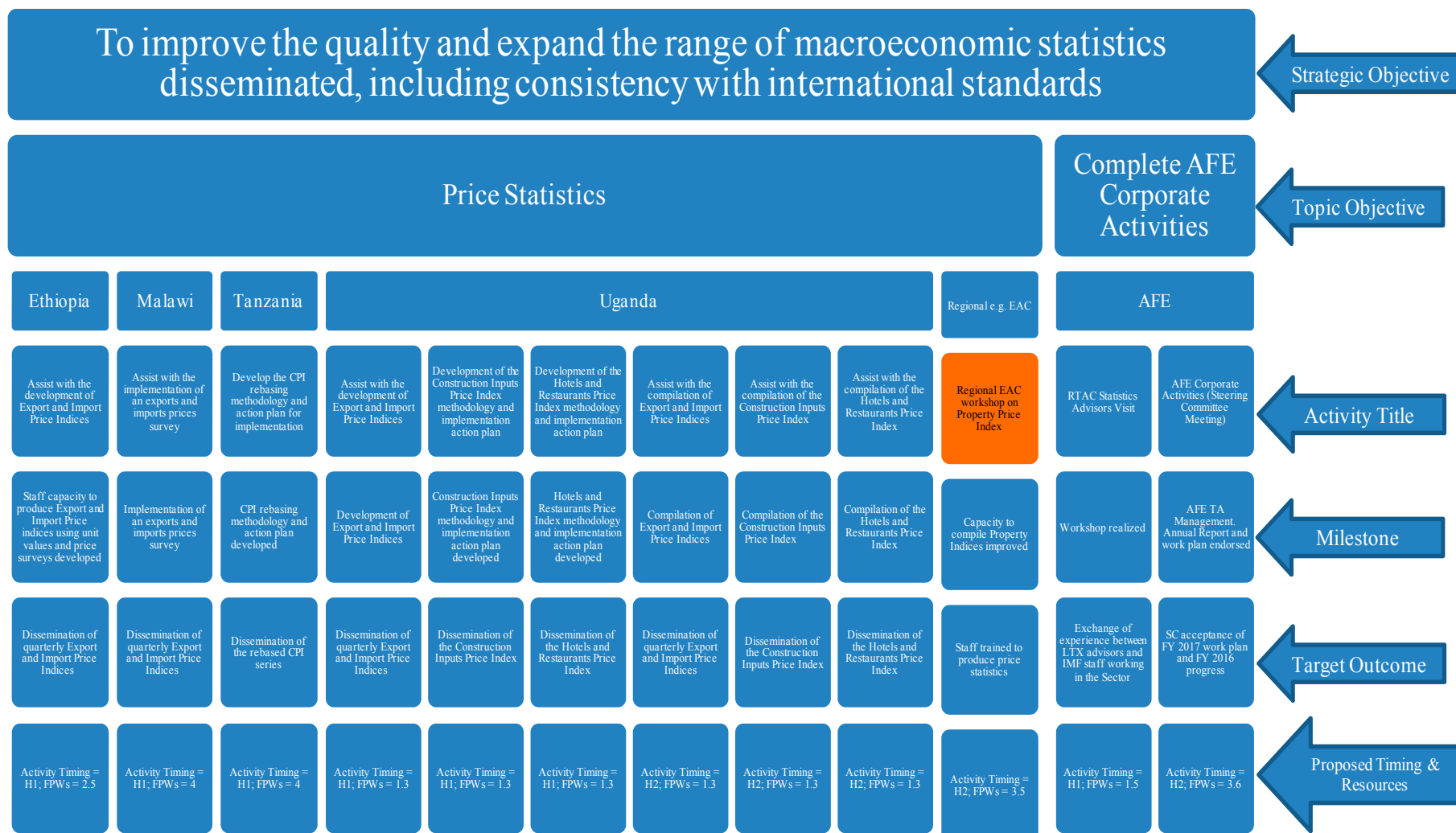
## Economic and Financial Statistics



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)



