

**REGIONAL TECHNICAL  
ASSISTANCE CENTER  
FOR EAST AFRICA**



**AFRITAC**  
East

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**ANNUAL REPORT**

**INFORMATIONAL ANNEXES**

**2018**

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AFRITAC East is a multi-donor initiative supported by the following recipient countries and donors:



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Ethiopia



Kenya



Malawi



Rwanda



Tanzania



Uganda



European Union



Ministry of Foreign Affairs of the Netherlands



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State Secretariat for Economic Affairs SECO



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

**INFORMATIONAL ANNEXES FY 2018**



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

*A global network of regional technical assistance centers in the Pacific, the Caribbean, Africa, the Middle East, and Central America promotes economic growth in member countries by strengthening their human and institutional capacities. Better fiscal and macroeconomic policies can also reduce poverty and inequality. The centers focus on financial sector supervision, tax and customs administration, public financial management, monetary policy frameworks, and macroeconomic statistics—helping countries advance toward the sustainable development goals.*

**A regional approach**

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

**The Pacific and Caribbean Regional Technical Assistance Centers**

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

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

**The South Asia Regional Training and Technical Assistance Center**



[The South Asia Regional Training and Technical Assistance Center \(SARTTAC\)](#) was officially inaugurated in February 2017. This is the first center that fully integrates training and technical assistance activities and is a model for our future capacity development work. Located in Delhi, India, SARTTAC serves a rapidly growing region that is home to one fifth of the world's population. The center works with officials in Bangladesh, Bhutan, India, Maldives, Nepal, and Sri Lanka to design and implement macroeconomic and financial policies that promote growth and reduce poverty. SARTTAC is financed by its member countries, the European Union, the Republic of Korea, the United Kingdom, Australia, and the IMF.

### **The African Regional Technical Assistance Centers**

The African Regional Technical Assistance Centers are part of the IMF's [Africa Capacity-Building Initiative](#), launched in May 2002. Responding to calls from African leaders, including under the [New Partnership for Africa's Development](#) (NEPAD), the Initiative promotes strengthening the capacity of African countries to design and implement their poverty-reduction strategies, as well as to improve the coordination of capacity building in the Poverty Reduction Strategy Paper (PRSP) process. The centers' activities take place in close cooperation with the [African Development Bank](#) and donor partners. This facilitates a coordinated design, implementation, and monitoring of ongoing technical assistance programs in member countries.

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

The AFRITACs are financed by contributions from a number of donor partners, the IMF, and host and member countries. Current partners include the African Development Bank, Australia, Brazil, Canada, China, the European Investment Bank, the European Union,



France, Germany, Italy, Kuwait, Luxembourg, the Netherlands, Switzerland, and the United Kingdom.

### **The Middle East Regional Technical Assistance Center**

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

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

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



**ANNEX II. Agenda for the 20<sup>th</sup> Steering Committee Meeting**



**EAST AFRITAC–20<sup>th</sup> STEERING COMMITTEE MEETING**

**Ramada Resort Dar es Salaam**

**Dar es Salaam, Tanzania – March 19, 2018**

**Agenda**

**SUNDAY, MARCH 18, 2018**

<b>Time</b>	<b>Activity</b>
Whole Day	<i>Transfers from the Airport to Hotels</i>
14:00 – 15:00	Meeting of IMF HQ and East AFRITAC staff
15:30 – 16:30	Meeting of East AFRITAC member country delegates and IMF Staff
17:00 – 18:00	Meeting of development partners and IMF staff
19:00 – 21:00	<i>Welcome Cocktail (Ramada Resort, roof top terrace)</i>

**MONDAY, MARCH 19, 2018**

08:00 – 08:30	<i>Registration of Participants</i>
08:30 – 08:35	Welcome by Hervé Joly, Steering Committee Secretary and Center
08:35 – 08:45	Coordinator



Opening by Dr. Monique Nsanzabaganwa, Deputy Governor of the National Bank of Rwanda and 20<sup>th</sup> Steering Committee Chair

<b>Time</b>	<b>Activity</b>
08:45 – 09:00	<ul style="list-style-type: none"><li>• Approval of the Agenda (Chairperson 20<sup>th</sup> SC)</li><li>• Matters Arising from the 19<sup>th</sup> Steering Committee Meeting (Secretary/Center Coordinator)</li></ul>
09:00 – 10:30	Reports on the Implementation of the FY 2018 Work Plan: <ul style="list-style-type: none"><li>➤ Presentation East AFRITAC staff</li><li>➤ Member country/EAC presentations as users of TA/training</li><li>➤ Open discussion</li></ul>
10:30-11:00	<i>Coffee and Tea Break</i>
11:00-11:30	The IMF's review of its capacity development strategy (ICD staff)
11:30-12:15	Implementation of results-based management at the Fund and East AFRITAC
12:15-12:45	East AFRITAC financial report FY18 and Update on Phase IV financing
12:45 – 13:45	<i>Lunch (Ramada Resort, main dining room)</i>
13:45 – 14:30	Development partner presentations on strategic priorities and implications for East AFRITAC
14:30- 16:00	East AFRITAC's Proposed Work Plan for FY19 <ul style="list-style-type: none"><li>➤ Presentations by Member Countries on Key Objectives in FY19</li><li>➤ Presentations by East AFRITAC staff</li><li>➤ Feedback from Steering Committee Members</li></ul>



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16:00-16:30	<i>Coffee and Tea Break</i>
16:30– 17:30	<ul style="list-style-type: none"><li>• Update on mid-term evaluation</li><li>• Miscellaneous issues</li><li>• Date and Venue of 21<sup>st</sup> Steering Committee meeting</li><li>• Summing-up and closing remarks by 20<sup>th</sup> Steering Committee Chair</li></ul>
19:00	<i>Dinner (Ramada Resort, sea-front lawn)</i>

### **ANNEX III. Minutes of the 20<sup>th</sup> Steering Committee Meeting**

#### **Minutes of the 20<sup>th</sup> East AFRITAC Steering Committee Meeting**

Held at Ramada Resort, Dar es Salaam on March 19, 2018

#### **Executive Summary**

The 20<sup>th</sup> Steering Committee (SC)<sup>1</sup> expressed strong satisfaction with the work of IMF East AFRITAC during FY 2018, the third year of Phase IV. The SC underscored the relevance, quality, and responsiveness to needs of the technical assistance (TA) and training provided by the Center. The proposed work plan for FY 2019 was endorsed by the SC. In the discussions, emphasis was placed on:

- **Mid-term evaluation’s recommendations:** SC members acknowledged the progress in implementation, including: the updating of IMF strategy notes for capacity development (CD) in East AFRITAC member countries and publication of a summary version for two of them; the establishment of long-term strategic partnerships with key development partners (e.g., the EU and the UK) and the broadening of the partnership base (to Germany, and soon the EIB); increased member country contributions; and the further standardization of governance practices across regional technical assistance centers (RTACs), for instance through the updated RTAC handbook.
- **Results Based Management (RBM):** The SC welcomed that the new RBM system of the IMF is now up and running, including at the Center. The SC recognized that the Center’s extensive outreach efforts to authorities had been moderately successful

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<sup>1</sup> Six of the seven member countries and the EAC Secretariat attended, as well as development partners currently financing the Center (the EU the UK’s DfID, the Netherlands, and Germany) and IMF staff from AFR, ICD, MCM, and STA. Other development partners (the European Investment Bank, COMESA, and the World Bank) also attended as observers. Ethiopia and Switzerland expressed regrets for not being able to attend.



in getting informal agreement on the logframes, and that a lapse of time procedure should be considered next year to complete the consultation process.

- **Donor Coordination:** SC members expressed satisfaction with the Center's efforts to improve coordination with DPs and encouraged continued efforts, particularly in the areas of public financial management and revenue administration.
- **Funding:** The SC welcomed the Center's improved financial situation, thanks in particular to new contributions from existing donors (the EU, the UK, and the Netherlands), new donors (Germany and soon the EIB), and member countries.

### **Opening Remarks**

The Chairperson of the meeting, Dr. Monique Nsanzabagawa, Deputy Governor of the National Bank of Rwanda (BNR), welcomed all participants. She expressed appreciation to the new donors to the Center (Germany and the EIB), while thanking the existing ones (the EU, the UK, and the Netherlands) for their continued generous contributions. She also thanked the member countries who had made financial contributions to the Center (Eritrea, Malawi, Rwanda, and Uganda) and encouraged the other members (Ethiopia, Kenya, and Tanzania) to expedite the signing of letters of understanding with the IMF and to start making payments.

The Chair underscored the importance of the SC meeting as a vehicle for member countries to provide feedback on the support they receive from the Center, as well as for DPs to present their strategic priorities for orientation and coordination purposes. She congratulated the Center on the good work being done and indicated that it should strive to move performance from good to great.

The Chair opined that the FY 2019 workplan was ambitious, as evidenced by the planned increase in activity. Good progress has been made in the implementation of RBM, which will assist member countries in planning, delivering and monitoring support activities better. Evaluation of the implementation will be important to understand what is working well or not so well, and what changes are needed to increase impact. The Chair encouraged member countries to use this new framework actively.

### **Approval of the Agenda and Minutes of the 19<sup>th</sup> Steering Committee Meeting**

The Minutes of the 19<sup>th</sup> SC Meeting and the Agenda for the 20<sup>th</sup> Meeting were approved as presented.

