

Revenue Administration

| Strategic Objective: To assist member countries to build capacity to mobilize revenue and improve the environment for doing business | | | | | | |
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| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2017 Timing | Total Planned Resources (FPWs) |
| Eritrea | Improve Effectiveness and Efficiency of Tax and Customs Administration | Workshop on International Best Practice in Tax Administration - Registration, Filing and Payment, Debt Management and Accuracy of Reporting | National Training Conducted | Reliable and accurate tax administration data to support compliance management | H1 | 1.9 |
| Ethiopia | | TA in developing a framework and guidelines for monitoring and managing compliance in the Construction and Financial sectors | Mission and Training Conducted | Improved compliance withing the sectors | H2 | 3.9 |
| | Improve Effectiveness and Efficiency of Tax and Customs Administration | TA is Strengthening Valuation Capacity in Customs | Mission and Training Conducted | Improved customs valuation practice | H1 | 3.9 |
| Kenya | Improve Compliance Management in Tax and Customs | TA in developing a framework and guidelines for monitoring and managing compliance in the telecommunications sectors | Training Conducted | Improved compliance withing the sectors | H1 | 3.9 |
| | | TA in Developing a Framework, criteria and guideliness for Taxpayer Segmentation | Recommended Framework, Criteria and Guidelibnes submitted to KRA | Improved management of taxpayer for compliance purposes | H1 | 3.9 |
| | RA Diagnostics/ Needs Assessment | Carrying out a TADAT Assessment | Assessment conducted | Improved understanding of state of tax system in Kenya | H2 | 8.9 |
| Malawi | Improve Compliance Management in Tax and Customs | TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data | Report on identified weakness, causes, recommendations and an action plans to address the wekanness | Reliable and accurate tax administration data to support compliance management | H2 | 4.4 |
| | | Follow up TA in PCA Training in Customs | Training Concluded | A large percentatge of importers meet their obligations accurately and timely | H1 | 4.9 |
| | Improving Risk Assessment and Management Capacity in Revenue Administration | TA in Developing Capacity to utilize an automated risk management systems (TA in Developing a Model and Tool for Compliance Risk Analysis | Training Conducted | A structured risk assessment and management process in place | H2 | 4.9 |
| Rwanda | Improve Compliance Management in Tax and Customs | Follow up TA in Developing a Model and Tool for Compliance Risk Analysis | Assessment of current practices and Training Conducted | A structured risk assessment and management process in place | H1 | 3.9 |
| | | TA in improving the collection and management of Tax Arrears | Model devloped and Training Conducted | A structured risk assessment and management process in place | H2 | 4.4 |
| | Improve Effectiveness and Efficiency of Tax and Customs Administration | TA in developing a framework and guidelines for monitoring and managing compliance in the telecommunications sectors | Training Conducted | an effective debt management practice | H1 | 3.9 |
| | | Developing and Quality Assuring ETAX Procedures for Filing, Payment and Taxpayer Accounting | Revised Filing, Payment and Taxpayer Accounting Procedures developed | Improved procedures for filing, payment and for managing taxpayer accounts | H1 | 4.6 |
| Tanzania | Improve Compliance Management in Tax and Customs | Strengthening Project Management Arrangements for the E-Tax Project | Mission Conducted | Improved Project Management for the E-Tax Project | H1 | 3.9 |
| | | TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data | Report on identified weakness, causes and recommended remedies | Reliable and accurate tax administration data to support compliance management | H2 | 4.4 |
| | Improve Effectiveness and Efficiency of Tax and Customs Administration | TA in Designing national audit plans and associated performance measures and monitoring mechanisms | Report complete with audit plan, performance measures and reporting templates | Improved impact of audits on voluntary compliance | H1 | 3.9 |
| | Improve Effectiveness and Efficiency of Tax and Customs Administration | FAD Diagnostic Mission in Customs Administration | Report on identified weakness, causes and recommended remedies | Improved facilitation, cargo management and revenue yield | H1 | 10.2 |
| | RA Diagnostics/ Needs Assessment | Blended Training in the TADAT methodology | Training Conducted | TADAT methodology embedded in the URA performance reporting anmd monitoring framework | H1 | 0.8 |

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| Uganda | Improve Compliance Management in Tax and Customs | TA in Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector Training in methodology for monitoring inaccurate reporting | Report with model and strategy for recruiting taxpayers Training Conducted | Broadened tax net Inaccurate reporting systematically and routinely monitored, reported and action taken as part of yearly compliance plans | H1 H1 | 3.9 3.1 |
| | Improving Risk Assessment and Management Capacity in Revenue Administration | TA in Developing a Compliance Risk Analysis Tool using a Matrix Model | Training Conducted | A structured risk assessment and management process in place | H1 | 5.4 |
| | Regional | Improve Compliance Management in Tax and Customs | Regional Workshop in Developing a Compliance Risk Analysis Tool using a Matrix Model | Workshop Conducted | Understanding of good practice in Tax administration | H1 |
| Regional | Improving Risk Assessment and Management Capacity in Revenue Administration | Regional Workshop in Operationalizing Customs Risk Management IT modules – case of Asvuda | Workshop Conducted | Understanding Requirements to implement a structured risk assessment and management practice | H1 | 4 |
| | Improve Effectiveness and Efficiency of Tax and Customs Administration | Regional Workshop for ISORA –RAFIT Coordinators | Workshop Conducted | ISORA adopted as part of the monthly performance reporting framework | H1 | 3 |
| | RA Diagnostics/ Needs Assessment | Facilitating AFW2 Workshop on TADAT for Head of Tax Administration | Workshop Conducted | Improved appreciation of TADAT | H1 | 1 |
| AFE | Complete AFE Corporate Activities | Steering Committee Activities | Steering Committee Activities completed | Improved Governance of AFE | H2 | 3.6 |

