

AFE FY 2016 Work Plan

REVENUE ADMINISTRATION

Strategic Objective - To assist member countries to build capacity to mobilize revenue and improve the environment for doing business

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	Complete AFE Corporate Activities	Successful preparations and participation in the meeting	Improved Governance of AFE	H2	3.7
Eritrea	Strengthening enforcement and collection capacity	Improve Effectiveness and Efficiency of Tax and Customs Administration	Debt management processes and procedures reviewed, legislation support collection of outstanding taxes reviewed and recommendations accepted	Improved organizational efficiency and effectiveness	H1	3.9
Ethiopia	Strengthening management of taxpayer registration and ledger data and use to improve compliance	Improve Effectiveness and Efficiency of Tax and Customs Administration	Review report and recommendations	Improved organizational efficiency and effectiveness	H2	3.9
Ethiopia	TADAT assessment	RA Diagnostics/ Needs Assessment	Assessment completed	Improved organizational efficiency and effectiveness	H2	8.9

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Ethiopia	FAD HQ Mission to Develop a Methodology for Data Quality Analysis and Assessment to Support Compliance Work	Improve Compliance Management in Tax and Customs	Mission Report complete with recommended Methodology	Improved quality of data to support compliance management	H2	2
Kenya	FAD HQ Revenue Administration Follow up mission	Improve Effectiveness and Efficiency of Tax and Customs Administration	Improved revenue administration capacity	Tax administration operations are efficient and effective in key functions and achieving expected outcomes	H1	8.5
Kenya	Scoping mission for VAT/Income Tax law	Improve Effectiveness and Efficiency of Tax and Customs Administration	Outline for new income tax law and future work plan	New Income Tax Law	H2	4.9
Malawi	TADAT assessment	RA Diagnostics/ Needs Assessment	Assessment Mission Completed	Improved organizational efficiency and effectiveness	H1	2.8
Malawi	Developing a Compliance Plan for FY2016/17	Improving Risk Assessment and Management Capacity in Revenue Administration	Draft Compliance Plan	Improved Revenue Yield and Compliance Levels	H1	3.9
Malawi	Attachment on Client Relationship Management for Large Taxpayers	Improve Effectiveness and Efficiency of Tax and Customs Administration	Attachment Completed	Improved management of Large Taxpayers	H2	3
Malawi	Post Clearance Audit Training in Customs	Improve Compliance Management in Tax and Customs	Training Completed	Improved capacity in post clearance audit	H2	4.5

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Rwanda	TADAT assessment	RA Diagnostics/ Needs Assessment	Assessment Mission Completed	Improved organizational efficiency and effectiveness	H1	3.5
Rwanda	Developing a Compliance Plan for FY2016/17	Improving Risk Assessment and Management Capacity in Revenue Administration	Draft Compliance Plan	Improved Revenue Yield and Compliance Levels	H1	3.9
Rwanda	TADAT Blended Training	RA Diagnostics/ Needs Assessment	RRA and URA staff trained and others accredited as TADAT Assessors	Improved organizational efficiency and effectiveness	H2	1
Rwanda	Improving the Integrity of the Taxpayer Registration Database	Improve Compliance Management in Tax and Customs	Mission Report complete with causes of low integrity, proposed solutions and Action Plan	Improved Integrity of the taxpayer register	H2	6.7
Rwanda	Developing a Compliance Risk Analysis Model and Tool	Improving Risk Assessment and Management Capacity in Revenue Administration	Training and Report on status of development on Tool	Improved Risk assessment capacity	H2	3.9
Rwanda	FAD Mission to Follow up on TADAT Findings	Improve Effectiveness and Efficiency of Tax and Customs Administration	Mission Report complete with recommendations	Effective Revenue Management	H2	2.4
Tanzania	TADAT assessment	RA Diagnostics/ Needs Assessment	Assessment completed	Improved organizational efficiency and effectiveness	H2	7.6

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Tanzania	Developing a Compliance Plan for FY2016/17	Improving Risk Assessment and Management Capacity in Revenue Administration	Draft Compliance Plan	Improved Revenue Yield and Compliance Levels	H1	3.9
Uganda	TADAT assessment	RA Diagnostics/ Needs Assessment	Assessment Completed	Improved organizational efficiency and effectiveness	H1	1.9
Uganda	Addressing Data Integrity and Quality Issues in Domestic Tax Administration	Improve Compliance Management in Tax and Customs	Plan for resolving data issues developed	Improved management of core tax administration functions	H1	3.9
Uganda	Developing a Compliance Plan for FY2016/17	Improving Risk Assessment and Management Capacity in Revenue Administration	Draft Compliance Plan	Improved Revenue Yield and Compliance Levels	H1	3.9
Uganda	Attachment to SARS on Risk management evaluation	Improving Risk Assessment and Management Capacity in Revenue Administration	Attachment Completed	Improved risk management process	H2	3
Uganda	Reforms of Income Tax and VAT Acts in order to better accommodate extractive industries	Natural Resources Tax Administration	Income Tax and VAT Acts Reforms implemented		H2	2.9
Regional e.g. EAC	Building Effective Debt Management Functions	Improve Effectiveness and Efficiency of Tax and Customs Administration	Workshop held	Improved debt management capacity in tax and customs administrations	H2	4.2