### **Matters arising from the 19<sup>th</sup> Steering Committee Meeting**



The Center Coordinator (CC) provided an update on the status of issues arising from the 19<sup>th</sup> SC Meeting:

**Mid-term evaluation's recommendations:** Progress has continued to be made in most of the areas. Some of the IMF strategy notes for capacity development in East AFRITAC member countries were updated, with a summary published in IMF country reports. An updated version of the RTAC Handbook, which addresses several issues from the mid-term evaluation on standard operating guidelines for RTACs, was published in October 2017. Long-term strategic partnerships with key development partners have been established (e.g., the EU and the UK), while the partnership base has been broadened (e.g., Germany became an East AFRITAC donor in 2017, and the EIB will soon become one). Member country contributions to East AFRITAC's budget were doubled at the start of Phase IV (to 10 percent of total financing). Eritrea, Malawi, Rwanda and Uganda have already made financial contributions. Ethiopia, Kenya, and Tanzania need to sign their Letter of Understanding and start making financial contributions.

**RBM:** The new RBM system of the IMF is now up and running, including at the Center, where more than 100 logframes covering the next few years have been developed and shared with member country authorities. The report to the SC uses this new system to report on results. Over time, the new system will considerably improve the quality and availability of information to monitor TA and training. Extensive outreach was done with the authorities through various modalities, both at the decision-making and technical levels. Explicit endorsement of logframes was obtained in about half of cases. Value for money indicators were developed by the IMF, in the context of discussions with DfID. Two efficiency indicators will be monitored centrally across RTACs: the average cost over a fiscal year of a capacity development day; and the average cost of a participant day (workshop or peer learning event). Effectiveness indicators will be coming from the RBM framework (milestones, outcomes achieved).

**Donor Coordination:** Outreach and coordination with DPs have continued to increase. A plan to improve further the coordination with DPs and increase the visibility of the support provided by the Center's donors was designed and started being implemented in late 2017. It builds on a number of practices already in place and includes the following steps, among others: best effort made by IMF East AFRITAC advisors to meet with interested DPs while on mission; regular meetings of the CC with DPs during his visits to member countries to brief them about IMF East AFRITAC's activities and exchange on coordination issues and scope for collaboration; sending of questionnaires to DPs to gather their views on CD priorities in member countries and areas for coordination and collaboration; inviting DPs to attend, and participate actively if they wish so, in regional workshops of interest to them; the production and dissemination of short stories or videos on the Center's work and the support received from DPs; and the prominent display of the latter's logos at workshops and on IMF East AFRITAC documents.



**Funding:** Several existing (the EU, the UK, and the Netherlands) and new (Germany, and soon the EIB) donors have made important financial contributions in FY 2018 which will greatly contribute to the sustainability of the Center's operations in the next few years. Progress was also recorded on member country contributions. Taking into account received contributions and firm commitments from DPs and the IMF and assuming full contributions from member countries, IMF East AFRITAC is in a relatively good financial situation, with a small remaining financing gap for the Phase IV period (2015-20).

**Participation at SC Meeting:** The SC meeting is held in Dar es Salaam and organized by the Center, which has allowed using the savings on Center staff's travel costs to finance participation from member countries. The latter has slightly increased from last year.

## **Implementation of FY18 work plan**

### **Presentation by the Center Coordinator and Resident Advisors**

The CC provided an overview of the CD work in FY 2018. By the end of the fiscal year, the execution rate is expected to be close to 100 percent in terms of resource utilization, despite an initially slow start due to financing uncertainty. The CC noted the under-execution in Eritrea, Kenya (reflecting the political and security situation in these countries, which affected the Center's capacity to deliver), and Rwanda (due to the postponement of the Fiscal Transparency Evaluation to FY 2019). The resources initially planned for these beneficiaries were re-allocated to countries where there was additional demand (e.g., Malawi). Monetary policy has been a priority area, as per the work plan (transition to inflation targeting in several member countries), and the share of training has continued to increase to about 40 percent. Advisors also presented a summary of activities and significant outcomes in their sectors.

### **Feedback from Member Country Representatives**

**Uganda** was grateful for the assistance provided and commended the Center on its flexibility and responsiveness. Ugandan representatives highlighted the support provided in: banking supervision, financial stability, agent banking, Islamic banking, developing a residential property price index, fiscal policy and exchange rate policy (the latter two being two regional courses). Other highlighted support included cash management, public investment management, developing a medium-term revenue strategy, and producing monthly and better government finance statistics. Uganda also underscored that it has agreed to the publication of most TA reports.

**Malawi** highlighted the following areas of support: (i) an attachment to the Insurance Regulatory Authority in Kenya, which exposed Malawian examiners to best practices in actuarial valuation; (ii) implementation of Basel II, which has led to much better capitalized



and resilient banks; (iii) enhanced forecasting and policy analysis to inform monetary policy decisions; (iv) enhancing the integrity of financial reports; (v) preventing arrears; (vi) improving cash management; (vii) improving the integrated financial management information system (IFMIS); (viii) compliance risk analysis and management on domestic taxes; and (ix) improving the integrity of the taxpayer register.

**Tanzania** expressed deep appreciation to the Center for the cordial relationship over the years and for the support in all areas. Representatives noted that Tanzania recently signed its letter of understanding, and that its financial contribution to the Center was imminent. They also reported on ongoing efforts at the Bank of Tanzania to improve coordination on TA issues. Tanzania is currently undergoing an FSAP, which is expected to uncover some capacity gaps to be filled. Representatives from Zanzibar expressed appreciation too for the support in revenue administration (the recent comprehensive diagnostic using the TADAT; TA on registration and filing processes and the integrity of the taxpayer register) and real sector statistics (e.g., development of a new consumer price index and rebasing on the national accounts).

**Eritrea** was grateful for the support on improving government finance statistics. Regional workshops were also viewed as very useful to learn from the experience of peers in East Africa. To increase their impact, Eritrea has a requirement that all participants in workshops or any form of training should not only write a report upon return but also provide internal training on the subject area.

**The EAC Secretariat** expressed its appreciation for the critical support received from the Center in the EAC integration and harmonization process. The representative underscored the joint capacity development program on harmonizing and improving fiscal statistics and the support received on fiscal convergence issues (e.g., design of medium-term convergence programs and fiscal risks statements).

### **Update on the IMF Capacity Development Strategy Review**

ICD made a short presentation on the ongoing review by the IMF of its the CD strategy. The purpose was both to update participants and to receive any feedback they might have. In the ensuing discussion, the following points were made:

- Rwanda stressed the importance of training to support the implementation of reforms. Careful selection of training participants is therefore critical. Supervisors should also require trainees to provide reports and training to others upon return.
- Uganda praised the training received from ICD, the Africa Training Institute, and East AFRITAC. On TA, representatives pointed out the need to ensure that IMF reports always make recommendations customized to the country context, as international best practice may not always be relevant or practical.



- Kenya noted the need to improve the impact of training, which will likely require a range of measures on the supply side (e.g., better customization, less theory and more practice) and on the demand side (to address some institutional issues).

### **Implementation of RBM at the IMF and East AFRITAC**

The RBM Advisor made a presentation on the progress in the implementation of RBM at the Center. He reported that substantial progress had been made and the transition was largely completed for TA. The exercise was very resource intensive.

Extensive outreach to the authorities on the new system has been moderately successful, with feedback received for only about 50 percent of the logframes. As a result, the advisors had to rate many milestones on which no feedback had been received from authorities. The milestones with a due date before end-April 2018, together with their ratings, are all reported in the annexes to the report. The Center intends to publish them. They will be re-circulated in May 2018 to the authorities for final review.

In the future, the Center proposes to include the full logframes and ratings in the report to the SC and request feedback by a specific deadline. Past this deadline, the absence of response will be interpreted as tacit approval by the member countries.

In the ensuing discussion, the following points and comments were made:

- The Netherlands welcomed the implementation of the new RBM system, noting that RBM was critical to continued support from DPs.
- Rwanda argued that RBM helps all stakeholders stay focused. IMF East AFRITAC needs to clarify what will be expected from member countries in the future and when (e.g., continuous feedback or only at certain times). The CC clarified that the proposal to include the full logframes in the SC report will be implemented next year, to give member countries sufficient time to revert with comments and feedback within the deadline that will be provided. For this year, the proposal is for member countries to confirm the correctness and completeness of the FY 2018 milestones and ratings.
- Uganda fully supports RBM. It suggested that all the logframes be communicated to beneficiary countries in one document for ease of consolidation and feedback. The CC answered that the consolidation should be retained at the level of the beneficiary institutions (e.g., the central bank, the ministry of finance, the statistical office and the revenue authority) for confidentiality reasons. All the country logframes, however, could be sent to country SC members, in light of their mandates.



## **East AFRITAC financial report for FY 18 and update on Phase IV financing**

ICD presented the financial performance and outlook. The Center's financial prospects have improved substantially thanks to new contributions from existing and new donors and member countries. The EU made an additional commitment of € 10 million, of which € 9 million was disbursed in early 2018. The UK signed a follow-up agreement of GBP 2.25 million, part of which has already been disbursed. The UK may continue supporting IMF East AFRITAC through another agreement in the coming year. An additional € 1 million was received from the Netherlands, under an existing agreement with the IMF on cooperation with AFRITACs. Germany's Ministries of Finance and Development each signed a € 15 million agreement with the IMF, as part of the Compact with Africa initiative; € 2.5 million was allocated to IMF East AFRITAC in 2017 and it is anticipated that a second tranche in 2018 will also benefit the Center. The EIB is expected to become shortly (again) a donor. Four member countries (Eritrea, Malawi, Rwanda and Uganda) have made at least one annual contribution to the Center. Taking into account received contributions and firm commitments from development partners and the IMF and assuming full contributions from member countries, IMF East AFRITAC is in a relatively good financial situation, with a small remaining financing gap for the Phase IV period (2015-20).