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 | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2017 Timing | Total Planned Resources (FPWs) |
|---|--|---|--|---|----------------------|--------------------------------|
| Eritrea | Improved Laws and Effective PFM Institutions | PFM Legal Framework | Attachment completed | Improved awareness of effective PFM legislation | H2 | 1 |
| | Comprehensive, Credible and Policy Based Budget Preparation | Training on budget issues | Workshop delivered | Increased awareness of good budget practices in MDAs | H1 | 3 |
| Ethiopia | Comprehensive, Credible and Policy Based Budget Preparation | Roll-out of PBB to regions | Framework for M&E of the Budget agreed on with authorities | Improved and effective budget management and implementation | H2 | 7 |
| | | Supporting critical PFM reforms | Agreed strategy for priority PFM reforms | Improved and effective budget management | H2 | 10 |
| Kenya | Improved Budget Execution and Control | Developing a framework for public investment management | Agreed strategy for strengthening public investment management | Improved public investment management | H1 | 9 |
| | Strengthened Identification, Monitoring and Management of Fiscal Risks | Fiscal decentralization | Recommendations made to support fiscal decentralization | Improved oversight of financial management | H2 | 11 |
| | | Publication of FTE | FTE Published | Improved transparency | H1 | 1 |
| | Improved Integration of Assets, and Liability Management Framework | Attachment on Debt Management | Attachment completed | Improved management of public debt | H2 | 1 |
| | Improved Coverage and Quality of Fiscal Reporting | Fiscal reporting and support to Accounting Standards Board | IPSAS implementation roadmap agreed | Incremental improvement in the quality of annual financial reporting | H1 | 9 |
| | | Quality assuring the IFMIS implementation plans | IFMIS implementation plans incorporate recommendations made | Realistic IFMIS implementation plan enables realization of planned benefits | H1 | 7 |
| | | Fiscal Reporting | IPSAS implementation roadmap agreed | Incremental improvement in the quality of annual financial reporting | H1 | 1 |
| Comprehensive, Credible and Policy Based Budget Preparation | Improving monitoring and evaluation of the program based budget | Monitoring & Evaluation of the budget is based on the new framework | Improved effective budget management and implementation | H2 | 6 | |
| Malawi | Improved Coverage and Quality of Fiscal Reporting | Quality assuring IFMIS implementation plans | IFMIS Implementation plans reflect recommendations | IFMIS provides effective support to PFM operations | H2 | 6 |
| | Improved Integration of Assets, and Liability Management Framework | Improving cash management and commitment controls | Cash management and commitment controls improved in accordance with approved roadmap | Improved cash flow planning and decision making | H2 | 6 |
| | Comprehensive, Credible and Policy Based Budget Preparation | Capacity building in medium-term orientation of budget | Capacity building sessions for MDAs delivered | Improved budget formulation | H2 | 7 |