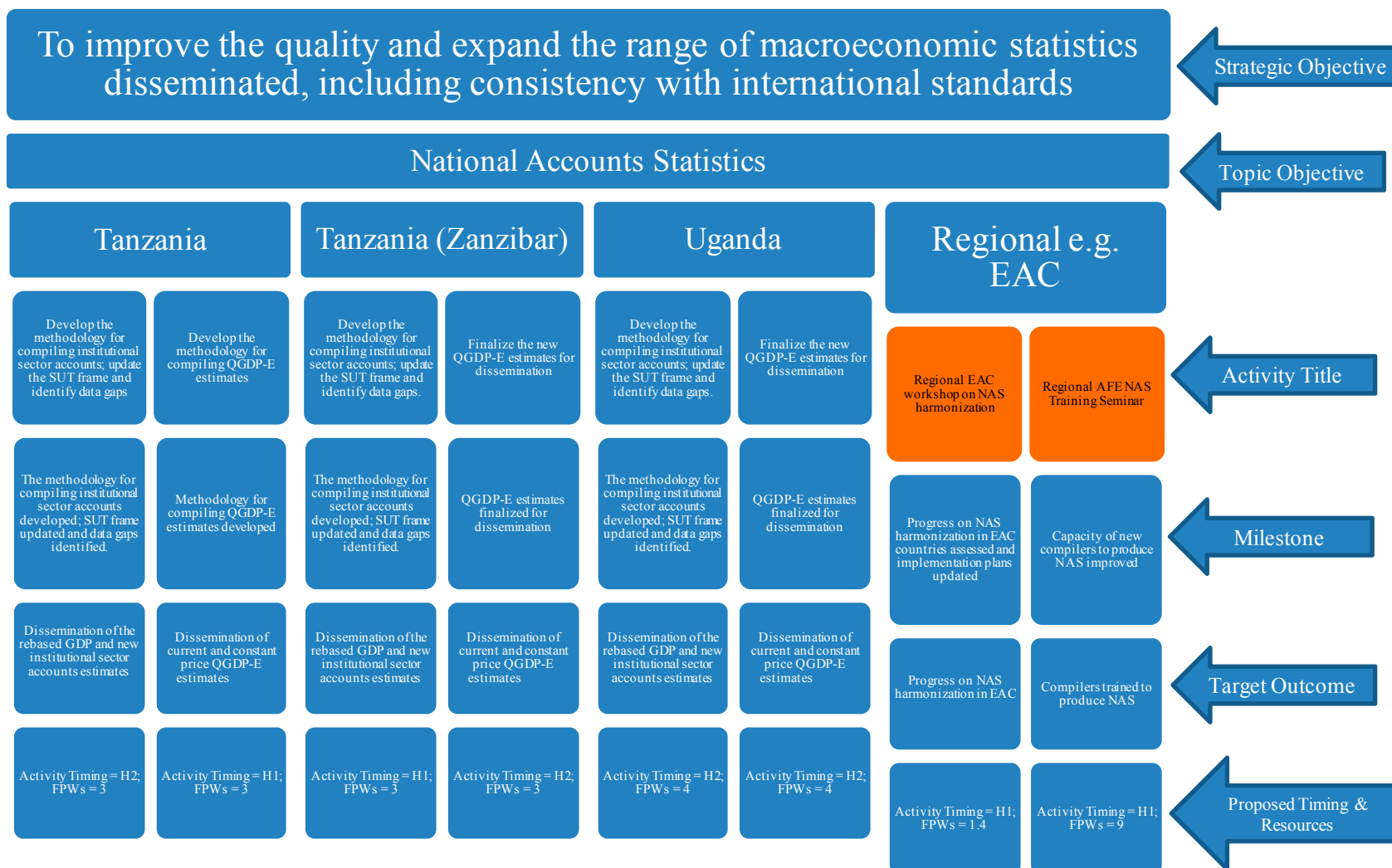
## Economic and Financial Statistics



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)