A demonstration of the new IMF Partners Connect portal was also made.

In the ensuing discussion, Eritrea observed that it was not fair to expect smaller countries to contribute the same amounts as bigger ones, and that the issue should be reconsidered. Eritrea also noted that it was dutifully making full contributions, while being the lowest recipient of IMF East AFRITAC's support, but that larger countries and recipients still had to start paying.

### **DP Presentations on Strategic Priorities and Implications**

**Germany** presented the G20 Compact with Africa, which provides the context to Germany's support to the Center. The Compact aims at fostering private investment in eligible countries (currently Ethiopia and Rwanda are Compact countries in the region). The contribution of the IMF and East AFRITAC is expected to be through better macroeconomic frameworks and conditions. Improving macroeconomic stability and debt sustainability, domestic revenue mobilization, public investment management, and the performance of public utilities are all areas where the IMF and East AFRITAC are expected to make a difference. Germany encouraged the Center to foster peer learning and to collaborate closely with IMF HQ and other DPs involved in the provision of CD (including regional providers such as ATAF in the tax domain).

**The EU** expressed satisfaction with the work of IMF East AFRITAC, and more generally with the RTAC model. They see the implementation of RBM as a useful development. They



stressed the importance of CD being demand driven and of coordinating with the other providers of TA in the field (for instance, through country-based donor coordination groups).

**The UK's** assistance is focused on macroeconomic stability, improved revenue mobilization and spending efficiency, and fighting corruption. A new priority is transparency. In this regard the UK reiterated its recommendation to publish TA reports. A financial contribution under the existing agreement is expected to be made to the Center in April 2018. Another agreement will be discussed soon, which would entail further financing. UK-DfID's operations are under intense scrutiny to ensure value for money, making the adoption and use of RBM by the Center very critical. It will also be important to continue monitoring, and if possible improve, the impact of training. AFR noted that the training delivered by AFRITACs was highly hands-on and complementary to the TA provided in the same areas.

**The Netherlands** noted that Dutch priorities were being reviewed following the change of political leadership at the ministry of foreign affairs.

**The EIB** confirmed its intention to fund the Center as well as ICD online training.

**COMESA** noted that collaboration with IMF East AFRITAC and IMF AFRITAC South started in 2017. It is expected that six workshops will be organized jointly in the next two years, covering a range of fiscal, financial, and statistical issues of common interest.

The CC thanked the DPs for their support and reiterated that the Center was always looking at ways to further increase coordination, taking into account time and resource constraints. He indicated that DPs interested in more detail about the IMF's CD strategy at the country level were welcome to approach IMF Resident Representatives.

### **Proposed Work Plan for FY 2019**

The FY 2019 workplan was presented by the CC and the resident advisors, and endorsed by the SC. The work plan entails a significant increase in the level of activity (+ 13 percent). This increase reflects strong demand for support from member countries and is made possible by the current full contingent of advisors and the availability of financing. The estimated budget is US\$12.7 million. Notable features of the FY 2019 work plan include: (i) a large increase in resources dedicated to revenue administration (a top priority for member countries and development partners), and to a lesser extent to financial sector oversight; (ii) a large increase of resources dedicated to Eritrea (the country with the lowest share in FY 2018), Kenya, and Rwanda; and (iii) a stabilization at a high level of the share of resources dedicated to hands-on training.

In the ensuing discussion, the following points were made:

- Eritrea requested a resident advisor for its central bank. IMF staff indicated that such a request should be addressed to IMF HQ, not the Center.



- Fintech and cyber-security were seen as emerging issues. The workshops included in the work plan, together with activities developed by MCM, will contribute to addressing these needs.

### **Concluding session**

#### **Date and Venue of 21<sup>st</sup> Steering Committee Meeting**

It was agreed that the next SC meeting will be organized by the Center in Tanzania, and that the Center will finance the participation of two representatives per member country. The new SC chair will be Tanzania.

### **Country planning**

The CC reported on delays from some authorities in confirming the scheduling of missions. These delays make planning more difficult and may lead to higher costs (e.g., when tickets are issued at the last minute). Similar problems arise with participation in workshops. The CC urged SC members to stress with their colleagues the importance of early planning.

### **Streamlining and improving reporting**

The CC noted that the production of annual and mid-year reports is highly resource-intensive and requires a significant share of the time of the Center's economist and CC. The Center gets very limited feedback on the mid-year report, which suggests that its use by stakeholders is limited. Given that the Center's economist is expected to take over RBM responsibilities when the RBM advisor position is no longer available later this year and that the work on the mid-term evaluation and new program document will be very intensive in FY 2019 for the CC and the economist, the CC suggested considering a streamlining of regular reporting. A proposal will be circulated to the SC by email in the coming weeks for endorsement. There was broad support in principle for this approach.

### **Summing up and Closing**

In summing up, the Chair thanked the Center for organizing and hosting the meeting and participants for the productive discussions. She thanked the DPs, Center, and the IMF for their support. She expressed her appreciation for the performance of the Center. She noted that with better financing prospects for the Center, the outlook was much more favorable than last year and she therefore challenged the Center to further increase its impact in East Africa.



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

<b>East AFRITAC Country Representatives</b>	
<b>Eritrea</b>	
Ms. Martha Woldeghiorghis Director General of Treasury Ministry of National Development	Mr. Temesgen Gebremariam Head, Economics and Statistics Department Bank of Eritrea
<b>Ethiopia</b>	
Mr. Admasu Nebebe State Minister Ministry of Finance and Economic Cooperation	TBA
<b>Kenya</b>	
Dr. Kamau Thugge Principal Secretary National Treasury	Ms. Sheila M'Mbijjewe Deputy Governor Central Bank of Kenya
<b>Malawi</b>	
Mr. Ben Botolo Secretary to the Treasury Ministry of Finance, Economic Planning and Development	Dr. Grant P. Kabango Deputy Governor Reserve Bank of Malawi
<b>Rwanda</b>	
Mr. Caleb Rwamuganza Secretary General and Secretary to the Treasury Ministry of Finance & Economic Planning	Mrs. Monique Nsanzabaganwa Vice Governor National Bank of Rwanda
<b>Tanzania</b>	
Mr. Doto M. James Permanent Secretary Ministry of Finance and Planning	Mr. Julian Banzi Raphael Deputy Governor Bank of Tanzania
<b>Uganda</b>	
Mr. Robert Okudi Acting Commissioner Cash Management Ministry of Finance Planning & Economic Development	Dr. Charles Abuka Director, Statistics Bank of Uganda

**ANNEX V. IMF East AFRITAC Staff**

	<p><b>Hervé Joly</b> became the IMF East AFRITAC Coordinator in September 2016. He has worked at the International Monetary Fund for 18 years, serving in the Middle Eastern, Strategy, Policy, and Review, and African Departments. During this time, he was among others Chief of the Debt Policy, West Africa I, and East Africa I divisions, as well as mission chief for Senegal, the West African Economic and Monetary Union, and more recently for Tanzania and the East African Community. Prior to joining the IMF, Mr. Joly worked as an economist at the French Treasury and as a financial attaché at the French Embassy to the United States.</p>
	<p><b>Amitabh Tripathi</b> commenced work as a Public Financial Management Advisor in May 2014. He has over twenty years of PFM experience. In India, he worked with different departments of Ministry of Finance where he has been closely associated with budget formulation and execution, accounting, financial reporting and internal audit. Mr. Tripathi has also worked as PFM Advisor in Liberia, providing technical assistance to the Ministry of Finance and delivering financial management capacity building programs across line ministries. In Lesotho, he assisted the Ministry of Finance in developing the PFM reform strategy and formulating an action plan.</p>
	<p><b>Kubai Khasiani</b> joined the East AFRITAC in July 2015 after a four-year stint as an IMF PFM resident Advisor in Liberia. Mr. Khasiani previously worked for the Kenya Government as a Finance Officer in various ministries and left the National Treasury as a Deputy Director Budget. He also worked as the Coordinator of PFM reforms in Kenya before joining the IMF in 2011. He has participated in IMF missions in the region and in West Africa. Kubai was the founding chair of CABRI, a forum for senior budget officials in Africa. He has a wealth of experience in budget reforms (in both preparation and execution) including the MTEFs and PBB.</p>



	<p><b>Paul Seeds</b> from the UK has been with the Center since January 2016. He has 30 years of experience in public financial management across 18 countries, including in East Africa.</p>
	<p><b>Bryn Battersby</b> is Australian and joined the Center in March 2017 as the Macro-Fiscal Advisor. Previously, he has worked for the IMF in South Sudan, for the Australian Treasury, and held various government senior advisor positions in a range of countries.</p>
	<p><b>Berlin Msiska</b>, a national of Zambia, joined the Center in June 2017 as Revenue Administration Advisor. He has previously worked for the IMF in the same capacity in West Africa, based in Ghana; and later moved to AFRITAC South in Mauritius. He is a former Commissioner General of the Zambia Revenue Authority, and has been Permanent Secretary in the Ministry of Finance and National Planning of Zambia. He has extensive banking sector experience at senior management level.</p>
	<p><b>Courtney Christie-Veitch</b> joined East AFRITAC in November 2016 as a Financial Sector Regulation and Supervision Advisor, Prior to joining the Center he worked for the IMF Caribbean Regional Technical Assistance Center (CARTAC), and at the Bermuda Monetary Authority (BMA) as Assistant Director in the Banking Trust and Investment Department where he supervised a team of bank and securities examiners and spearheaded the development of proposals for the implementation of deposit insurance and crisis preparedness planning. He also spearheaded the implementation of Basel II, including the supervisory review process, in Bermuda. He holds an MBA in Finance from the Manchester Business School and a Chartered Banker MBA</p>