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Regional e.g. EAC	Implementing a Single Customs Territory Initiative	Supporting the EAC Agenda	Workshop held	Improved Customs Clearance procedures and Successful implementation of the SCT	H1	6.6

PUBLIC FINANCIAL MANAGEMENT

Strategic Objective: 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

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	Corporate Activities	Complete AFE Corporate Activities	Monthly report, mid-year report, AFE TA management Annual Report and work plan endorsed	SC acceptance of FY17 work plan and FY16 progress	H1	11
AFE	Inducting new resident advisor	Complete AFE Corporate Activities	HQ induction training completed	RA familiarized with processes and regional issues	H2	2
Eritrea	Training on budget issues for MDAs	Comprehensive, Credible and Policy Based Budget Preparation	Workshop delivered	Increased awareness of good budget practices in MDAs	H1	2

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Ethiopia	Program-based budgeting (including in regions)	Comprehensive, Credible and Policy Based Budget Preparation	Agreed strategy for implementing PBB in the regions	Incremental improvement in budgeting process	H1	16
Ethiopia	Strengthening cash management	Improved Integration of Assets, and Liability Management Framework	Improved cash management and forecasting	Improved cash flow planning and decision making	H2	7
Kenya	Follow-up on program design improvement (including regions)	Comprehensive, Credible and Policy Based Budget Preparation	Number of MDAs with good program structure; Agreed strategy for implementing PBB in counties	Strengthen link between plan and budget	H2	8
Kenya	Extending the TSA and improving cash management	Improved Integration of Assets, and Liability Management Framework	New cash management templates used by MDAs	Improved cash flow planning and decision making	H2	6
Kenya	Fiscal reporting - developing roadmap for transition to IPSAS	Improved Coverage and Quality of Fiscal Reporting	IPSAS implementation strategy agreed.	Incremental improvement in the quality of annual financial reporting.	H1	8
Kenya	Post Budget Review Workshop	Comprehensive, Credible and Policy Based Budget Preparation	Workshop delivered	Increased awareness of evaluation of budget execution	H1	2
Malawi	Improving Cash planning and management	Improved Integration of Assets, and Liability Management Framework	Agreed strategy for improving cash management	Improved cash flow planning and decision making	H1	6

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Malawi	Improved Financial Reporting	Improved Coverage and Quality of Fiscal Reporting	Agreed strategy for improving financial reporting	Timely and comprehensive fiscal reports	H2	6
Malawi	Attachment on Cash Management	Improved Integration of Assets, and Liability Management Framework	Attachment takes place successfully	Increased accuracy in cash forecasting	H1	1
Malawi	Stock take of ongoing reforms and introducing new advisor	Comprehensive, Credible and Policy Based Budget Preparation	Installation completed	RA familiarized with regional issues	H1	2
Malawi	Multi-year commitment, expenditure control and IFMIS	Improved Budget Execution and Control	Agreed strategy for improving expenditure controls	Improved budget execution	H1	12
Malawi	Introducing the new RA	Improved Budget Execution and Control	Meeting held with key MoF officials	RA implements annual work plan	H2	1
Malawi	Review of Bank Reconciliation, Arrears and IFMIS	Improved Budget Execution and Control	Main Accounts reconciled	Bank reconciliation up to date and IFMIS functionality and controls implemented	H2	3
Rwanda	Review of the Accounting and Financial Procedures Manual	Improved Budget Execution and Control	Acceptance of review results and agreement on recommendations	Improved internal controls	H1	2
Rwanda	Reviewing public investment management	Comprehensive, Credible and Policy Based Budget Preparation	Agreed strategy for strengthening PIM	Improve public investment management	H1	9