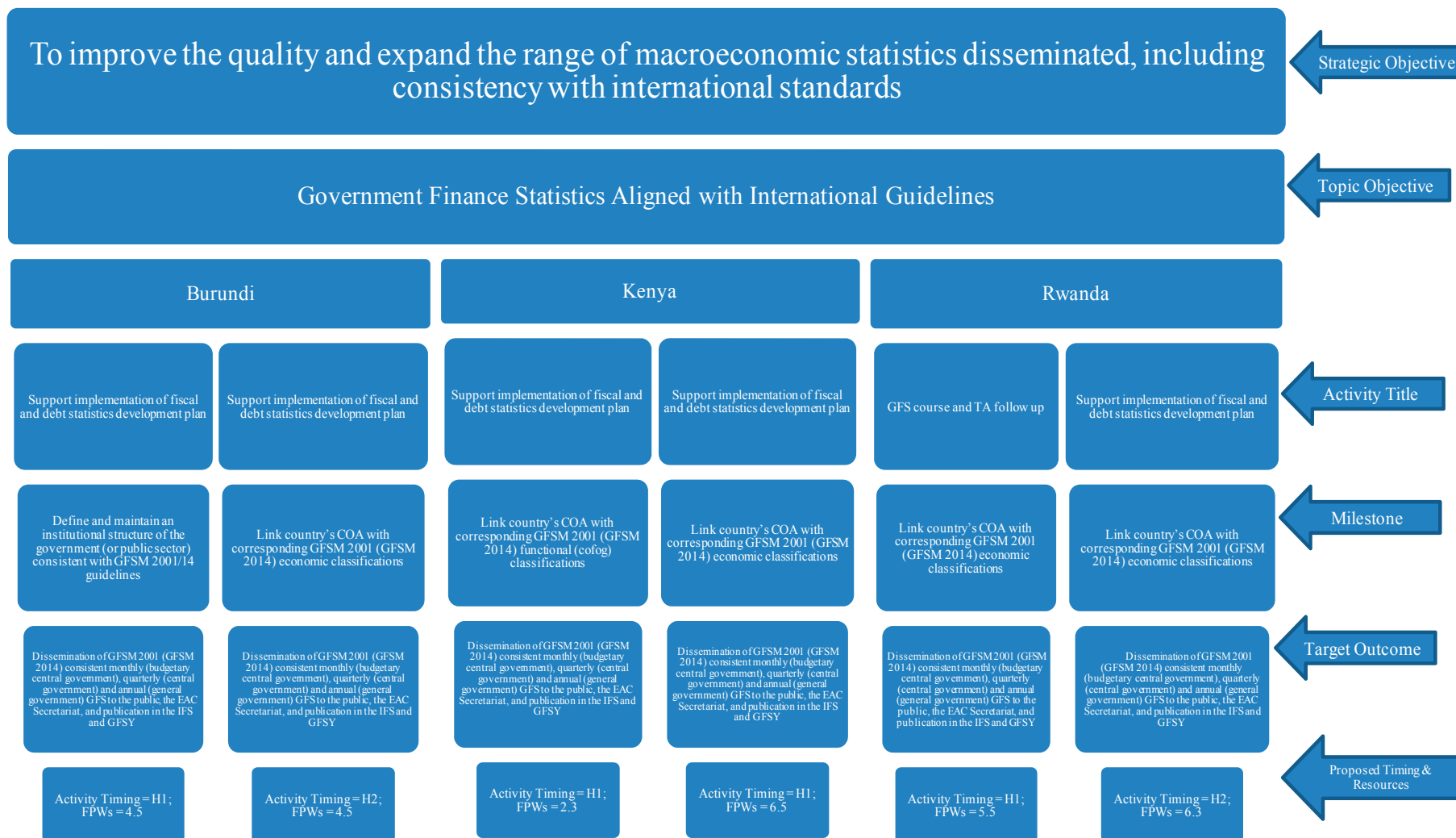
## Economic and Financial Statistics



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)