	<p>from the University of Wales, Bangor.</p>
	<p><b>Marin Moloșag</b>, Monetary and FX Market advisor, joined the Center in November 2016 from the National Bank of Moldova (NBM) where he served for more than 24 years. At NBM he worked on reforms to implement inflation targeting, FX market operations, regulation and supervision, strategic planning and organization. He also worked as the Coordinator for European integration as well as for TA. He led European Union (EU) supported twinning project on Basel II and III implementation, as well as the negotiations with the EU on the Association Agreement and Deep and Comprehensive Free Trade Areas on banking services. He spent the at the NBM as First Deputy Governor and Deputy Chairman of the NBM Board and previous seven years as Deputy Governor and member of the NBM Board.</p>
	<p><b>Faith Stewart</b> joined East AFRITAC (AFE) as an advisor in Financial Market Infrastructures and Payments in February 2016. She provides TA to member countries of two Regional Technical Assistance Centers: AFE and AFRITAC South. A former career commercial and central banker, she led Jamaica’s national payments system (NPS) reform agenda and since 2008 has worked as an international payments system consultant in Africa and Southeast Asia.</p>
	<p><b>Pamela Audi</b>, a Kenyan national, joined the Center in April 2015. She is the Real Sector Statistics Advisor. Before joining, she served for twenty years at the Kenya National Bureau of Statistics (KNBS). Ms. Audi previously worked extensively in the region as a short-term expert for AFE.</p>



 A head-and-shoulders portrait of Robert Maate, a Black man with short hair, wearing a dark brown suit jacket over a light blue collared shirt. He is looking directly at the camera with a neutral expression.	<p><b>Robert Maate</b> joined East AFRITAC as an advisor in Government Finance Statistics in April 2017. Mr. Maate a Uganda national, was for over nine years the head of the Statistics Department of the EAC Secretariat. He was AFE’s key counterpart in the design and implementation of the successful capacity building program in government finance statistics in EAC countries.</p>
 A head-and-shoulders portrait of Eric Lautier, a white man with short dark hair, wearing a dark suit jacket, a white shirt, and a light-colored tie. He is smiling slightly and looking towards the camera.	<p><b>Eric Lautier</b> is the Result Based Management (RBM) Advisor. A national of France he joined IMF East AFRITAC in 2014 and was previously the center’s research analyst. Before joining the IMF, Eric helped built capacity in macro-economic analysis and trade policies as a Senior Economist/ODI fellow in Burundi. He also worked in academia and for a global asset management advisory firm in London.</p>



**AFE Local Staff**



**Edina Moshi – Office Manager**



**William Wakuganda –  
Economist**



**Evonne Massawe –  
IT Officer**



**Amina Karuma –  
Administrative Assistant**



**Warda Kassim -  
Administrative Assistant**



**Sabah Abdulrahman -  
Administrative Assistant**



**Stamili Togwa – Office Attendant**



**Wilhelm Kinabo – Office Driver**



**ANNEX VI. IMF East AFRITAC Evaluation of the Implementation Plan**

**Status of Implementation of Action Plan Responding to the Mid-Term External Evaluation, May 2018**

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



		Developing a financial sustainability plan for AFE as part of the next phase strategy, should it be a medium or long-term objective of the Steering Committee.	To be developed during the preparations for the next funding phase.	Phase IV	Phase IV includes agreement to double the share of AFE financing from member countries. ICD also working to establishing long-term strategic partnerships with key donor partners (e.g., the EU and the UK for AFE), and diversify donor partner base (e.g., Germany became and AFE donor in 2017).
		Clearer linkages with country/sector strategies in member countries, especially in areas such as PFM.	Linkages with country/sector strategies in member countries will be clarified in annual work plans, which serve as proxies for a prioritized strategy at the sectoral level. Annual work plans are determined by specific requests from clients and HQ diagnostic missions. Generally, these are tightly linked to the country reform programs. In countries that do not have a prioritized strategy and TA action plan, annual work plans, for most sectors, would be developed in coordination with AFR's country teams and the	Phase IV	Country strategies developed as part of the Phase IV program document, and subsequently updated for 6 of the 7-member countries.



			member countries' institutions in charge of international cooperation (planning units).		
		More clearly differentiating between multi-year and short-term (less than one year) and monitoring the mix between them with a view to maximizing the use of the former.	AFE is doing this through the RBM framework and has more clearly distinguished between ST and MT projects in work plans and will do so in reporting.	FY 2015	Work plan distinguishes short from longer term activities. FY 16 work plan had 24 percent short term activities (less than a year duration). Likewise, 74 percent of activities are projects continued from FY 2015 or before. The new RBM framework has a multi-year perspective, with logframes now covering the period until the end of Phase IV.
<b>Set 2</b>					
	Strengthen AFE's monitoring and reporting through the entire project and program cycle.	Identifying information needs for each key user group and designing reports to meet their needs, with a focus on analyses and explanations, deviations from expectations, and exception reports. Appropriate systems to produce such reports should be developed.	The IMF is in the process of standardizing its reporting requirements across the RTACs with a view to improving formats, quality, and timeliness of reports; removing information barriers; and reducing the reporting burden on RTAC staff. With regard to tailoring reports for each key user group, the right balance needs to be struck between	Phase IV	An updated version of the RTAC Handbook, which addresses several issues from the mid-term evaluation on standard operating guidelines for RTACs, was published in October 2017 (see IMF East AFRITAC secure website). The overall objective of the Handbook is to strengthen the operational efficiency of



		<p>Integrating the work plan and annual financial budget.</p> <p>Producing analyses of work plan versus actual, including number of days/missions per country and sector as well as topics planned versus delivered, providing explanation for variances.</p> <p>Providing in annual reports more detailed and qualitative financial analysis of actual spends and variations from budgets and explanations thereof.</p>	<p>the administrative burden of reporting and the actual TA delivery.</p> <p>AFE has started to improve the format, quality, and timeliness of existing reports. The RTAC work planning tool will be adopted in FY 2015 and will facilitate better analysis of the work plan, including deviation analysis. The work plan for FY 2015 has been costed in the aggregate and a more refined budget estimate developed. Reporting on budget allocations and outcomes will be improved once a standardized and robust accounting package has been adopted</p>	<p>FY 2015</p>	<p>RTACs. It includes a communications strategy/outreach plan for RTACs and enhancing development partner visibility. The Handbook is a living document and will continue to be regularly updated to reflect evolving practices. RTAC Center Coordinator and RTAC Office Manager retreats, like the one in October 2017, have contributed to strengthening and harmonizing practices across RTACs and IMF HQ departments, and foster collaboration and peer learning.</p> <p>Deviation analysis is now systematically provided in annual reports.</p>
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		<p>Elevating budget monitoring from the current accounting level to more of a business oriented exercise. The CC should take overall charge of this, and information barriers need to be removed to ensure that the Coordinator has adequate breakdown of underlying costs to ensure he can discharge this role effectively.</p>	<p>The abovementioned efforts will contribute to elevating budget monitoring to a more business-oriented exercise.</p>	<p>Phase IV</p>	<p>The Capacity Development Information Management System (CDIMS) is now operational. CDIMS aims to strengthen and standardize the processes related to the recording of financial information for development partner-financed capacity development support. The IMF will introduce real-time system tools to monitor and analyze the cash flows, budgets and expenditure related to development partner-financed activities. This will help to standardize and automate financial reporting to development partners. To allow for more efficient communications with development partners, a new online portal—Partner Connect—is being introduced to replace Donor Gateway. Partner Connect will be incorporated as part of the IMF Connect, which is the main interface that the IMF</p>
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		Ensuring that annual budgets are recast more frequently, perhaps annually, if actual expenses are significantly out of line with projections.	Annual budgets are being recast annually in consultation with TA departments. The work plan for FY 2015 has been developed through a bottom up approach with all activities costed. Greater use of intra year budget data will be made once an accounting package is in place.	FY 2015	uses to communicate with external partners.  The Phase IV strategy was carefully costed, with budgets developed in close alignment with work plans across sectors and countries. The FY 2019 takes into account available financing and outcomes in the past two fiscal years.
		Introducing a robust accounting package, tailored to and suitable for the use of all RTACs, which will enable standardized and comparable financial information to be produced that can be consolidated easily. It should cover all financial information, including those generated by HQ. Ultimately, it should also be integrated with the RTACs' operational work plans and activities.	The introduction of a robust accounting package in RTACs is given high priority, but the considerable design and implementation needs do not lend themselves to short-term solutions.	Phase IV	Please see the information above related to the Capacity Development Information Management System.
		Implementing more robust processes in ICDGP, AFR and TA	HQ departments will implement more robust processes to ensure all	FY 2015	Staff advised to correctly charge their time. TA departments continue to



		Departments to ensure all backstopping and project management costs are charged fully as incurred.	backstopping and project management costs are charged fully as incurred, including through enhanced monitoring. Staff will be urged to correctly charge their time and closely monitor TA costs.		closely monitor TA costs. Data on backstopping charges suggest better recording.
<b>Set 3</b>					
	AFE's operations should be streamlined and the efficiency of resource use improved.	<p>Extending the contract term of RAs beyond the current one-year.</p> <p>Removing barriers to IMF staff taking up RA positions in RTACs, such as the requirement to take unpaid leave.</p> <p>Recruiting research assistants to support</p>	<p>Already adopted at AFE to align with IMF HQ contracts, and where end of program cycle issues are not binding. The use of two-year contracts for RAs—already practice in many cases—will be expanded.</p> <p>IMF management is considering options to remove remaining barriers to IMF staff taking up RA position in RTACs. The recent Board Paper on the legal status of MCM experts should facilitate the appointment process for RAs, as the P&amp;I letter does not have to be approved by authorities any longer.</p>	Phase IV	Two-year contract extensions offered on a case by case basis.