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Rwanda	Improving program design	Comprehensive, Credible and Policy Based Budget Preparation	Number of MDAs with good program structure	Improving budget allocation	H2	6
Tanzania	Scoping mission on Fiscal Transparency Evaluation	Improved Coverage and Quality of Fiscal Reporting	MOF prepared for FTE and analysis of preliminary data completed.	Improving quality, coverage and risk disclosure of fiscal reporting	H1	4
Tanzania	Fiscal Transparency Evaluation (Funded by FAD)	Strengthened Identification, Monitoring and Management of Fiscal Risks	FTE Report	Improving quality, coverage and risk disclosure of fiscal reporting	H1	5
Tanzania	Enhancing commitment controls in IFMIS	Improved Budget Execution and Control	Agreed strategy for improving commitment controls	Improved commitment controls and prevention of arrears	H2	6
Tanzania (Zanzibar)	Stock take of ongoing reforms and introducing new advisor	Comprehensive, Credible and Policy Based Budget Preparation	Installation completed	RA familiarized with regional issues	H1	1
Tanzania (Zanzibar)	Workshop on implementing PBB	Comprehensive, Credible and Policy Based Budget Preparation	Workshop delivered	Increased awareness of implementation challenges around PBB	H1	1
Uganda	Strengthening budget documents / PBB	Comprehensive, Credible and Policy Based Budget Preparation	Rationalization of budget documents	Improved allocation process	H1	5
Uganda	Extending the TSA and improving cash management	Improved Integration of Assets, and Liability Management Framework	TSA extension strategy approved	Improved cash flow planning and decision making	H1	6

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Uganda	Fiscal Transparency Evaluation (Funded by FAD)	Strengthened Identification, Monitoring and Management of Fiscal Risks	FTE Report	Improving quality, coverage and risk disclosure of fiscal reporting	H2	8
Uganda	Stock take of ongoing reforms and introducing new advisor	Comprehensive, Credible and Policy Based Budget Preparation	Installation completed	RA familiarized with regional issues	H1	2
Uganda	Data Collection for Fiscal Transparency Evaluation	Improved Coverage and Quality of Fiscal Reporting	MFPED prepared for FTE and analysis of preliminary data completed	Improving quality, coverage and risk disclosure of fiscal reporting	H2	2
Regional e.g. EAC	EAMU on PFM harmonization	Improved Coverage and Quality of Fiscal Reporting	Workshop delivered	EAMU convergence plans updated	H2	6
Regional e.g. EAC	Prevention and management of expenditure arrears	Improved Budget Execution and Control	Workshop delivered	Increased awareness of prevention and management of expenditure arrears	H2	9
Regional e.g. EAC	Strengthening Budgetary Institutions	Comprehensive, Credible and Policy Based Budget Preparation	Workshop delivered	Increased awareness of strengthening budgetary institutions	H2	9
Regional e.g. EAC	Linkages between monetary and fiscal policy	Monetary Policy	Workshop delivered	Increased awareness of policy linkages	H2	0.5
Regional e.g. EAC	Desk review for PIM	Comprehensive, Credible and Policy Based Budget Preparation	Desk review submitted to EAC Secretariat	Improved management of public investment management	H2	5

MACRO-FISCAL ANALYSIS

To support improvements in public financial management by building capacity in fiscal analysis, budgeting and forecasting

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	Complete AFE Corporate Activities			H2	2.6
Eritrea	Medium-Term Budgeting Framework for MDAs	Macro-Fiscal Forecasting and Budgeting	MDAs appreciate the challenges of medium-term budgeting and better able to participate in pre-budget discussions with MoF	Improved coordination MoF with MDAs and improved budgeting practices	H1	2.3
Ethiopia	Tax Analysis and Revenue Forecasting	Macro-Fiscal Forecasting and Budgeting	Participants trained in basic and intermediate methods in fiscal forecasting	More credible budget	H1	3.6
Ethiopia	Developing High Frequency Indicators of Economic Activity	Macro-Fiscal Forecasting and Budgeting	High-frequency indicators are identified and a basic model developed to create a composite indicator	Improved monetary and fiscal policy	H1	3.0
Kenya	Improving fiscal forecasting and budgeting	Macro-Fiscal Forecasting and Budgeting	Preliminary forecasting models	More credible budget	H1	4.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
			identified and consolidated			
Malawi	Macro-Fiscal Database	Improve Fiscal Reporting and Database Management	Improved version of MTEF is produced	Improve medium-term fiscal framework	H1	4.6
Malawi	Attachment on Macro-Fiscal Database	Improve Fiscal Reporting and Database Management	Exchange of experiences on MTEF in own countries	Improved medium-term fiscal framework	H1	2.2
Rwanda	Revenue Forecasting	Macro-Fiscal Forecasting and Budgeting	Modeling approaches and short-term forecasts improved	More credible budget	H2	5.0
Tanzania	Data collection for Fiscal Transparency Evaluation	Enhancing the Analysis and Management of Fiscal Risks	Collected data enable preliminary assessment	Improved fiscal transparency	H1	1.7
Tanzania	Fiscal Transparency Evaluation	Enhancing the Analysis and Management of Fiscal Risks	Draft submitted to authorities and recommendations discussed	Improved understanding of fiscal position	H1	5.6
Uganda	Debt Sustainability and Fiscal Risk Reporting	Enhancing the Analysis and Management of Fiscal Risks	First draft of DSA Report	Improved analysis of debt sustainability and fiscal risks	H1	4.3
Uganda	Fiscal Transparency Evaluation	Enhancing the Analysis and Management of Fiscal Risks	Draft submitted to authorities and recommendations discussed	Improved understanding of fiscal position	H2	7.0
Regional e.g. EAC	Medium Term Budgetary Frameworks, Fiscal Rules,	Macro-Fiscal Forecasting and Budgeting	MTEF workshop delivered	Improved budgeting practices	H2	6.5