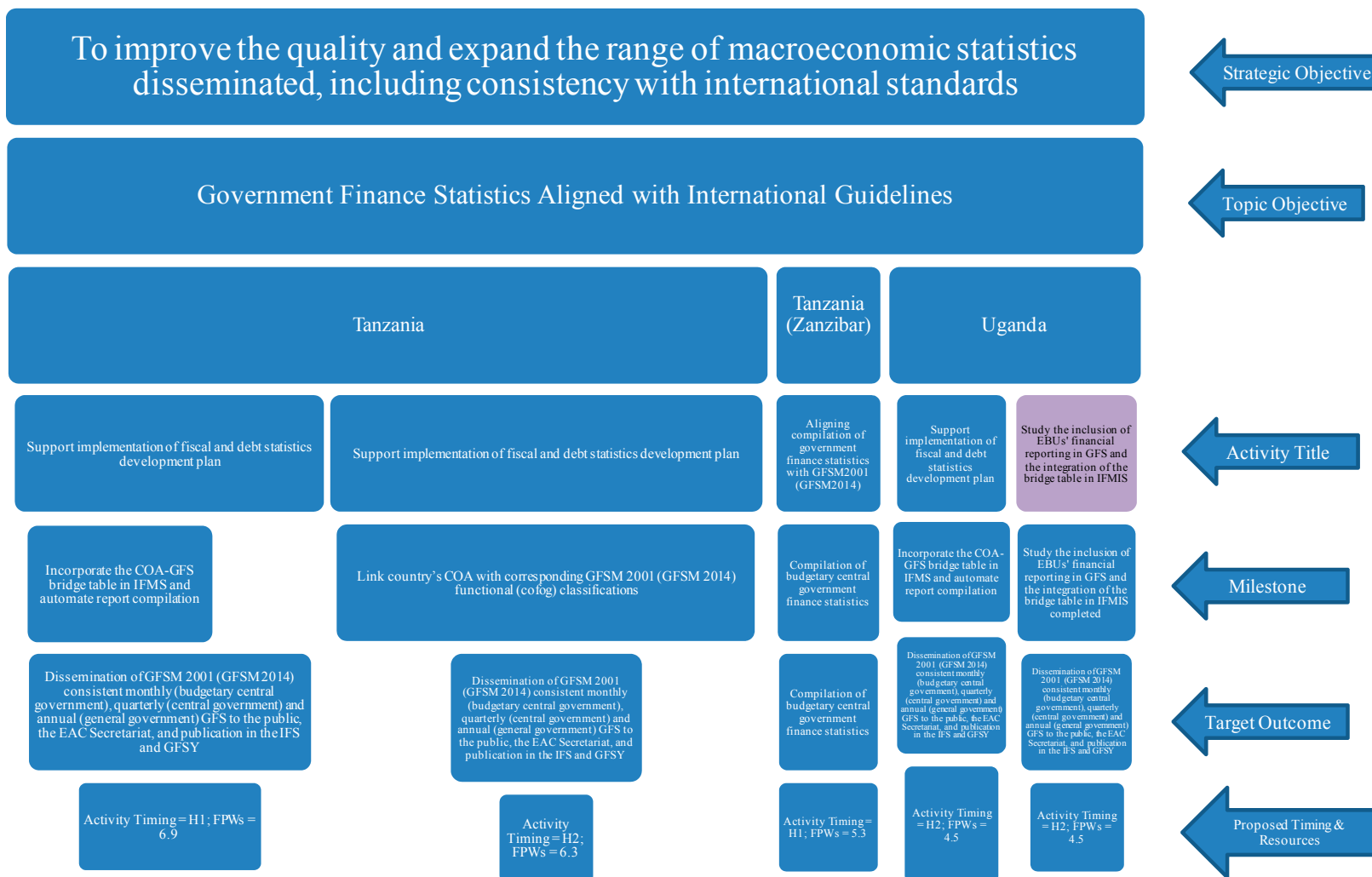
## Economic and Financial Statistics



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)