		<p>RAs.</p> <p>Improving efficiency of STX recruitment and use through inter alia using them for longer missions; targets for minimum use of STXs; contracting them for projects or periods (rather than missions only); widening their recruitment pool; and giving RA access to the STX database.</p> <p>Developing a more proactive and structured approach to minimize the occurrence and impact of gaps between RA tenures. Introduce handover notes.</p>	<p>Recruiting research assistants to support RAs will be considered. To be discussed during the preparations for the next funding phase.</p> <p>In IMF's view, this is already being implemented. STXs are increasingly used for longer missions and longer projects. Departments do not support, however, targets for minimum use of STXs. RAs already have access to TA departments' STX databases through the Technical Assistance Expert Roster (TAER) in TAIMS. Longer STX visits being built into work program, but need to retain flexibility on case by case basis if there is a business case.</p> <p>Proactive and structured approach adopted where contract renewal discussions started early. Recruitment expedited in cases through use of applicants to other RTACs. Handover notes will</p>	<p>Research assistant recruited to support CC and resident advisors.</p> <p>Strong handover process in place with early start of recruitment process and handover overlaps, joint visits to members, and handover notes. TAIMS being used.</p>
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			be introduced and systematic use of IMF's Technical Assistance Information Management System for document repository.		
<b>Set 4</b>					
	TA delivery should be improved and made more results-oriented.	<p>Incorporating implementation plans in all TA reports with clear milestones and clearly defined, verifiable outcomes.</p> <p>Establishing a system for ensuring that outcomes and milestones can be monitored effectively and timely action taken to address slippages, especially after a project has been completed, and integrating the results of such monitoring with the RBM reporting framework.</p>	<p>The RBM working group is working on a system to implement this practice in a standardized and consistent way across all RTACs and departments.</p> <p>Implementation plans with clearly defined, verifiable outcomes are already part of TA reports in most areas of TA delivery (e.g. STA's Project Framework Summary (PFS) that has similar principles to RBM), including objectives, outcomes, verifiable indicators, assumptions, completion dates, and implementation status, with the exception of milestones, which are yet to be captured. The PFS is included as part of the TA mission report and all TA-related documents are shared using TAIMS.</p>	Phase IV	<p>The new RBM system is now in use. All new TA projects use the new system. Training of TA providers and project managers is ongoing. Change management initiatives are under way to ensure that those working on TA internalize a more results-oriented focus and are ready to use the new system.</p> <p>The new RBM system will considerably improve the quality and availability of information for monitoring TA and training. It will serve as a management tool that addresses the planning, monitoring and implementation of the entire CD project cycle. The RBM system will help to aggregate results across topics, regions, and TA</p>



					<p>delivery modes, which will considerably improve the consistency and comparability of results reported both internally and to development partners. The new software (CD-PORT) will facilitate tracking of project deliverables. The new system and catalog continue to be rigorously tested. The catalog of outcomes is likely to evolve over time, as improvements are made. The framework is being extended to all IMF CD, including training. An RBM advisor was recruited in October 2016 to coordinate this transition</p>
		<p>Encouraging the national authorities to play an active role in donor coordination and disseminate what is being done and by whom. Installation of tools such as Aid Management Platform software</p>	<p>The Fund will continue to encourage the national authorities to play an active role in coordinating donors and local TA providers. In the absence of institutional coordination, AFE will take a proactive role in coordinating with other TA providers in the region. In addition, AFE will</p>	Phase IV	<p>As part of the RTAC Handbook, ICD has also developed a communications strategy/outreach plan for RTACs to foster communication with donors, member countries, other TA providers and all other RTAC stakeholders. This includes efforts to enhance donor</p>



		created by the Development Gateway.	develop an outreach program and a coordination vehicle with donors and member countries, and foster communication channels with other TA providers and the civil society at large. In line with the IMF's TA strategy, the program will aim at leveraging capacity development as an outreach tool in the region, in coordination with the area departments, ICD, and the Communications department.		visibility. An AFE-specific outreach plan has been developed.
<b>Set 5</b>					
	Enhance sustainability of AFE's TA interventions.	Undertaking staff capacity assessments (numbers, ability) as part of the diagnostic phase of capacity building projects and tailoring nature and length of TA appropriately.	This is already done for several AFE projects. AFE sometimes reviews organizational structures and capacity although often has little direct influence over member country HR policies.	Phase IV	AFE systematically assessing risks and sustainability as part of all project design and using RBM results to guide work plan. Projects also try to look at organizational incentives, including HR policies.
		Improving TA absorptive capacity and sustainability in client institutions through implementation of HR strategies (by RTAC or partners) that improve	AFE is involved in cases but not an area where we have expertise. But needs to be taken into account for TA absorption.	Phase IV	



		staff quality and retention.			
		Embedding medium and long-term projects into the host institution's annual or long-term institutional plan or strategy.	This is AFE advice but could be required more systematically.	Phase IV	
<b>Set 6</b>					
	Improve AFE's cost-effectiveness.	More accurately tracking budgets and costs (all costs, including overheads and HQ, particularly for projects); identifying underlying causes of variances; and implementing a system to take corrective action.	The Fund and AFE will further improve their systems to accurately track budgets and costs, analyze deviations from plan, and facilitate corrective actions.	Phase IV	Please see the information above related to the Capacity Development Information Management System.
		Ensuring the CC and RAs are focused on higher value-added roles by engaging appropriate support staff.	Measures will be implemented to unburden center coordinators and RAs from administrative tasks and let them focus on higher value-added roles, including by engaging appropriate support staff; streamlining TA department procedures to allow RAs to focus more on TA delivery while ensuring accountability and	Phase IV	Please see the information above related to the Capacity Development Information Management System and the RTAC Handbook. These new initiatives will help unburden center coordinators and RAs and let them focus on higher value-added roles, through streamlining of TA departments procedures as



			quality; and system improvements at the HQ level related to RBM, accounting, and reporting.		well as improving systems at the HQ level.
<b>Set 7</b>					
	The effectiveness of the implementation of Results Based Management (RBM) should be enhanced.	Using the RBM framework as a TA management tool, rather than simply a reporting tool.  Extending the logical framework approach to the project level within each country; (ii) incorporating project level input/cost information; (iii) improving the technical robustness of the log frames by ensuring that all projects/countries that are contributing to an outcome are accommodated in a log frame; (iv) incorporating relatively small interventions in a simplified format, rather than be excluded; and (v) placing more emphasis	The Fund is strengthening RBM and supporting IT systems at both HQ and RTACs. In the first phase of the RBM roll-out, some tools for RTACs were developed (strategic and topical log frames, work plan templates) and RTACs had the opportunity to fine tune these according to their needs. In the coming phase, the focus will be on standardizing tools across the RTACs, and incorporating the RTACs more fully into the new Fund-wide RBM IT arrangements, which include updated project management tools. This will allow the application of the log frame approach to a wider range of activities, including to the project level in each country (conditional on the training of RAs). The already	Phase IV	Please see information under Set 4 for improvements made to the RBM system.



		<p>on monitoring milestones.</p> <p>Systematically gathering lessons learnt and incorporating them in future interventions.</p>	<p>available new work plan IT tool links the work plan to missions and financials and supports monitoring of milestones. For smaller interventions, e.g. one-off missions, the new system can certainly capture input and output information, but it may not be cost-effective to utilize log frames.</p> <p>Lessons learnt will be more systematically gathered and incorporated in future interventions. IMF HQ will provide support in applying the RTAC Work Plan tool.</p>		
		<p>Implementing the use of sector/country results chains as highlighted under Recommendation 1 to provide underlying information for developing log frames.</p>	<p>Sector/country results chains will be implemented to provide underlying information for developing log frames. The technical robustness of log frames is being enhanced by ensuring that all projects/countries that are contributing to an outcome are accommodated in the log frames.</p>	Phase IV	
		<p>Engaging a log frame specialist, either for AFE or say across the</p>	<p>A specialist advisor has been recruited in ICD to help coordinate RBM</p>	Phase IV	<p>Please see information under Set 4 for improvements made to the</p>



		AFRITACs, to review log frame entries and provide technical feedback to improve users' practical understanding of their use.	implementation, and TA departments will be developing standardized indicators that will be used in RTACs as well. The engagement of RBM specialists for RTACs to provide technical feedback, review log frames and indicators, and provide training to improve users' practical understanding may be considered and should complement regular training of RAs. AFE will explore possibilities of having a log frame specialist assist in improving the RBM and training AFE staff.		RBM system. A specialist advisor recruited in ICD has been an integral part of the development of the new RBM system. At AFE, a RBM advisor was recruited in October 2016 to coordinate this transition in the Center.
<b>Set 8</b>					
	Improve standardization of practices, reporting and knowledge sharing between RTACs, especially the AFRITACs.	Carrying out a study of best practices across all RTACs, especially focused on RBM implementation, reporting, cost-effective approaches, and different components of project and program management.	The February 2014 RTAC coordinator retreat focused on exploring best practices across all RTACs. A follow-up survey of best practices across all RTACs could be considered ahead of the next retreat. An online platform for RTAC coordinators will be established to facilitate a continuous exchange of	February 2014  Spring 2014	Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ. AFE's resident advisors are provided with intensive backstopping support during visits to IMF HQ which typically cover technical matters,