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
	and Fiscal Councils: Options to Ensure Fiscal Sustainability					
Regional e.g. EAC	Macroeconomic Diagnostics (ICD)	Deepening Regional Integration	Participants trained in macroeconomic management	Improved capacity in macroeconomic analysis	H2	5.8
Regional e.g. EAC	Joint FAD-EAC PFM workshop	Deepening Regional Integration	EAMU fiscal surveillance roadmap updated and agreed	Improved convergence roadmap	H2	2.0
Regional e.g. EAC	Workshop - Fiscal Risks	Enhancing the Analysis and Management of Fiscal Risks	Discussion and preparation of Fiscal Risk Statement	Harmonized practices on fiscal risk reporting	H2	5.2
Regional e.g. EAC	Integrating new GFS in macroeconomic framework	Deepening Regional Integration	Participants trained in macroeconomic management	Improved capacity in macroeconomic analysis	H2	3.4
Regional e.g. EAC	Angola - Fiscal Frameworks for Resource Revenue Management	Deepening Regional Integration	Participants trained in modeling of fiscal frameworks for natural resource management	Better understanding of fiscal frameworks relevant to resource rich economies	H2	3.0
Regional e.g. EAC	Fiscal Frameworks for Managing Resource Revenue	Resource Revenue Management	Customized version of fiscal framework model discussed with authorities	Better preparation for managing potential resource revenues	H2	4.0

FINANCIAL SECTOR REGULATION AND SUPERVISION

Strategic Objective: To increase the financial stability through sound micro- and macro- prudential regulations and supervision

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	Complete AFE Corporate Activities	Steering committee conducted	Work plan FY2017 approved	H2	5
Eritrea	Pilot on-site examination for insurance supervision	Insurance Supervision Compliant with International Standards (IAIS Core Principles)	Pilot examination realized	On-site insurance supervision implemented	H1	3
Eritrea	Attachment on Mobile Financial Services	Overall Regulatory and Supervisory Framework Compliant with International Standards	Attachment realized	Enhanced capacity on the regulation and supervision of Mobile Financial Services	H2	4
Ethiopia	Developing a framework for banking sector crisis management	Banking Supervision Compliant with International Standards (Basel Core Principles)	Draft framework for banking sector crisis management documented	Framework for banking sector crisis management implemented	H2	4
Ethiopia	Building capacity on reinsurance supervision	Insurance Supervision Compliant with International Standards (IAIS Core Principles)	Reinsurance supervision implemented and integrated into existing supervision framework	Reinsurance regulation and supervision implemented	H2	2
Kenya	Review of host supervision assessment and integration	Banking Supervision Compliant with	Assessment of host supervision implemented and	Consolidated supervision implemented	H1	6

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
	of consolidated supervision in ICAAP	International Standards (Basel Core Principles)	integration of CS in ICAAP documented			
Kenya	Professional Training for Financial Sector Policy Makers	Overall Regulatory and Supervisory Framework Compliant with International Standards	Contribution to training realized	Enhanced capacity on financial sector regulation and supervision	H2	2
Kenya	Multi Topic TA Needs Assessment	Banking Supervision Compliant with International Standards (Basel Core Principles)	TA planning for short to medium term developed	Enhanced supervisory framework and capacity	H2	3
Malawi	Implementing ICAAP and SREP	Banking Supervision Compliant with International Standards (Basel Core Principles)	Quantitative framework for the ICAAP review tested and documented	Pillar 2 of the Basel framework implemented	H2	6
Malawi	Developing a supervisory framework for IT supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Basic supervisory framework drafted	Frameworks for IT supervision implemented	H2	4
Malawi	Enhancing the RBS approach used for AML/CFT supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Enhanced supervisory framework documented	Enhanced supervisory framework implemented	H2	2
Rwanda	Training on consolidated supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Training realized	Enhanced capacity on consolidated supervision	H1	2