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| | Improved Laws and Effective PFM Institutions | Review and redrafting of the PFM legal framework | Draft revised PFM law | Improved PFM legal framework and institutions | H1 | 13 |
| Rwanda | Strengthened Identification, Monitoring and Management of Fiscal Risks | Data Collection for Fiscal Transparency Evaluation | MINECOFIN prepared for FTE and analysis of preliminary data completed | Improving quality coverage and risk disclosure of fiscal reporting | H2 | 4 |
| | | Fiscal Transparency Evaluation(funded by FAD) | FTE Report | Improving quality, coverage and risk disclosure of fiscal reporting | H2 | 8 |
| | Improved Coverage and Quality of Fiscal Reporting | Annual fiscal reporting and IPSAS implementation | Detailed roadmap approved | Improved annual financial statements | H2 | 7 |
| | Improved Budget Execution and Control | Desk review of the financial, procurement, and HR procedure manual | Acceptance of review results and agreement on recommendations | Improved internal controls | H2 | 2 |
| Tanzania | Comprehensive, Credible and Policy Based Budget Preparation | Capacity building in medium-term orientation of budget | Capacity building sessions for MDAs delivered | Improved budget formulation | H1 | 9 |
| | | Attachment on PBB | Attachment completed | Improved budget formulation | H2 | 1 |
| | Improved Budget Execution and Control | Review IFMIS Plans for strengthening system controls | Requirements incorporated in vendor contract | Strong commitment controls re established | H2 | 7 |
| | Improved Coverage and Quality of Fiscal Reporting | Review IFMIS implementation plan for new functionalities and modules | Recommendations incorporated into joint MoF/Vendor implementation plans | Realistic IFMIS implementation plan enables realization of planned benefits | H2 | 6 |
| | | Fiscal reporting | QA of annual financial statements accepted | Incremental improvement in the quality of annual financial reporting | H1 | 10 |
| | Fiscal Reporting | QA of annual financial statements accepted | Incremental improvement in the quality of annual financial reporting | H1 | 1 | |
| | Improved Integration of Assets, and Liability Management Framework | Improving cash planning and management | Recommendations for improved cash management agreed | Improved cash flow planning and decision making | H1 | 7 |
| Tanzania (Zanzibar) | Comprehensive, Credible and Policy Based Budget Preparation | Capacity building in medium-term orientation of budget | Capacity building sessions for MDAs delivered | Improved budget formulation | H1 | 10 |
| | Improved Coverage and Quality of Fiscal Reporting | Review the IFMIS upgrade plan and progress | QA recommendations incorporated into IFMIS implementation plans | Realistic IFMIS plan enables realization of planned benefits | H1 | 7 |
| Uganda | Improved Laws and Effective PFM Institutions | Supporting the development of Financial Regulations | Draft revised regulations submitted for approval | Improved internal controls | H2 | 6 |
| | Improved Integration of Assets, and Liability Management Framework | Cash management | Recommendations for the improvement of cash management and commitment controls approved | Improved cash flow planning and decision making | H1 | 6 |
| | | Cash management and expanding TSA coverage | Plan implemented for closing bank accounts | Improved cash flow planning and decision making | H2 | 6 |
| | Comprehensive, Credible and Policy Based Budget Preparation | Strengthening medium term budget frameworks (MTBFs) | The Forward Estimates inform the annual budget | Incremental improvement in budgeting and resource allocation | H1 | 14 |
| | | Facilitating development of programs, program outcomes and indicators | Program, program outcomes and indicators are agreed | Incremental improvement in resource allocation and performance monitoring | H2 | 4 |
| Regional | Improved Coverage and Quality of Fiscal Reporting | IFMIS benefits and risks | Workshop delivered | Increased awareness of IFMIS benefits and risks | H1 | 9 |
| | | PFM harmonization for EAMU | Workshop delivered | EAMU convergence plan updated | H2 | 6 |
| | Improved Budget Execution and Control | Assessment of Public Investment Management | Workshop delivered | Increased awareness and effectiveness of public investment management | H2 | 8 |
| | | Commitment control and cash management | commitment controls restored for all expenditure categories | Manage commitments & expenditures within available funds | H1 | 3 |
| | Improved Laws and Effective PFM Institutions | PFM reform strategies | Workshop delivered | Effective PFM reform strategies and better monitoring of results | H2 | 8 |
| AFE | Complete AFE corporate activities | Inducting RA and retreat | RA installation /inspection completed | RA familiar with processes and regional issues | H1 | 5 |
| | | Corporate activities | Monthly report, Mid-year report, Annual report | SC acceptance of FY 17 work plan and FY 16 progress | H2 | 11 |
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Macro-Fiscal Analysis

| Strategic Objective: To support improvements in public financial management by building capacity in fiscal analysis, budgeting and forecasting | | | | | | |
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| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2017 Timing | Total Planned Resources (FPWs) |
| Eritrea | Fiscal Forecasting and Budgeting | Improved Budgeting Practices | Participants training in budget practices | Better budgeting practices | H1 | 2 |
| Ethiopia | Fiscal Forecasting and Budgeting | Developing High Frequency Indicators of Economic Activity | HFI model updated and new modeling approaches adopted by authorities | Better policy through better data | H2 | 3 |
| | | Training on Tax Policy and Revenue Forecasting | Better understanding of tax policy and revenue forecasting techniques | More credible budget through better forecasts | H2 | 3.5 |
| | Macroeconomic Forecasting | Developing High Frequency Indicators of Economic Activity | Staff attached submits report to NBE | Improved monetary and fiscal policy through using better indicators | H2 | 5 |
| Kenya | Enhancing the Analysis and Management of Fiscal Risks | Debt Sustainability Analysis and Fiscal Risk Reporting | Participants trained in DSA and able to apply LIC DSA template for Kenya | Improved analysis of debt and risks | H1 | 4 |
| | | Supporting the Preparation of the Fiscal Risk Statement | Revised draft of Fiscal Risk Statement published in Budget Documents | Better reporting of fiscal risks | H2 | 3 |
| | Macroeconomic Forecasting | Financial Programming | Participants trained in FPP using their own data | Improved capacity in macroeconomic analysis | H2 | 4 |
| Malawi | Improve Fiscal Analysis and Reporting | Improving the Macro-Fiscal Database | Revised database is used by macro working group | More credible medium-term fiscal framework | H2 | 6 |
| | Macroeconomic Forecasting | Macroeconomic Analysis and Forecasting | Participants trained in macroeconomic analysis and forecasting tools using EViews | Better budgeting practices | H1 | 3 |
| Rwanda | Enhancing the Analysis and Management of Fiscal Risks | Fiscal Transparency Evaluation | Fiscal Transparency Evaluation conducted | Better understanding of fiscal position | H2 | 5 |
| Tanzania | Fiscal Forecasting and Budgeting | Review of revenue forecasting methods | Revenue forecasting approaches reviewed and recommendations made for improvement | Improved budgeting practices | H2 | 3 |
| | | Developing High Frequency Indicators of Economic Activity | HFI developed and bechmarked on rebased QGDP | Better policy through better data | H2 | 5 |
| Tanzania (Zanzibar) | Improve Fiscal Analysis and Reporting | Developing a Macro-Fiscal Database | Major data gaps filled and database more suitable for fiscal analysis | Better policy through better data | H1 | 3 |
| Uganda | Fiscal Forecasting and Budgeting | Financial Programming | Participants trained in FPP using Uganda data | Improved capacity in macroeconomic analysis | H2 | 3 |
| | Enhancing the Analysis and Management of Fiscal Risks | Supporting the Preparation of the Fiscal Risk Statement | Revised draft of Fiscal Risk Statement published in Budget Documents | Better reporting of fiscal risks | H2 | 2 |
| Regional | Improve Fiscal Analysis and Reporting | Supporting the Preparation of EAC Medium-Term Convergence Program Documents | Partner States submit new/revised MTCP to EAC Secretariat | Harmonized practice of reporting on convergence | H1 | 5 |
| | | Joint FAD/EAC PFM workshop | EAMU fiscal surveillance roadmap updated | Improved understanding of convergence in EAC | H2 | 1.5 |
| | Fiscal Forecasting and Budgeting | ICD training - Inclusive Growth | Better understanding of fiscal policy issues and macro management | Improved capacity in macro analysis | H2 | 4 |
| | | Macroeconomic Forecasting | Participants trained in macroeconomic forecasting tools using EViews | Improved real sector forecast used in MTFE | H1 | 4 |
| | | Fiscal Forecasting | Participants trained in fiscal forecasting tools using EViews | Improved forecasts in fiscal frameworks used for budgeting | H1 | 3 |
| AFE | Complete AFE Corporate Activities | Macro-Fiscal Retreat | Review of practices of PFM/MF advisors | Improved TA delivery | H1 | 2 |
| | | Steering Committee Meeting | SC meeting completed | Better alignment of workplan with country demand | H2 | 3.5 |