		<p>Share TA reporting and workshop presentations.</p> <p>Circulating to SC members executive summaries of the evaluation of other RTACs.</p>	<p>ideas and discussion of best practices.</p> <p>Within the existing guidelines, the sharing of TA reporting and workshop presentations could be fostered at periodic RA retreats. As workshops are topical, all RAs from each particular area should attend an annual retreat to exchange information, experiences, best practices, and approaches to RBM in their area.</p> <p>Executive summaries of the evaluations of other RTACs will be circulated to SC members.</p>	<p>June 2014 (STA) July 2014 (FAD) Sept. 2014 (MCM)</p> <p>March 2015</p>	<p>information sharing, work planning and RBM.</p> <p>Such retreats have continued in FY 18.</p> <p>Ongoing.</p>
<b>Set 9</b>					
	<p>The effectiveness of workshops and training should be enhanced by further integrating them with AFE's TA work.</p>	<p>Standardizing post workshop participant feedback questionnaires to ensure comparability and enable analyses. Developing a standard protocol in order to deal with post-workshop feedback and overall follow-up.</p>	<p>Post-workshop participant feedback questionnaires will be standardized to ensure comparability and enable analysis. AFE, together with IMF HQ, will build on the existing strong evaluation and feedback system.</p>	<p>Phase IV</p>	<p>AFE has put in place several improvements to the evaluation and follow up of training. Database of training participants created and two impact surveys were conducted (one in FY 2017 and one in FY 2018).</p>



		<p>Develop a more structured approach to post-workshop follow-ups including: (i) setting up a virtual network of participants; (ii) providing follow up training to the same participants on the same topic; (iii) setting up mentorship arrangements; (iv) providing on-the-job training; and (iv) organizing study tours. AFE should (i) ensure that the topics selected for workshops are as directly linked as possible to the AFE/IMF work plans benefiting the majority of AFE member countries, to ensure that their impacts are maximized; (ii) establish a process for systematically following up on and incorporating in future TA and workshops lessons captured in BTOs.</p>	<p>AFE will aim to systematically include follow up actions in its post workshop reports. These already include some of the actions recommended. This is already done to a large extent. Considerable work is done in AFE to ensure workshop topics are very consistent with the TA work program and incorporate lessons.</p>		
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<b>Set 10</b>					
	<p>The effectiveness of AFE's governance arrangements should be improved.</p>	<p>Re-examining the RTAC organization and management structure again in the light of experience. The reporting lines are in several different directions depending on whether considering a CC, an RA, an STX or local staff. Financial controls are equally diffuse. The role of the Steering Committee is diffused. In these circumstances it is difficult to pin down accountability, transparency or responsibility for success or failure.</p>	<p>The recommendations of the 2011 Interdepartmental Working Group on RTACs Report are being implemented to clarify responsibilities, align accountability with responsibilities, and ensure an appropriate division of labor between center coordinators and HQ departments. Individual recommendations could be revisited in the light of experience.</p>	<p>Phase IV</p>	<p>Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ, and improve the RTAC's governance arrangements.</p>
		<p>More clearly and in greater detail defining the SC's role.</p>	<p>The role of the Steering Committee will be clarified and its effectiveness enhanced, including by devoting more space in SC meeting agendas to discuss and query results monitoring, discuss project results and strategic matters.</p>	<p>Phase IV</p>	<p>As above.</p>



<b>Set 11</b>					
	Ensure the Evaluation's recommendations are implemented.	An implementation plan with quarterly milestones should be developed and presented to the Steering Committee.	An implementation plan was presented at the March 2014 SC meeting; a revised plan, including HQ-based actions to be delivered by end-April. Quarterly milestones are not supported, as they impose an unnecessary burden on limited resources. Well-defined bi-annual milestones, together with a progress report to Steering Committee meetings would be more effective.	March 2014	Completed.
		Steering Committee sub-committee to guide and monitor implementation should be considered.	The proposal to appoint a subcommittee to guide and monitor implementation was tabled for discussion at the March 2014 SC meeting. The proposal was not supported by the SC.	March 2014	Completed. The recommendations of the Phase III independent external mid-term evaluation have served as a key input for the design of Phase IV. In particular, the recommendations on strategy, monitoring and reporting, efficiency, results-orientation, and sustainability are currently being implemented and will further strengthen East AFRITAC's operations and TA results in Phase IV.
		The recommendations from the 2009 evaluation should be revisited and, to the extent not captured in those above, implemented.	The recommendations from the 2009 evaluation will be revisited and, as needed, their implementation expedited.	FY2015	



## ANNEX VII. EXTERNAL EVALUATION OF THE AFRICA TRAINING INSTITUTE

### Executivesummary

This paper presents the main findings of the mid-term evaluation of the Africa Training Institute (ATI). We assess the ATI's added value in the context of the capacity development (CD) mission of the IMF, which is to improve the policymaking capacities in its member countries through the enhancement of human capital (the learning component), the implementation of best practices in terms of processes, organization, and the codes of conduct in the members' policymaking institutions (the implementation component).

While its main focus of delivering standardized courses accentuates the learning component, ATI is present over a whole spectrum of CD activities, such as the customized training and the peer-to-peer learning. In this context, the ATI also works closely with the IMF's five Regional Technical Assistance Centers in Africa (AFRITACs), which are the primary vehicles for deploying technical assistance in the Sub-Saharan Africa region. Given the diversity of the ATI's activities, we paid close attention to the synergies among them, as well as to any potential overlaps with the work of other institutions.

In order to achieve a high degree of reliability of the findings, we have based our analysis on a wide range of evaluation tools. We analyzed the end-of-course evaluations of over 1000 course participants and launched a follow-up online survey (collecting answers from over 500 participants). We have completed face-to-face interviews with 74 former course participants and 15 supervisors. Furthermore, we have interviewed all AFRITACs, over 20 people from the IMF headquarters, 5 staff members of the ATI, 3 donors, the directors of 3 other Regional Training Centers (RTC) of the IMF as well as one other regional training provider (the IGEF institute). We have collected and studied all of the ATI related documents and data. We have assessed the relevance of particular findings by checking that they are corroborated by at least two different sources; a method also known as triangulation.

Overall, we have found that the ATI delivers very strongly in many areas. First, the institute is highly valued by all stakeholders and has a good institutional reputation. Second, the courses are deemed highly relevant and are associated with significant learning gains. Third, the ATI's non-core activities, such as the customized training, have also brought clear success stories, as illustrated by the case study of the customized training strengthening the monetary policy support process in the South African Reserve Bank (SARB). Fourth, our survey on the ATI's high-level seminars has revealed that peer-to-peer activities are highly appreciated by the participants. Finally, the ATI possesses a high level of administrative efficiency compared to other RTCs.



At the same time, the evaluation has identified some challenges as well. First, we have found that the regional representation of course participants is not proportional and does not fully reflect the IMF CD priorities, as the countries in southern Africa are overrepresented at the expense of those in the central and western parts. Second, the absence of follow-up activities after the courses constrains the sustainability of their impact. Third, there is room for improvement in terms of cost efficiency. Fourth, donor interviews and Steering Committee (SC) documents indicate that the governance through the SC could be strengthened, and funding sources broadened to ensure long-term donor satisfaction and financial sustainability.

We propose six sets of recommendations to improve the performance of the ATI.

Our first recommendation is to *improve the sustainability of learning gains by enhancing the course follow-up activities*. Although lower sustainability of the course impact is to a large extent beyond ATI's control (poor dissemination policies and lack of management support at the recipient institutions), ATI could also make more effort by strengthening the follow-up activities. First, it makes sense to keep the course forums and mailing lists permanent. Second, a continued post-course involvement through follow-up questions on the institutional progress and assignments could stimulate the learning gains and their application. Finally, these forums could also be used for the dissemination of new developments (literature, techniques, country experiences, software, etc.) in course topics. While this recommendation is not budget neutral, we suggest the additional labor resources be gained by diverting the work of ATI resident staff from other activities less directly relevant to the ATI core values.

Second, *the selection procedure should be clearer and better targeted*. We suggest adopting clear rules for the selection process and disseminating them to all applicants and their institutions. Furthermore, the selection procedure could better acknowledge the synergies between the different modes of CD deliveries, courses and the customized training on the one hand, and technical assistance on the other. Tracking the participants' exposure to these different modes of CD deliveries and the institutional capacity needs would be easier if a common database of these activities, institutions and individuals is established and maintained together with the RTACs.

In the third recommendation, we suggest *improving the course effectiveness*. First, the sequencing of course content should be enhanced. While the latest ICD curriculum revision goes in this direction, more could be done in developing, targeting and advertising specific course curriculum paths on the level of the participant. Second, the share of workshops and case studies could be increased with a special focus on the experience of the SSA countries. Finally, using cheap and widely available software would enable easier application of the course techniques in the domestic environment.