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Rwanda	Developing a framework for ICAAP and SREP	Banking Supervision Compliant with International Standards (Basel Core Principles)	ICAAP and SREP guidance drafted	ICAAP/SREP implemented	H1	3
Rwanda	Developing a regulation incorporating the Basel III liquidity framework	Banking Supervision Compliant with International Standards (Basel Core Principles)	First draft of the regulation developed	Liquidity regulation based on the Basel III framework implemented	H1	2
Rwanda	ICAAP/SREP training	Banking Supervision Compliant with International Standards (Basel Core Principles)	Training realized	Enhanced capacity on ICAAP/SREP		0
Rwanda	Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Insurance Supervision Compliant with International Standards (IAIS Core Principles)	Basic stress testing framework developed and documented	Stress testing framework implemented and incorporated in supervision process	H2	2
Rwanda	Developing on- and off-site AML/CFT supervisory tools	Banking Supervision Compliant with International Standards (Basel Core Principles)	Off- and on-site framework developed	Enhanced capacity on AML/CFT supervision	H1	1
Tanzania	Assisting in developing capital adequacy regulations incorporating Basel II and III elements	Banking Supervision Compliant with International Standards (Basel Core Principles)	Elements to be incorporated identified and drafting plan documented	Draft regulation and ultimately regulation implemented (multi mission project)	H1	3

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Tanzania	Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Insurance Supervision Compliant with International Standards (IAIS Core Principles)	Basic stress-testing framework developed and documented	Stress testing framework implemented and incorporated in supervision process	H2	3
Tanzania	Pilot examination on consolidated supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Pilot examination realized	Consolidated supervision implemented	H1	3
Tanzania	Advising on the community banks	Banking Supervision Compliant with International Standards (Basel Core Principles)	Plan for addressing issues in the community banks documented	Interventions to redress the situation implemented	H1	2
Uganda	Pilot examination on consolidated supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Pilot examination realized	Consolidated supervision implemented	H1	3
Uganda	Roll-out of the CARAMELS approach for insurance supervision	Insurance Supervision Compliant with International Standards (IAIS Core Principles)	More than half of the insurance companies examined based on the CARAMELS approach	Implementation of CARAMELS approach in transition towards risk-based supervision	H2	2
Uganda	Pilot off-site and on-site examination on market risk	Banking Supervision Compliant with International Standards (Basel Core Principles)	Pilot examination realized	Market regulation and supervision implemented	H2	4

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Uganda	Review of Mergers and Acquisitions Regulation	Banking Supervision Compliant with International Standards (Basel Core Principles)	(Revised) regulation drafted	(Revised) regulation issued	H1	2
Uganda	Developing on- and off-site AML/CFT supervisory tools	Banking Supervision Compliant with International Standards (Basel Core Principles)	Off- and on-site framework developed	Enhanced capacity on AML/CFT supervision	H1	1
AFE	Intermediate level training for banking supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Workshop realized	Enhanced capacity on banking supervision	H1	1
Regional e.g. EAC	EAC Financial Stability Workshop	Strengthen Macro-Prudential and Financial Stability Capacity and Framework	Contribution to workshop realized	Enhanced capacity on financial stability	H1	1
Regional e.g. EAC	EAC Macroprudential Analysis Workshop	Strengthen Macro-Prudential and Financial Stability Capacity and Framework	Contribution to workshop realized	Enhanced capacity on macroprudential analysis	H1	1
Regional e.g. EAC	Developing regional standards for consolidated and IT supervision	Banking Supervision Compliant with International Standards (Basel Core Principles)	Workshop realized - roadmap for implementation and standards agreed upon	EAC standards for consolidated and IT supervision developed and implemented	H1	5
Regional e.g. EAC	Regional workshop on financial analysis and stress	Insurance Supervision Compliant with	Workshop realized	Enhanced regional capacity on financial	H2	4

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
	testing for insurance supervision	International Standards (IAIS Core Principles)		analysis and stress testing		
Regional e.g. EAC	Advise on the future financial sector supervision architecture	Overall Regulatory and Supervisory Framework Compliant with International Standards	EAC blue print for financial sector infrastructure and transition strategy drafted	EAC blue print for financial sector supervision infrastructure implemented	H1	4
Regional e.g. EAC	Regional workshop on crisis management and bank resolution	Banking Supervision Compliant with International Standards (Basel Core Principles)	Workshop realized	Enhanced capacity on crisis management and bank resolution	H2	5

MONETARY POLICY OPERATIONS

Strategic Objective: Improvement of monetary policy formulation and implementation