Financial Sector Regulation and Supervision

| Strategic Objective: To increase the financial stability through sound micro- and macro- prudential regulations and supervision. | | | | | | |
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| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2016 Timing | Total Planned Resources (FPWs) |
| Eritrea | Banking Supervision Compliant with International Standards (Basel Core Principles) | Regulations on Mobile Financial Services / Agent Banking | Regulations drafted | Provision of mobile money transfers in Eritrea | H2 | 1.6 |
| | Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Review and advise on prudential regulations for insurance | Revised (and if needed) additional regulations drafted | Sound regulatory framework for insurance companies | H1 | 2.3 |
| Ethiopia | Strengthen Macro-Prudential and Financial Stability Capacity and Framework | Enhancement of financial safety net | DIS Law review and comments/recommendations integrated in draft | Deposit Insurance Scheme in place and operational | H2 | 5.1 |
| | | Improving the crisis management and bank resolution framework | Roadmap for developing a crisis management a national contingency plan in place | Capacity development on crisis management preparation | H2 | 6.3 |
| | Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Review/diagnostic on the implementation of risk based supervision | Assessment and advise and planning for further enhancements adopted by NBE | Enhanced risk based supervision framework | H2 | 2.3 |
| Kenya | Banking Supervision Compliant with International Standards (Basel Core Principles) | Developing an integrated supervisory framework | Draft framework realized and ready for piloting | Improved integrated supervisory framework implemented | H2 | 2.6 |
| | | Developing an in-house training course on Consolidated Supervision | In-house training course developed, trainers trained, and course delivered once | Develop and maintain capacity on consolidated supervision | H1 | 3.3 |
| Malawi | Banking Supervision Compliant with International Standards (Basel Core Principles) | Pilot examination on IT/technology risk supervision | Pilot examination realized | Enhanced capacity on IT/technology risk supervision | H1 | 6.5 |
| | | Workshop on Consolidated Supervision and G/D-SIB framework | Training realized | Enhanced capacity on consolidated supervision and D-SIB framework | H2 | 2 |
| | | Assisting in an Workshop on Financial Sector Issues for the Judiciary | Workshop realized | Increased awareness on financial sector issues in the Judiciary | H1 | 2.4 |
| Rwanda | Banking Supervision Compliant with International Standards (Basel Core Principles) | Integrating Pillar 2 in and enhancing the RBS framework | Enhancements to the RBS framework drafted and ready for piloting | Enhanced supervisory (RBS based) framework | H1 | 3.7 |
| | | Training on Pillar 2 of the Basel II framework | Training realized | Enhanced capacity on Pillar 2 of the Basel II Framework | H2 | 3.3 |
| | Overall Regulatory and Supervisory Framework Compliant with International Standards | Enhancing the supervisory framework for FX bureaus | Enhancements to the supervisory framework drafted and ready for piloting | Enhanced supervisory framework | H1 | 5.3 |
| | | Training on financial analysis, stress-testing and risk-based solvency | Training realized | Increased capacity on financial analysis, stress-testing and risk-based capital | H2 | 2.3 |
| Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Attachment on stress-testing and risk-based solvency requirements | Attachment realized | Enhanced capacity on stress-testing and risk-based solvency requirements | H1 | 2.4 | |
| | Developing an integrated supervisory framework | Draft framework realized and ready for piloting | Improved integrated supervisory framework implemented | H2 | 2.6 | |
| Tanzania | Banking Supervision Compliant with International Standards (Basel Core Principles) | Implementation of Basel II/III framework | Regulations drafted and ready for QIS / parallel run | Enhance regulatory capital and liquidity framework | H1 | 2 |
| | | Supporting the roll-out of the new integrated supervisory framework | First pilot examination using the newly developed framework realized | Improved supervisory framework roll-out and effectively implemented | H2 | 2.6 |
| | | Analysis of financial markets and financial market infrastructure risk | Analytical tools developed | Enhanced analytical skills on financial markets and infrastructure risk | H1 | 6.6 |
| | Strengthen Macro-Prudential and Financial Stability Capacity and Framework | Training on micro-prudential stress-testing | Training realized | Improved use of BOT's existing micro-prudential stress-testing framework | H1 | 2 |
| | | Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Training on financial analysis, stress-testing and risk-based solvency | Training realized | Increased capacity on financial analysis, stress-testing and risk-based capital | H1 |
| Uganda | Strengthen Macro-Prudential and Financial Stability Capacity and Framework | LTV reporting and policy framework implemented | Data templates for reporting issued | Improved indicators for financial soundness | H1 | 2.4 |
| | | Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Roll-out of risk based supervision | Two institutions examined using the CAMELS approach | Enhanced capacity on applying the developed supervisory framework | H1 |
| | Banking Supervision Compliant with International Standards (Basel Core Principles) | Workshop on RBS approach to AML/CFT supervision | Workshop realized | Enhanced capacity on AML/CFT supervision | H1 | 5.8 |
| | | Regional workshop on technology risk | Workshop realized | Increased regional awareness of technology risk and possible supervisory approaches | H1 | 3.1 |