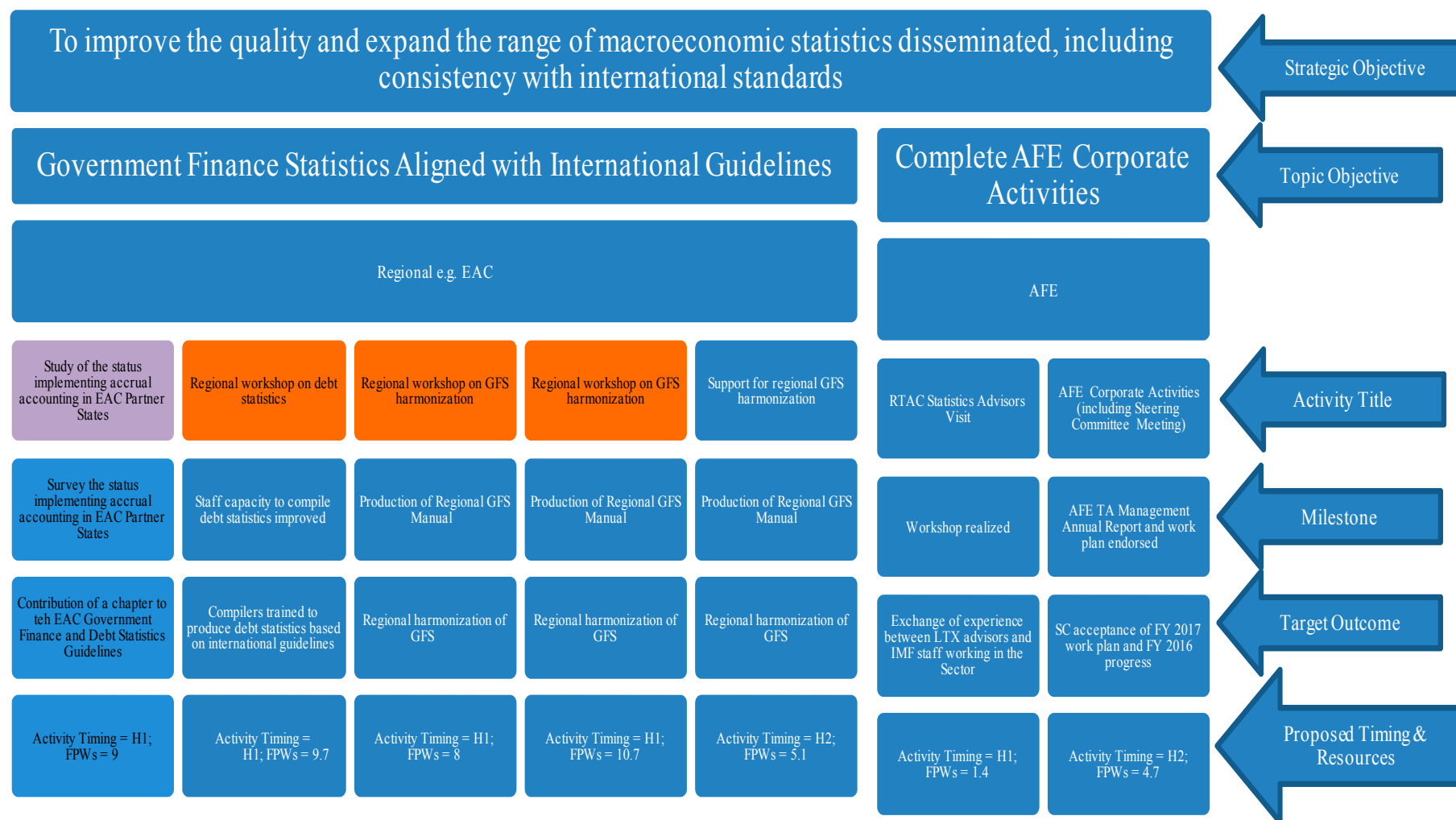
## Economic and Financial Statistics



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



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 XIII. East AFRITAC Workshops and ICD Courses, FY 2016**

	<b>Area</b>	<b>Workshop Title</b>	<b>Quarter</b>	<b>Dates</b>	<b>Location</b>
1	Government Finance Statistics	Public Sector Debt Statistics for Financial Officers	Q1	June 8 - 19, 2015	Zanzibar, Tanzania
2	Government Finance Statistics	GFS Harmonization	Q2	August 24 - 28, 2015	Dar es Salaam, Tanzania
3	Economic and Financial Statistics	Regional EAC workshop on NAS Harmonization	Q2	August 24 - 28, 2015	Tanzania
4	Economic and Financial Statistics	Regional AFE NAS Training Seminar	Q2	September 21 - October 2, 2015	Arusha, Tanzania
5	Monetary Policy and Operations	True Repo market against Collateralized Loan	Q2	October 12-16, 2015	Zanzibar, Tanzania
6	Revenue Administration	Implementing a Single Customs Territory Initiative	Q2	October 19-23, 2015	Kigali, Rwanda
7	Financial Sector Regulation & Supervision	Crisis Management and Bank Resolution	Q3	November 9-13, 2015	Addis Ababa, Ethiopia
8	Government Finance Statistics	GFS Harmonization	Q3	November 16-20, 2015	Rwanda
9	Public Financial Management	Prevention and Management of Expenditure Arrears	Q3	December 1-4, 2015	Zanzibar, Tanzania
10	Revenue Administration	Building Effective Debt Management Functions	Q3	December 7-11, 2015	Zanzibar, Tanzania
11	Macro-Fiscal Analysis	Medium Term Budgetary Frameworks, Fiscal Rules, and Fiscal Councils: Options to Ensure Fiscal Sustainability	Q3	January 12-16, 2016	Addis Ababa, Ethiopia
12	Government Finance Statistics	Developing Government Balance Sheets: Principles and Compilation	Q4	February 1 - 12, 2016	Addis Ababa, Ethiopia
13	Macro-Fiscal Analysis	Fiscal Risks	Q4	February 8-11, 2016	Entebbe, Uganda