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	AFE Steering Committee Meeting	Complete AFE Corporate Activities	Attendance of SC meeting	SC acceptance of FY17 work plan & FY16 progress.	H2	3.6
Burundi	Follow up on the 2015 liquidity forecasting and management framework	Improve Monetary and Exchange Rate Policy Implementation	Improve monetary policy framework	Introduction of interest rate based monetary policy		0.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Ethiopia	Liquidity forecasting framework review	Improve Monetary and Exchange Rate Policy Implementation	Completion of liquidity forecasting framework	Improved liquidity management	H1	6.0
Ethiopia	International reserve management	Management of International Reserves	Completion of Training	Improved International Reserve management	H2	4.0
Ethiopia	ATI Course on implementation of monetary policy under reserve money targeting	Improve Monetary and Exchange Rate Policy Implementation	Completion of Training	Improved implementation of monetary policy	H2	3.0
Kenya	Introduction of Islamic banks in the operational framework	Improve Monetary and Exchange Rate Policy Implementation	Completion of the Training	Improved monetary policy	H2	2.0
Kenya	Develop a Forecasting and Policy Analysis System	Forecasting and Policy Analysis (FPAS)	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Improved policy formulation	H1	19.5
Kenya	Link between monetary policy and financial stability (AACB)	Improve Monetary and Exchange Rate Policy Implementation	Completion of the conference	Appropriate instruments to deal monetary policy and financial stability	H1	3.0
Malawi	Review of internal guideline for intervention	Improve Monetary and Exchange Rate Policy Implementation	Draft internal Guideline for intervention	Better and clearer intervention policy process	H2	3.0
Malawi	Development of repo market	Develop Financial Markets to Support Monetary	Adoption of the appropriate MRA and market infrastructure	Functioning repo market	H2	4.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
		Transmission and Debt Management	conducive to the development of a repo market			
Rwanda	Develop a Forecasting and Policy Analysis System	Forecasting and Policy Analysis (FPAS)	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Improved policy formulation	H2	13.5
Rwanda	FPAS	Forecasting and Policy Analysis (FPAS)	Completion of attachment	Improved forecasting analysis	H2	2.0
Tanzania	Introduction of Islamic banks in the operational framework	Improve Monetary and Exchange Rate Policy Implementation	Completion of the Training	Inclusion of Islamic banks in the monetary policy framework	H2	2.0
Tanzania	code of conduct for money and fx market	Develop Financial Markets to Support Monetary Transmission and Debt Management	Draft code of conduct	Improved functioning of the foreign exchange and money market	H1	5.0
Tanzania	Develop a Forecasting and Policy Analysis System	Forecasting and Policy Analysis (FPAS)	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Improved policy formulation	H2	18.0
Tanzania	Link between monetary policy and financial stability (EAC countries, Mwanza)	Improve Monetary and Exchange Rate Policy Implementation	Completion of the conference	Appropriate instruments to deal monetary policy and financial stability	H1	2.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Tanzania	Presentation on ELA Framework	Improve Monetary and Exchange Rate Policy Implementation	Completion of the conference	Appropriate instruments to deal monetary policy and financial stability	H2	1.5
Uganda	Develop a Forecasting and Policy Analysis System	Forecasting and Policy Analysis (FPAS)	Agree with the authorities on a work plan to ensure full implementation of FPAS.	Improved policy formulation	H1	13.5
Regional e.g. EAC	EAC Collateral framework and standing facilities	Improve Monetary and Exchange Rate Policy Implementation	Harmonized EAC collateral framework and standing facilities	Regional integration	H1	6.0
Regional e.g. EAC	Coordination between fiscal and monetary policy	Improve Monetary and Exchange Rate Policy Implementation	Completion of the workshop	Increase awareness and better understanding of the link between fiscal and monetary policy	H2	6.0
Regional e.g. EAC	True repo market against collateralized loan	Develop Financial Markets to Support Monetary Transmission and Debt Management	Completion of the workshop	Introduction of a true repo mechanism in the region	H1	5.0
Regional e.g. EAC	EAC Collateral framework and standing facilities (follow up)	Improve Monetary and Exchange Rate Policy Implementation	Harmonized EAC collateral framework and standing facilities	Regional integration	H2	4.0

FINANCIAL MARKET INFRASTRUCTURES & PAYMENTS
Strategic Objective: Payments System Modernization in Compliance with International Standards

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	Inducting new resident advisor	Complete AFE Corporate Activities		RA familiarised with processes and regional issues	H2	2
Kenya	Business Continuity and disaster management for FMIs	Payments System Modernization in Compliance with International Standards	Contingency procedures in place	Crisis management	H2	4
Uganda	Oversight guidelines	Payments System Modernization in Compliance with International Standards		Improved supervision of the FMIs	H1	3
Uganda	Organizational arrangements for oversight	Oversight of Financial Market Infrastructures	Annual oversight work plan implemented	The oversight framework for FMIs is developed and publicly disclosed	H2	1.5

ECONOMIC AND FINANCIAL STATISTICS (INCL. GOVERNMENT FINANCE STATISTICS)

Strategic Objective: To improve the quality and expand the range of macroeconomic statistics disseminated, including consistency with international standards