| Regional | Insurance Supervision Compliant with International Standards (IAIS Core Principles) | Risk based solvency frameworks and supervision | Workshop realized | Enhanced capacity on insurance supervision | H2 | 3.6 |
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| | Strengthen Macro-Prudential and Financial Stability Capacity and Framework | Financial Stability Analysis and Policies | Workshop realized | Enhanced capacity on financial stability | H2 | 1.4 |
| | Complete AFE Corporate Activities | Introduction new Resident Advisor | Introduction new Resident Advisor | New Resident Advisor introduced | H2 | 4 |
| AFE | Complete AFE Corporate Activities | Corporate work at AFE / preparations SC and midterm report | Steering committee realized | Approved report 2017 and workplan 2018. | H2 | 4.6 |
| | | HQ FSR retreat | Retreat realized | Enhanced AFE capacity and AFE/IMF processes | H1 | 1.4 |
| Monetary Policy and Operations | | | | | | |
| Strategic Objective: Improvement of monetary policy formulation and implementation | | | | | | |
| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2016 Timing | Total Planned Resources (FPWs) |
| Ethiopia | Improve Monetary and Exchange Rate Policy Implementation | Methodologies to assessing the fair value of the exchange rate | Completion of training | Exchange rate in line with fundamentals | H2 | 2.5 |
| Kenya | Develop Financial Markets to Support Monetary Transmission and Debt Management | Development of secured and unsecured money market | Stabilization of interest rate and base for the development of a true repo market | Stabilized interest rate and improve transmission mechanism | H2 | 6.0 |
| | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | Functioning FPAS | More forward-looking and improved monetary policy formulation | H2 | 5.1 |
| Malawi | Improve Monetary and Exchange Rate Policy Implementation | Liquidity management in order to transit towards interest rate targeting | Improve liquidity management | Stabilized interest rate and improve transmission mechanism | H1 | 1.7 |
| | Develop Financial Markets to Support Monetary Transmission and Debt Management | Developement repo market (follow up) | Base for the development of a true repo market | True repo conducive to market development | H2 | 6.0 |
| | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | Train the CB staff in conducting model-based policy analysis | More forward-looking and improved monetary policy formulation | H1 | 11.3 |
| Rwanda | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | Train the CB staff in conducting model-based policy analysis | More forward-looking and improved monetary policy formulation | H2 | 11.3 |
| Tanzania | Improve Monetary and Exchange Rate Policy Implementation | Improvement of liquidity management for stabilization of Interest rate (follow up) | Improved liquidity management and stabilize interest rate | Stabilized interest rate and improve transmission mechanism | H2 | 3.0 |
| | | Emergency Liquidity Assistance framework | Framework for emergency liquidity assistance | Improved financial stability and operational framework | H1 | 2.3 |
| | Develop Financial Markets to Support Monetary Transmission and Debt Management | code of conduct for money and fx market (follow up) | Draft code of conduct | Improved functioning of the foreign exchange and money market | H2 | 1.0 |
| | | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | Train the CB staff in conducting model-based policy analysis | More forward-looking and improved monetary policy formulation | H1 |
| Uganda | Improve Monetary and Exchange Rate Policy Implementation | Framework for Emergency Liquidity Assistance | Framework for emergency liquidity assistance | Improved financial stability and operational framework | H1 | 2.3 |
| | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | Functioning FPAS | More forward-looking and improved monetary policy formulation | H2 | 5.1 |
| | | Develop Financial Markets to Support Monetary Transmission and Debt Management | Review of the money market and foreign exchange Code of Conduct | Reviewed Code of Conduct | Improved functioning of money and foreign exchange market | H2 |
| | Develop Financial Markets to Support Monetary Transmission and Debt Management | Development of the repo market and MRA (follow up) | Base for the development of a true repo market | Development of financial market | H1 | 0.7 |
| Improve Monetary and Exchange Rate Policy Implementation | | Foreign exchange trading simulation (in Monetary operation and Monetary policy) | Completion of workshop | Improved technical skills | H1 | 0.0 |
| | Initiation of harmonization EAC operational framework | Completion of workshop | Completion of workshop | Improved understanding link between operations and monetary policy target | H2 | 3.0 |
| | | Roadmap for an harmonized operational framework | Roadmap for an harmonized operational framework | Improved and harmonized operational framework | H2 | 4.0 |
| Regional | Develop Financial Markets to Support Monetary Transmission and Debt Management | Developement harmonized EAC repo market | Harmonization of the MRA conducive of true repo | True repo conducive to market development | H2 | 5.0 |
| | | Forecasting and Policy Analysis (FPAS) | Development of a Forecasting and Policy Analysis System | | H1 | 11.2 |
| AFE | Complete AFE Corporate Activities | AFE Steering Committee Meeting | Attendance of SC meeting | SC acceptance of FY17 workplan & FY16 progress. | H2 | 3.6 |