	Area	Workshop Title	Quarter	Dates	Location
14	Financial Sector Regulation & Supervision	Financial analysis and Stress Testing for Insurance Supervision	Q4	February 8-12, 2016	Rwanda, Kigali
15	Public Financial Management	Strengthening Budgetary Institutions	Q4	February 16-20, 2016	Zanzibar, Tanzania
16	Monetary Policy and Operations	Coordination between fiscal and monetary policy	Q4	March 7-11, 2016	Zanzibar, Tanzania
17	Economic and Financial Statistics	Regional EAC workshop on Property Price Index	Q4	March 7 – 11, 2016	Entebbe, Uganda
18	Macro-Fiscal Analysis	Fiscal Forecasting	Q4	April 11-15, 2016	Entebbe, Uganda
19	Payment Systems	Oversight of cross boarder payments and settlement systems	Q?	TBA	TBA

	Area	Course Title	Quarter	Dates	Location
1	Macro-Fiscal Analysis	Macroeconomic Diagnostics (ICD)	Q3	November 30 - December 4, 2015	Dar es Salaam, Tanzania



## ANNEX XIV. AFE Budget and Financing

### East AFRITAC – Status of Contributions, June 30, 2015

Donor Country	Pledged Currency & Amount	Pledged	Received	Requested	Past Due
		In U.S. dollars			
Donors					
African Development Bank	1,500,000 USD	1,500,000	1,500,000	...	...
Australia	2,000,000 USD	2,000,000	2,000,000	...	...
Canada	1,000,000 CAD	1,038,825	1,038,825	...	...
European Commission	1,000,000 EUR	1,391,400	1,391,400	...	...
European Commission	7,337,500 EUR	9,821,205	9,821,205	...	...
European Investment Bank	500,000 EUR	662,850	662,850	...	...
Germany	1,000,000 EUR	1,335,000	1,335,000	...	...
Netherlands	1,470,575 USD	1,470,575	1,470,575	...	...
Switzerland	1,000,000 USD	1,030,954	1,030,954	...	...
United Kingdom	11,000,000 GBP	17,110,848	17,110,848	...	...
Subtotal - donors		37,361,657	37,361,657	0	
Recipients					
Eritrea	375,000 USD	375,000	375,000	...	...
Ethiopia	300,000 USD	300,000	300,000	...	...
Kenya	375,000 USD	375,000	375,000	...	...
Malawi	375,000 USD	375,000	375,000	...	...
Rwanda	375,000 USD	375,000	375,000	...	...
Tanzania	375,000 USD	375,000	375,000	0	...
Uganda	375,000 USD	375,000	375,000	...	...
Subtotal - recipients		2,550,000	2,550,000	0	
Grand Total		39,911,657	39,911,657	0	

Source: Institute for Capacity Development, June 30, 2015



IMF-Africa Capacity Building Initiative East AFRITAC Phase III: Budget Execution (as of June 30, 2015)