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
AFE	RTAC Statistics Advisors Visit	Complete AFE Corporate Activities	Workshop realized	Exchange of experience between LTX advisors and IMF staff working in the Sector	H2	1.5
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	Complete AFE Corporate Activities	AFE TA Management. Annual Report and work plan endorsed	SC acceptance of FY 2016 work plan and FY 2015 progress	H2	3.6
AFE	RTAC Statistics Advisors Visit	Complete AFE Corporate Activities	Workshop realized	Exchange of experience between LTX advisors and IMF staff working in the Sector	H1	1.4
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	Complete AFE Corporate Activities	AFE TA Management Annual Report and work plan endorsed	SC acceptance of FY 2016 work plan and FY 2015 progress	H2	4.7
Ethiopia	Assist with the development of Export and Import Price Indices	Price Statistics	Staff capacity to produce Export and Import Price indices using unit values and price surveys developed	Dissemination of quarterly Export and Import Price Indices	H1	2.5
Ethiopia	Implement improvements to the methodology for	National Accounts Statistics	Improvements to the methodology for compiling GDP by	Dissemination of improved annual GDP-E estimates	H2	4.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
	compiling GDP by expenditure approach		expenditure approach implemented			
Ethiopia	Assist with the development of an improved Manufacturing Prices Survey	Price Statistics	Producer Prices Survey developed	Dissemination of an improved quarterly Producer Price Index	H1	2.5
Ethiopia	Assist with the development of quarterly GDP by economic activity estimates	National Accounts Statistics	Suitable methodology to compile QGDP-P estimates developed	Dissemination of QGDP-P estimates	H1	4
Kenya	Study the agriculture survey and statistics for Rwanda in order to improve Kenyan agricultural statistics	National Accounts Statistics	Study of the agriculture survey and statistics for Rwanda completed	Improved agriculture data for compilation of NAS	H1	3.5
Kenya	Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	National Accounts Statistics	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Dissemination of the rebased GDP and new institutional sector accounts estimates	H2	3.0
Kenya	Finalize the new QGDP-E estimates for dissemination	National Accounts Statistics	QGDP-E estimates finalized for dissemination	Dissemination of current and constant price QGDP-E estimates	H1	3.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Kenya	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (cofog) classifications	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H1	2.3
Kenya	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2014 consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H2	1.7

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Kenya	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H1	6.5
Malawi	Assist with improving compilation of AGDP using the benchmark-indicator approach	National Accounts Statistics	Improved compilation of AGDP estimates using the benchmark-indicator approach	Dissemination of timely and good quality AGDP estimates using the benchmark-indicator approach	H1	3.0
Malawi	Assist with the compilation of QGDP-P estimates	National Accounts Statistics	Compilation of provisional QGDP-P estimates	Dissemination of timely and good quality QGDP-P estimates	H2	3.0
Malawi	Assist with the implementation of an exports and imports prices survey	Price Statistics	Implementation of an exports and imports prices survey	Dissemination of quarterly Export and Import Price Indices	H1	4.0
Rwanda	Develop the methodology for compiling institutional	National Accounts Statistics	The methodology for compiling institutional	Dissemination of the rebased GDP and new	H2	4.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
	sector accounts; update the SUT frame and identify data gaps.		sector accounts developed; SUT frame updated and data gaps identified.	institutional sector accounts estimates		
Rwanda	Finalize the new QGDP-E estimates for dissemination	National Accounts Statistics	QGDP-E estimates finalized for dissemination	Dissemination of current and constant price QGDP-E estimates	H1	4.0
Rwanda	GFS course and TA follow up	Government Financial Statistics Aligned with International Guidelines	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H1	5.5
Rwanda	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general	H2	7.9

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
				government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY		
Tanzania	Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	National Accounts Statistics	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Dissemination of the rebased GDP and new institutional sector accounts estimates	H2	3.0
Tanzania	Develop the methodology for compiling QGDP-E estimates	National Accounts Statistics	Methodology for compiling QGDP-E estimates developed	Dissemination of current and constant price QGDP-E estimates	H1	3.0
Tanzania	Develop the CPI rebasing methodology and action plan for implementation	Price Statistics	CPI rebasing methodology and action plan developed	Dissemination of the rebased CPI series	H1	4.0
Tanzania	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general	H1	6.9

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
				government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY		
Tanzania	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (cofog) classifications	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H2	3.7
Tanzania	GFS training	Government Financial Statistics Aligned with International Guidelines	Staff capacity to compile GFS improved		H1	2
Tanzania	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central	H1	2