The fourth recommendation targets *cost efficiency*. First, we suggest reconsidering the no charge policy for other IMF entities and donor-related institutes, and to seek opportunities to rent out the facilities at market value. Second, we suggest completing an assessment of the pros and cons of employing permanent resident lecturers as opposed to short-term experts. Finally, the workload of resident lecturers could also be reconsidered in favor of more ATI specific tasks (e.g. customizing the course material and providing relevant region-specific cases). This could enhance the ATI's value without any significant cost increases.

Our fifth recommendation targets *fund-raising and governance*. First, brand-building strategies should be reinforced to improve the value perceived by donor institutions. Second, the experience of other RTCs suggests that working out less formal channels of communication between the donors and the ATI could make the governance through SC more effective. Finally, the centralized fundraising efforts



by the IMF headquarters (HQ) and local initiatives by the ATI could be better coordinated.

Finally, *the selection of course participants should reflect the regional parities more strongly*. This could be accompanied by a more extensive use of online introductory training in order to reduce the heterogeneity of prior knowledge, which may become an issue with a more proportional representation. A more strategic option to deal with this issue is to set up another regional training center for SSA, located ideally in Western/Central Africa and focusing on the underserved countries.



**ANNEX VIII. IMF East AFRITAC FY 2018 Milestones**

Revenue Administration						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Eritrea (ERI)	Improved customs administration functions	Customs Administration Core Functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Customs Department identifies key weaknesses in core processes and develops an action plans	30-Mar-18	1
Ethiopia (ETH)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Staff visit on alignment of reform plans with ERCA and cooperating partner	24-Oct-17	4
Kenya (KEN)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	With FAD and AFE assistance, KRA develops actions to address TADAT identified weaknesses includes them in strategic and operational plans	30-Jun-17	3
Malawi (MWI)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	MRA develops a clear process and procedures to take into account all information at MRA's disposal to identify, assess, rank and quantify risks	29-Apr-18	2
Malawi (MWI)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	MRA's Risk Management Unit develops a first-generation Compliance improvement plans for FY 18/19 using a structured process and the RDF model for analysis	30-Apr-18	2
Malawi (MWI)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	Mission recommendations agreed	30-Apr-18	4
Malawi (MWI)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	1. MRA develop a first generation PCA Audit plan for FY 17/18	31-Jul-17	2

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Revenue Administration						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Malawi (MWI)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	2. MRA Customs Division develops a compliance improvements strategy	31-Dec-17	2
Rwanda (RWA)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Growth in revenue and staff confidence in auditing manufacturing sector for both domestic taxes and customs	30-Apr-18	3
Rwanda (RWA)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	RRA develops a compliance improvements strategy for customs (as part of the RRA)	28-Feb-18	4
Rwanda (RWA)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	Integrity of the taxpayer register fully addressed as per Fund advice	26-Jan-18	3
Rwanda (RWA)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	RRA and other Govt Agencies approve the new taxpayer registration policy and procedures to guide classification and identify active and inactive taxpayers	30-Nov-17	3
Rwanda (RWA)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	RRA completes exercise to re-register taxpayers and update industry classification for each active taxpayer	31-Aug-17	3
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Zanzibar: With FAD and AFE assistance, ZRB develops actions to address TADAT identified weaknesses included in strategic and operational plans	30-Oct-17	2
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	TRA Risk Management department develops Compliance improvements plans for FY 18/19 (using a structured process and the RDF model) complete with a framework for	30-Apr-18	2

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Revenue Administration						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
				assessing impact of compliance activities		
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	TRA develops a clear process and procedures to take into account all information at TRA's disposal to identify, assess, rank and quantify risks (Zanzibar)	28-Feb-18	2
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Zanzibar: New procedures for Registration, Filing and Payment developed with the assistance of IMF TA	30-Mar-18	4
Uganda (UGA)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	URA develop a first generation PCA Audit plan for FY 18/19	30-Mar-18	2
Uganda (UGA)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Support functions enable more effective delivery of strategy and reforms	Key ICT challenges identified for the fostering of improved revenue performance and outcomes	30-Jan-18	4

Public Financial Management						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Eritrea (ERI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more comprehensive and unified annual budget is published	Officials trained Budget preparation, Project appraisal, monitoring and evaluation,	31-Oct-17	4
Ethiopia (ETH)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Staff on attachment to Bank of Uganda submit report on methods and processes for updating and maintaining high frequency indicators of economic activity	30-Jun-17	4

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Public Financial Management						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Ethiopia (ETH)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	Participants develop understanding of risk based internal audit	31-Jul-17	4
Ethiopia (ETH)	Stronger PFM laws and institutions	Public Financial Management Laws and Institutions	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	Recommendations accepted and the approved PFM reform strategy reflects this.	31-Dec-17	3
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Firm and reliable forward estimates are included in the budget	31-Oct-17	2
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	A sequenced action plan for medium term approach to budgeting is in place	30-Apr-18	3
Kenya (KEN)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	PIMA Report Accepted by Authorities	16-Feb-18	4
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Roadmap for IPSAS implementation agreed by NT and PSASB.	30-Apr-18	2
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Skills developed in accrual based IPSAS to support development of a roadmap for migration to accrual accounting	24-Jul-17	4
Kenya (KEN)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	IFMIS functionality for cash management implemented (Specific to cash flow forecasting)	30-Oct-17	2
Kenya (KEN)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	IFMIS functionality for cash management implemented	30-Oct-17	3
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Reliable forward estimates are included in the budget	30-Apr-18	2
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Understanding developed in the principles of MTBF	30-Apr-18	1

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Public Financial Management						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Malawi (MWI)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Roadmap for cash management approved. Design cash forecasting templates, deliver training and start implementation.	30-Apr-18	1
Malawi (MWI)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Roadmap for TSA implementation approved; All exchequer releases transacted through IFMIS in realtime; TMS operational for all main accounts.	30-Apr-18	1
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Participants trained in FPP course and post-test scores exceed pre-test scores	31-Dec-17	4
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	Audited financial statements are published regularly on the MINCOFIN website	30-Apr-18	4
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS implementation approved and disseminated by MINCOFIN	30-Apr-18	2
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	The chart of accounts and budget classifications are aligned with international standards	Recommendation on revising CoA accepted and implementation plan agreed.	30-Apr-18	3
Rwanda (RWA)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	FTE Completed	30-Apr-18	1
Rwanda (RWA)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Preliminary analysis of the data collected	30-Apr-18	1
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Training delivered, understanding developed in the principles of MTBF and action plan is agreed and disseminated	31-Oct-17	2
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Understanding developed in the practice of MTBF	31-Oct-17	4

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Public Financial Management						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Firm and reliable forward estimates are included in the budget	30-Apr-18	2
Tanzania (TZA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	Audited financial statements are published regularly on the MoF website	30-Apr-18	3
Tanzania (TZA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	AFS are consolidated as per GFS segments and compare with budget execution reports as per international standards by April 2018	30-Apr-18	3
Tanzania (TZA)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	TSA implementation plan approved and disseminated.	30-Apr-18	1
Tanzania (TZA)	Stronger PFM laws and institutions	Public Financial Management Laws and Institutions	A more comprehensive legal framework covering all stages of the public financial management cycle is enacted	Zanzibar: Draft outline of the Financial Regulations agreed	31-Oct-17	2
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Firm and reliable forward estimates are included in the budget	30-Apr-18	3
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Mentoring of Medium Term Expenditure Framework Mission to Zanzibar	31-Aug-17	4
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Sharing of MTEF experience coupled with peer learning, Participants develop understanding of MTEF	30-Oct-17	4
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	GDP forecasting approaches updated and consolidated	31-Dec-17	4
Uganda (UGA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Appraisal methodology used for prefeasibility and feasibility studies for major projects	30-Apr-18	3

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Public Financial Management						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Uganda (UGA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Directives clarifying the institutional role for public investment management issued by December 2017	31-Dec-17	4
Uganda (UGA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Template for stocktaking prepared and agreed with authorities	31-Oct-17	4
Uganda (UGA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	AFS are audited by Office of Auditor General and published within six months on the MoFDP website by April 2018	30-Apr-18	4

Financial Sector Regulation and Supervision						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS framework/strategy developed / documented	31-Mar-18	4
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS Intro Training Program Developed and Executed	30-Oct-17	4
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS Framework/Strategy developed/Documented	30-Apr-18	4
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS Intro Training Program Developed and Executed	31-Oct-17	4
Ethiopia (ETH)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS framework/strategy developed and documented	29-Mar-18	1
Ethiopia (ETH)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Introductory Insurance RBS training program developed and implemented	30-Apr-18	1

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



**Financial Sector Regulation and Supervision**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Kenya (KEN)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS Framework/Strategy developed/documented	30-Apr-18	4
Kenya (KEN)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS Intermediate Training program developed and implemented	30-Apr-18	4
Kenya (KEN)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banks submit risk profile self-assessments	30-Apr-18	4
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Capital charges framework developed and implemented	31-Oct-17	4
Kenya (KEN)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS Framework/strategy reviewed and revised	30-Apr-18	4
Kenya (KEN)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS Intro training program developed and implemented	30-Oct-17	4
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Pillar II Supervisory Review Process Training Program developed and implemented	30-Apr-18	4
Kenya (KEN)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary regulatory framework in place that is compliant with international standards	Securities RBS framework developed and implemented	30-Apr-18	4
Kenya (KEN)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary regulatory framework in place that is compliant with international standards	Securities RBS Intro training program developed and implemented	31-Oct-17	4
Kenya (KEN)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Supervisors develop risk profile self-assessment guidelines for banks	30-Apr-18	3
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS Intermediate Training Program developed and implemented	30-Apr-18	3