Expenses	(A)	(B)	(C=D+E, Outturns)	(D)	(E)			(F)
	Program Budget FY2010 - 15	Working Budget FY2010 - 15 <sup>1</sup>	Total Outturns thru FY2015	Outturns FY2010-14	FY2015 Budget	FY2015 Outturns	FY2015 Execution	Budget for the Extension <sup>2</sup> May-Jun 2015
	US\$	US\$	US\$	US\$	US\$	US\$	Percent	US\$
<b>Long-term Experts</b>	<b>14,514,960</b>	<b>14,383,004</b>	<b>14,402,482</b>	<b>11,413,227</b>	<b>2,969,777</b>	<b>2,989,255</b>	<b>101</b>	<b>520,134</b>
Fiscal	8,049,635	6,928,055	6,920,373	5,581,222	1,346,834	1,339,151	99	208,073
Monetary	3,219,854	3,206,873	3,189,609	2,602,404	604,469	587,205	97	89,218
Statistics	1,609,927	2,152,351	2,008,483	1,493,070	659,281	515,413	78	82,545
Regional Travel	1,635,544	2,095,725	2,284,017	1,736,531	359,194	547,486	152	140,298
<b>Short-term Experts</b>	<b>10,951,452</b>	<b>12,552,845</b>	<b>12,052,282</b>	<b>8,637,851</b>	<b>3,914,994</b>	<b>3,414,432</b>	<b>87</b>	<b>752,757</b>
Fiscal	7,522,563	6,606,446	6,390,995	5,039,839	1,566,607	1,351,156	86	310,231
Monetary	2,099,320	2,964,331	2,934,868	2,248,486	715,844	686,382	96	137,276
Statistics	1,049,660	2,002,902	2,056,088	1,212,536	790,366	843,552	107	168,710
Legal	279,909	126,917	100,410	84,176	42,741	16,234	38	33,118
Research	-	852,250	569,921	52,813	799,437	517,109	65	103,422
<b>Training</b>	<b>5,167,172</b>	<b>4,608,249</b>	<b>5,173,978</b>	<b>3,305,838</b>	<b>1,302,411</b>	<b>1,868,141</b>	<b>143</b>	<b>232,836</b>
TA seminars	3,303,957	3,217,650	3,583,738	2,257,650	960,000	1,326,088	138	232,836
Training on macroeconomic and financial issues	1,863,215	1,390,599	1,590,240	1,048,188	342,411	542,052	158	-
<b>Diagnostic Missions</b>	<b>3,751,687</b>	<b>894,297</b>	<b>769,369</b>	<b>629,095</b>	<b>265,202</b>	<b>140,274</b>	<b>53</b>	<b>-</b>
Fiscal	2,678,155	661,453	562,745	449,936	211,517	112,809	53	-
Monetary	726,870	29,939	31,295	29,939	-	1,355	(100)	-
Statistics	171,719	10,865	15,343	10,865	-	4,478	(100)	-
Legal	174,943	192,040	159,986	138,355	53,685	21,631	40	-
<b>Backstopping/Project Management/Staff Travel</b>	<b>5,595,172</b>	<b>2,647,464</b>	<b>2,806,294</b>	<b>1,936,717</b>	<b>710,747</b>	<b>869,577</b>	<b>122</b>	<b>128,103</b>
Backstopping	2,925,675	1,323,283	1,477,834	953,056	370,227	524,777	142	103,747
Project Management	1,753,132	508,328	526,486	404,706	103,623	121,780	118	24,356
Staff Travel	916,365	815,852	801,975	578,955	236,897	223,020	94	-
<b>Other</b>	<b>1,520,112</b>	<b>2,214,755</b>	<b>434,986</b>	<b>343,017</b>	<b>170,142</b>	<b>91,969</b>	<b>54</b>	<b>27,394</b>
Evaluation	300,000	209,743	209,743	209,743	-	-	-	-
Miscellaneous Office costs	1,220,112	303,416	225,243	133,274	170,142	91,969	54	27,394
Contingency <sup>3</sup>	-	1,701,597	-	-	-	-	-	-
<b>Subtotal Donor Expenses</b>	<b>41,500,555</b>	<b>37,300,614</b>	<b>35,639,391</b>	<b>26,265,744</b>	<b>9,333,274</b>	<b>9,373,647</b>	<b>100</b>	<b>1,661,223</b>
<b>Trust Fund Management</b>	<b>2,905,039</b>	<b>2,611,043</b>	<b>2,494,757</b>	<b>1,838,602</b>	<b>653,329</b>	<b>656,155</b>	<b>100</b>	<b>116,286</b>
<b>Total Donor Expenses</b>	<b>44,405,594</b>	<b>39,911,657</b>	<b>38,134,148</b>	<b>28,104,346</b>	<b>9,986,603</b>	<b>10,029,803</b>	<b>100</b>	<b>1,777,509</b>
<b>Office Coordination and Administration<sup>4</sup></b>	<b>6,206,635</b>	<b>4,953,440</b>	<b>4,823,487</b>	<b>4,173,719</b>	<b>779,721</b>	<b>649,768</b>	<b>83</b>	<b>129,954</b>
<b>Total East AFRITAC</b>	<b>50,612,229</b>	<b>44,865,097</b>	<b>42,957,635</b>	<b>32,278,065</b>	<b>10,766,324</b>	<b>10,679,570</b>	<b>99</b>	<b>1,907,462</b>

1. Total Phase III working budget equals total contributions expected from donors and member countries.

2. Proposed extension of two months is based on savings to date and expected underspending in current fiscal year.

3. Amount in contingency is savings to date that has been applied to the proposed extension

4. Office coordination and administration costs are covered by IMF and Host Country contributions; additional provision of \$129,954 is made for May-June 2015.