Financial Market Infrastructures and Payments

| Strategic Objective: Payments System Modernization in Compliance with International Standards | | | | | | |
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| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2016 Timing | Total Planned Resources (FPWs) |
| Ethiopia | Oversight of Financial Market Infrastructures | Oversight training | Completion of attachment; preparation of report of lessons learned and target actions | Oversight framework is established and tasks properly defined and executed; | H1 | 1.5 |
| Kenya | Oversight of Financial Market Infrastructures | Oversight training | Completion of attachment; preparation of report of lessons learned and target actions | Improved oversight capability; oversight function reorganized and separated from operations | H1 | 2.5 |
| | National Payment System Development/Institutional Framework | Develop Risk management framework for the NPS | Completion of framework for the management of all types of risk | Risk management framework is operationalized; FMIs comply with the PFMI | H2 | 3 |
| | Assesment of Financial Market Infrastructures | Provide guidance for conducting an assessment of FMIs | CBK applies the knowledge and conducts an assessment of the RTGS | FMI's and authorities comply fully with the PFMI | H1 | 3 |
| Tanzania | Oversight of Financial Market Infrastructures | Oversight training | Completion of attachment; preparation of report of lessons learned and target actions | Improved oversight capability; | H1 | 2.5 |
| | Assesment of Financial Market Infrastructures | Provide guidance for conducting an assessment of FMIs | BOT applies the knowledge and conducts an assessment of the RTGS | FMI's and authorities comply fully with the PFMI | H1 | 3 |
| | National Payment System Development/Institutional Framework | Developing oversight framework for retail payments | Central bank aligns its actions with its policy objectives for development and oversight of retail payments market | The authorities disclose their oversight objectives and promote and oversee efficient, sound, interoperable retail payment innovations | H2 | 4 |
| Uganda | Oversight of Financial Market Infrastructures | Oversight training | Completion of attachment; preparation of report of lessons learned and target actions | Oversight framework is established and tasks properly defined and executed; | H1 | 2.5 |
| | Assesment of Financial Market Infrastructures | Provide guidance for conducting an assessment of FMIs | BOU applies the knowledge and conducts an assessment of the RTGS | FMI's and authorities comply fully with the PFMI | H2 | 3 |
| | National Payment System Development/Institutional Framework | Review Bills of Exchange Act | Amended law presented to Parliament | Legal & regulatory framework supports all payment types | H2 | 2 |
| Regional | Assesment of Financial Market Infrastructures | PFMI Workshop | FMIs conduct one assessment during the current FY, within 6 months of workshop | FMIs and authorities comply fully with the PFMI | H2 | 5 |
| AFE | Payments System Modernization in Compliance with International Standards | Steering committee meeting | SCM completed | Initiate relationship with member countries | H2 | 2.5 |
| | Payments System Modernization in Compliance with International Standards | Retreat | Review practices HQ/RTACs | Improved TA delivery and more efficient execution of RA administrative role | H1 | 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 | | | | | | |
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| Economic and Financial Statistics | | | | | | |
| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2016 Timing | Total Planned Resources (FPWs) |
| Ethiopia | National Accounts Statistics | Develop the methodology for compiling QGDP-E estimates | Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements | Data are compiled using the coverage and scope of the 2008 SNA | H2 | 3 |
| | | Assist with compilation of QGDP-E estimates | Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements | Data are compiled using the coverage and scope of the 2008 SNA | H2 | 3 |
| Kenya | National Accounts Statistics | Review and Update work-in-progress model for crops and livestock | The general framework, concepts and definitions follow the 2008 SNA | Data are compiled using the concepts and definitions of the 2008 SNA | H1 | 3 |
| | | Support compilation of annual general government sector accounts and aggregates until net lending | The range of accounts compiled and disseminated meet national data requirements and ISWGNA minimum requirement | Data are compiled using coverage and scope of the 2008 SNA | H2 | 3 |
| | Price Statistics | Support rebasing of Construction Input Price Index | Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products | Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data. | H2 | 3 |