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
				government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY		
Tanzania	Develop the CPI rebasing methodology and finalize estimates of the new series	Price Statistics	Production of rebased CPI	Dissemination of the rebased CPI series	H2	4
Tanzania	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2014 consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H2	2.6
Tanzania (Zanzibar)	Finalize the new QGDP-E estimates for dissemination	National Accounts Statistics	QGDP-E estimates finalized for dissemination	Dissemination of current and constant	H1	3.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
				price QGDP-E estimates		
Uganda	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Perform a Fiscal Transparency Evaluation Mission	Produce a Fiscal Transparency Evaluation Report	H2	2
Uganda	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2014 consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H2	4.3
Uganda	Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	National Accounts Statistics	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.	Dissemination of the rebased GDP and new institutional sector accounts estimates	H2	4.0
Uganda	Finalize the new QGDP-E estimates for dissemination	National Accounts Statistics	QGDP-E estimates finalized for dissemination	Dissemination of current and constant	H1	4.0

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
				price QGDP-E estimates		
Uganda	Assist with the development of Export and Import Price Indices	Price Statistics	Development of Export and Import Price Indices	Dissemination of quarterly Export and Import Price Indices	H1	1.3
Uganda	Development of the Construction Inputs Price Index methodology and implementation action plan	Price Statistics	Construction Inputs Price Index methodology and implementation action plan developed	Dissemination of the Construction Inputs Price Index	H1	1.3
Uganda	Development of the Hotels and Restaurants Price Index methodology and implementation action plan	Price Statistics	Hotels and Restaurants Price Index methodology and implementation action plan developed	Dissemination of the Hotels and Restaurants Price Index	H1	1.3
Uganda	Assist with the compilation of Export and Import Price Indices	Price Statistics	Compilation of Export and Import Price Indices	Dissemination of quarterly Export and Import Price Indices	H2	1.3
Uganda	Assist with the compilation of the Construction Inputs Price Index	Price Statistics	Compilation of the Construction Inputs Price Index	Dissemination of the Construction Inputs Price Index	H2	1.3
Uganda	Assist with the compilation of the Hotels and Restaurants Price Index	Price Statistics	Compilation of the Hotels and Restaurants Price Index	Dissemination of the Hotels and Restaurants Price Index	H2	1.3

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Uganda	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H2	5.3
Uganda	Study the inclusion of EBUs' financial reporting in GFS and the integration of the bridge table in IFMIS.	Government Financial Statistics Aligned with International Guidelines	Study of the inclusion of EBUs' financial reporting in GFS and the integration of the bridge table in IFMIS completed	Dissemination of GFSM 2001 (GFSM 2014) consistent monthly (budgetary central government), quarterly (central government) and annual (general government) GFS to the public, the EAC Secretariat, and publication in the IFS and GFSY	H1	6.5

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Regional e.g. EAC	Study of the status implementing accrual accounting in EAC Partner States.	Government Financial Statistics Aligned with International Guidelines	Survey the status implementing accrual accounting in EAC Partner States.	Contribution of a chapter to the EAC Government Finance and Debt Statistics Guidelines.	H1	7.0
Regional e.g. EAC	Regional AFE NAS Training Seminar	National Accounts Statistics	Capacity of new compilers to produce NAS improved	Compilers trained to produce NAS	H1	6.0
Regional e.g. EAC	Regional EAC workshop on Property Price Index	Price statistics	Capacity to compile Property Price Indices improved	staff trained to produce price statistics	H2	3.5
Regional e.g. EAC	Regional workshop on debt statistics	Government Financial Statistics Aligned with International Guidelines	Staff capacity to compile debt statistics improved	Compilers trained to produce debt statistics based on international guidelines	H1	9.7
Regional e.g. EAC	Regional workshop on GFS harmonization	Government Financial Statistics Aligned with International Guidelines	Production of Regional GFS Manual	Regional harmonization of GFS	H1	8.0
Regional e.g. EAC	Regional workshop on GFS harmonization	Government Financial Statistics Aligned with International Guidelines	Production of Regional GFS Manual	Regional harmonization of GFS	H2	8.7
Regional e.g. EAC	Regional multi-sector workshop on GFS, NA and FPP	National Accounts Statistics	Capacity to compile improved national accounts statistics enhanced	Compilers trained and their capacity to produce improved national accounts statistics enhanced	H2	1.5

Beneficiary	Activity Title	Topic Objective	Milestone	Target Outcome	FY2016 Timing	Resources (FPWs)
Regional e.g. EAC	Regional EAC workshop on CPI harmonization	Price Statistics	Staff capacity to compiled harmonized CPI including core inflation improved	Compilers trained and their capacity to produce harmonized CPI and core inflation measures improved	H2	2.5
Regional e.g. EAC	Support implementation of fiscal and debt statistics development plan	Government Financial Statistics Aligned with International Guidelines	Integration of Stocks development plan with PSDS development plan.	EAC partner states and AFE member states produce finance balance sheets.	H2	7.3