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| Malawi | National Accounts Statistics | Assist with benchmarking of quarterly GDP-P estimates to the revised annual GDP estimates | Periodic benchmark estimates, annual time series and quarterly time series are consistent with each other | Internal consistency within macroeconomic dataset improved | H1 | 3 |
| | | Study the use of administrative data to compile quarterly GDP (case of Rwanda) and apply the skill to improve QGDP by activity | Improvement to source data used for quarterly GDP estimates are made. | Source data are adequate for the compilation of national accounts | H1 | 2.5 |
| | Price Statistics | Review of CPI methodology and assist to produce national CPI | General framework, concepts and definitions follow the 2004 CPI Manual | Data are compiled using concepts and definitions of 2004 CPI Manual | H1 | 3.5 |
| Rwanda | Price Statistics | Develop the CPI rebasing methodology and action plan for implementation | Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products | Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data. | H1 | 2.5 |
| | | Assist with rebasing of CPI | Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products | Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data. | H1 | 2.5 |
| | National Accounts Statistics | Re-referencing of constant price GDP estimates to 2015 for EAC purpose | Relative to the new base year, discontinuity are eliminated, with long term consistent time series completed | Internal consistency within macroeconomic dataset improved | H2 | 3.5 |
| | | Review the rebased GDP | Measure of GDP are consistent with acceptable small statistical discrepancies in all years supported by improved source data, methodologies or statistical techniques. | Internal consistency within macroeconomic or financial dataset improved | H2 | 4.2 |
| Tanzania | National Accounts Statistics | Assist with the analysis of census of industrial production data set as benchmark estimates for rebasing of GDP | Classifications, sectorization and basis of recording are updated to conform more closely to internationally accepted standards, guidelines, or good practices | Data are compiled using classifications, sectorizations and appropriate basis of recording consistent with 2008 SNA | H1 | 3.5 |
| | | Develop methodology for compiling general government sector accounts. | Annual general government sector accounts and aggregates are developed to meet national data requirements and ISWGNA minimum requirements | Data are compiled using the coverage and scope of the 2008 SNA | H2 | 3 |
| | | Review and Update work-in-progress model for crops and livestock | The general framework, concepts and definitions follow the 2008 SNA | Data are compiled using the concepts and definitions of the 2008 SNA | H2 | 3 |
| | Price Statistics | Support improvement of import and export price indices | Improvements to source data used for compiling XMPI are made | Source data are adequate for the compilation of XMPI | H2 | 2.5 |
| Tanzania (Zanzibar) | Price Statistics | Develop the CPI rebasing methodology and action plan for implementation | Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products | Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data. | H1 | 3 |
| | National Accounts Statistics | Review data sources and compilation methodology for annual national accounts statistics | Improved source data for annual national accounts estimates | Source data are adequate for compilation of the national accounts | H1 | 3 |
| | | Review and Update work-in-progress model for crops and livestock | The general framework, concepts and definitions follow the 2008 SNA | Data are compiled using the concepts and definitions of the 2008 SNA | H1 | 3 |
| Uganda | National Accounts Statistics | Review and support improvement of the compilation system | Improved compilation system | Data are compiled using appropriate statistical techniques, including dealing with data sources and assessment and validation of intermediate data | H1 | 3.5 |
| | | Implement improvements to compilation of GDP by expenditure. | Improvement to source data and methodology used for annual estimates are made | Source data are adequate for the compilation of the national accounts | H2 | 3 |
| | | Review and Update work-in-progress model for crops and livestock | The general framework, concepts and definitions follow the 2008 SNA | Data are compiled using the concepts and definitions of the 2008 SNA | H2 | 3 |
| | Price Statistics | Assist with the compilation of the Construction Inputs Price Index | Coverage and scope are expanded to include Construction Inputs Price Index | Data are compiled using based on international best practices. | H2 | 3.5 |

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| Regional | Price Statistics | Agricultural Price Index workshop | Member countries strengthen their compilation and dissemination of data on prices according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata | Strengthen macroeconomic statistics compilation and dissemination for decision making | H2 | 3.5 |
| | | SUT development using country data - analyses of household budget survey, BOP and custom datasets | Classifications, sectorization and basis of recording are updated to conform more closely to internationally accepted standards, guidelines, or good practices | Data are compiled using classifications, sectorizations and appropriate basis of recording consistent with 2008 SNA | H1 | 9 |
| | National Accounts Statistics | Harmonization of National Accounts - EAC workshop: Progress | Member countries strengthen their compilation and dissemination of data on national accounts according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata | Strengthen macroeconomic statistics compilation and dissemination for decision making | H2 | 3.5 |
| | | National accounts training | Member countries strengthen their compilation and dissemination of data on national accounts according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata | Strengthen macroeconomic statistics compilation and dissemination for decision making | H1 | 6 |
| AFE | Complete AFE Corporate Activities | RTAC Statistics Advisors Retreat | Workshop realized | Exchange of experience between LTX advisors and IMF staff working in the Sector | H1 | 1.5 |
| | | AFE Corporate Activities (Including Steering Committee Meeting) | AFE TA Management. Annual Report and work plan endorsed | SC acceptance of FY 2017 work plan and FY 2016 progress | H2 | 3.6 |

Government Financial Statistics Aligned with International Guidelines

| Beneficiary | Topic Objective | Activity Title | Milestone | Target Outcome | Actual FY2016 Timing | Total Planned Resources (FPWs) |
|-------------|---|--|---|--|----------------------|--------------------------------|
| Ethiopia | Government Financial Statistics Aligned with International Guidelines | A+C241:G253 TA Mission to determine whether a legal and institutional environment and resources exist for preparing GFS Statistics | Members of a GFS TWG are identified and a GFSM 2014 Implementation is outlined by November 2016. | Efforts are underway to produce GFS based on the GFSM 2014. | H1 | 5.2 |
| | | A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan | A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed. | Efforts are underway to produce GFS based on the GFSM 2014. | H2 | 3.5 |
| Kenya | Government Financial Statistics Aligned with International Guidelines | GFS TA Mission to review new high-frequency data, stock data, and data quality. | Release of monthly BCG and quarterly central government GFS by December 2016. | Regular publication of high-frequency GFS data for BCG and central government. | H1 | 2.8 |
| | | GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy. | General government Statistical Discrepancy is acceptable by March 2017. | The general government Statistical Discrepancy remains in an acceptable range. | H2 | 3.7 |
| Malawi | Government Financial Statistics Aligned with International Guidelines | A TA Mission to determine whether a legal and institutional environment and resources exist for preparing GFS Statistics. | Members of a GFS TWG are identified and a GFSM 2014 Implementation is outlined by August 2016. | Efforts are underway to produce GFS based on the GFSM 2014. | H1 | 5.4 |
| | | A mentoring opportunity for a Malawi GFS compiler in the form of a visit to another AFE Member State to observe GFS compilation | Mentoree co-authors a Technical Note related to the GFS TA Mission in which she/h participates. | Mentoree displays increased knowledge and skills in compiling GFS for Malawi. | H2 | 0.0 |
| | | A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan | A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed. | Efforts are underway to produce GFS based on the GFSM 2014. | H2 | 2.2 |

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| Rwanda | Government Financial Statistics Aligned with International Guidelines | GFS TA Mission to review new high-frequency data, stock data, and data quality. | Release of monthly BCG and quarterly central government GFS by March 2017. | Regular publication of high-frequency GFS data for BCG and central government. | H1 | 4.6 |
| | | GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy. Fiscal Transparency Evaluation mission | General government Statistical Discrepancy is acceptable by March 2017. Perform a Fiscal Transparency Evaluation Mission | The general government Statistical Discrepancy remains in an acceptable range. A Fiscal Transparency Evaluation Report is produced. | H2 | 7.9 |
| Tanzania | Government Financial Statistics Aligned with International Guidelines | GFS TA Mission to review new high-frequency data, stock data, and data quality. | Release of monthly BCG and quarterly central government GFS by March 2017. | Regular publication of high-frequency GFS data for BCG and central government. | H1 | 5.8 |
| | | GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy. | General government Statistical Discrepancy is acceptable by March 2017. | The general government Statistical Discrepancy remains in an acceptable range. | H2 | 3.1 |
| Tanzania (Zanzibar) | Government Financial Statistics Aligned with International Guidelines | Training Course in Fundamental GFS Concepts and Principles. | At least 12 compilers receive the GFS training by August 2016. | Sufficient compilers are trained and able to develop a fiscal and debt development plan. | H1 | 5.4 |
| | | A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan | A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed. | Efforts are underway to produce GFS based on the GFSM 2014. | H2 | 2.5 |
| Uganda | Government Financial Statistics Aligned with International Guidelines | GFS TA Mission to review new high-frequency data, stock data, and data quality. | Release of monthly BCG and quarterly central government GFS by April 2017. | Regular publication of high-frequency GFS data for BCG and central government. | H2 | 5.2 |
| | | GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy. | General government Statistical Discrepancy is acceptable by April 2017. | The general government Statistical Discrepancy remains in an acceptable range. | H2 | 7.4 |
| Regional | Government Financial Statistics Aligned with International Guidelines | Regional Workshop on GFS Harmonization: Accelerating GDP and Extending the Guidelines | New general government GFS datasets for FY 2013/14 and FY 2014/15 for partner states are released by September 2016. | Regular releases of general government GFS datasets by partner states. | H1 | 6.1 |
| | | Regional Workshop on GFS Harmonization: Data quality and the Guidelines, | Institutionalize a process improving data quality by December 2016. | Quality assessment procedures are identified and implemented regularly. | H2 | 6.7 |
| | | Regional Workshop on GFS Harmonization: Assessing and integrating implementation, public sector debt data development and data quality improvements plans. | Institutionalize a process for assessing work plans to improve data quality by December 2016. | Quality assessment procedures are identified and implemented regularly. | H1 | 2.7 |
| | | Training on Public Debt and Macroeconomic Management | Train at least 12 participants concerning government deficits and public private partnerships. | Participants learn to compute government deficits and the GFSM 2014 accounting treatment for PPPs. | H1 | 1.2 |
| | | Improvements in East African Statistics Through Capacity Development. | Local, Regional, and International Press Coverage of this public (press) event. | Improved and increased knowledge of the AFE's NAS and GFS Capacity Development efforts in the region. | H1 | 4.0 |
| AFE | Complete AFE Corporate Activities | AFE Corporate Activities (Including Steering Committee Meeting) | AFE TA Management. Annual Report and work plan endorsed | SC acceptance of FY 2018 work plan and FY 2017 progress | H2 | 2.6 |
| | | RTAC Statistics Advisors Retreat | Workshop realized | Exchange of experience between LTX advisors and IMF staff working in the Sector | H1 | 2.1 |