**Financial Sector Regulation and Supervision**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS processes and manuals revised	30-Oct-17	2
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Banks submit ICAAP document for supervisors' view	30-Apr-18	4
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Consolidated supervision framework developed and implemented	30-Apr-18	4
Malawi (MWI)	To strengthen supervision of market intermediaries	Securities Markets Supervision of Intermediaries	Strengthened off-site supervisory process (including risk assessment frameworks)	Financial Analysis and Stress Testing Framework Developed.	31-Dec-17	4
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance Risk profile self-assessment forms developed and implemented	30-Apr-18	2
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Pillar II Supervisory Review Process developed/revised	30-Apr-18	4
Malawi (MWI)	To strengthen supervision of market intermediaries	Securities Markets Supervision of Intermediaries	Strengthened off-site supervisory process (including risk assessment frameworks)	Securities RBS training program developed and implemented	30-Apr-18	2
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS framework/strategy for insurers developed and implemented	30-Apr-18	1
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS Training Program developed and implemented	30-Apr-18	1
Rwanda (RWA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Risk based securities supervisory framework developed and implemented	30-Apr-18	1
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk profile self-assessments forms / guidelines developed for banks	30-Apr-18	4

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



**Financial Sector Regulation and Supervision**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Rwanda (RWA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Securities supervision training program developed and implemented	30-Apr-18	1
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Supervisory Manual developed for FX Bureau Supervision	31-Dec-17	4
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Training program for corporate governance bank and non-bank developed and implemented	29-Apr-18	4
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	CAMELS, Pillar II and RBS processes integrated	30-Apr-18	1
Tanzania (TZA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Guidelines on Macroprudential policy measures developed	30-Apr-18	4
Tanzania (TZA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Macro prudential supervision training program developed and implemented	30-Apr-18	4
Tanzania (TZA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Pillar II capital charge framework developed and implemented	31-Oct-17	2
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk based processes and manuals are revised	31-Oct-17	2
Tanzania (TZA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Securities supervision training program developed and implemented.	30-Apr-18	4
Tanzania (TZA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Stress testing framework revised	30-Apr-18	2
Tanzania (TZA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Stress testing training program developed and implemented	30-Apr-18	3

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Financial Sector Regulation and Supervision						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Supervisory review training program developed and delivered	30-Apr-18	4
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Valuation and actuarial standards are based on economic valuation and imposed in both asset and liability sides	Attachment program developed. and implemented for medical schemes and actuarial review	30-Apr-18	1
Uganda (UGA)	Country strengthens its supervisory framework for AML/CFT	Structures and Tools (Supervision)	Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements.	Authorities accept final mission outputs	30-Jan-18	4
Uganda (UGA)	Country strengthens its supervisory framework for AML/CFT	Structures and Tools (Supervision)	Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements.	Authorities provide comments on mission outputs	12-Jan-18	4
Uganda (UGA)	Country strengthens its supervisory framework for AML/CFT	Structures and Tools (Supervision)	Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements.	Authorities to receive and review draft mission outputs	20-Dec-17	4
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS Examination procedures enhanced and implemented	30-Apr-18	1
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS intro training program developed and executed	30-Oct-17	4
Uganda (UGA)	Develop/strengthen banking regulations and prudential norms	Regulatory & Prudential Framework	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial	Guidelines for Islamic Banking developed.	30-Apr-18	2

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved

### Financial Sector Regulation and Supervision

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
			risks on a timely basis and assess their capital adequacy in relation to their risk profile			
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS intro training program developed and implemented	30-Apr-18	4
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS framework for insurance reviewed and updated	30-Apr-18	3
Uganda (UGA)	Stress testing capability	Stress Testing	Effective stress testing model(s) in place and being used for their intended purpose(s)	Stress testing framework revised	31-Oct-17	1
Uganda (UGA)	Stress testing capability	Stress Testing	Effective stress testing model(s) in place and being used for their intended purpose(s)	Stress testing training program developed and implemented	31-Oct-17	1

### Monetary Policy and Operations

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Improve coordination between the BOT and the MoFP	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Liquidity forecasting, market analytical processes/content will be reviewed	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Use liquidity forecast to allocate operational instruments	31-Mar-18	2

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



**Monetary Policy and Operations**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
	framework within the monetary policy regime of choice					
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Develop a strategy to progressively reduce the SMR to the EAC norm of 5 percent with full averaging.	31-Dec-17	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Develop/adjust OMO instruments	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Review and update operational strategy in line with moving to interest based MP	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Adopt a strategy to develop interbank market	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage the development of repo market	31-Mar-18	2
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Introduce an electronic platform to improve price discovery	31-Dec-17	1



**Monetary Policy and Operations**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
	framework within the monetary policy regime of choice					
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	OMO framework is consistent with market development objectives	31-Mar-18	2
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Adopt strategy for development of interbank market, including true repo market	30-Apr-18	2
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur	Conduct an analysis of FX market, structure, FX sources and uses	31-Dec-17	3
Malawi (MWI)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Forecasting and Policy Analysis System (FPAS)	Economic analysis and forecasting capabilities at the central bank are sufficiently improved	1. Forecasting team (FT) is set up with representatives from all relevant divisions within Research Department (RD)	30-Apr-17	3
Rwanda (RWA)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Forecasting and Policy Analysis System (FPAS)	MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making	1. Training provided to produce consistent well-focused forecast report and presentation for MPC 2. Assistance provided during a real-time forecasting round	30-Apr-17	2



**Monetary Policy and Operations**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Forecasting and Policy Analysis System (FPAS)	Economic analysis and forecasting capabilities at the central bank are sufficiently improved	1. Recommendations provided on the implementation of FPAS, based on review of existing practices 2. Training provided to develop core quarterly projection model (QPM) 3. Training provided to develop and/or improve satellite models 4. Training provided to do monetary policy analysis and produce forecast using core QPM	30-Apr-17	3
Uganda (UGA)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Forecasting and Policy Analysis System (FPAS)	Economic analysis and forecasting capabilities at the central bank are further improved	Training provided to review model structure and latest forecast, and to improve model performance	30-Apr-17	4
Kenya (KEN)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Forecasting and Policy Analysis System (FPAS)	Economic analysis and forecasting capabilities at the central bank are further improved	1. Training provided to produce consistent well-focused forecast report and presentation for MPC 2. Assistance provided during a real-time forecasting round	30-Apr-17	1

**Financial Market Infrastructures and Payments**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Ethiopia (ETH)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	Oversight guidelines are developed for retail payments consistent with a risk	30-Apr-18	3
Kenya (KEN)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	NPS management and staff complete a program of oversight training; new management is equipped to lead the oversight activities	30-Apr-18	3

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



**Financial Market Infrastructures and Payments**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	a. The oversight policy is finalized and adopted	30-Apr-18	3
Uganda (UGA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	An appropriate workplan is developed for implementation of oversight	31-Dec-17	3
Uganda (UGA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	Management acts upon previous recommendations to put in place appropriate organizational arrangements (structure and staffing) for oversight	30-Apr-18	4

**Real Sector Statistics**

Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Ten new staff in national accounts section are trained on compilation of annual GDP estimates by economic activity by October 2017.	31-Oct-17	1
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Relative to the baseline, CPI weights are updated to a recent year	31-Dec-17	1

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Real Sector Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Compilation methodology for QGDP by expenditure developed by April 2018 (including experimental estimates);	30-Apr-18	1
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	CPI weights are updated to 2016 base year	31-Dec-17	3
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Relative to the baseline, improvements to source data for the development of the 2016 SUTs are made.	31-Dec-17	2
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Specifically: Survey of nonprofit institution serving households; survey of trade margins; survey of services; survey of cost of production in agriculture.	30-Mar-18	2
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	CPI weights are updated to 2015 base year	31-Dec-17	2
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Improved source data is used to compile improved preliminary annual GDP estimates by economic activity	31-Oct-17	3
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	CPI weights are updated to a 2015 base year	31-Dec-17	3

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Real Sector Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Rebased CPI compiled	28-Feb-18	4
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Deviations from the 2008 SNA are assessed	31-Dec-17	4
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	GDP volume estimates produced meet EAC requirements (2015 as the reference base)	31-Aug-17	4
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Zanzibar: improvements to source data for 2015 SUT development are made. Specifically: survey of nonprofit institution serving households; survey of trade margins; survey of services	31-Dec-17	3
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Improvements to source (government) data for the development of the 2015 SUTs are made.	31-Dec-17	4
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Improvements to source data for the development of the 2015 SUTs are made. i.e.: survey of nonprofit institution serving households; survey of trade margins; survey of services, survey of agriculture	31-Dec-17	3
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Improvements to general government data used for annual estimates are made	31-Jul-17	3

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Real Sector Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Sound statistical techniques are employed to deal with data sources and in compiling agricultural PPI.	31-Dec-17	3
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Zanzibar: improvements are made to the way in which adjustments to source data are made in developing 2015 SUTs.	30-Apr-18	4
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Improvements are made to the way in which adjustments to source data are made in developing 2015 SUTs.	30-Apr-18	4
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	A new data set has been compiled and disseminated internally and/or to the public	New Export and Import Price Indices (XMPI) statistics, as set out in existing manual are available	30-Mar-18	4
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - Prices	A new data set has been compiled and disseminated internally and/or to the public	Sound statistical techniques are employed to deal with data sources and in compiling agricultural PPI.	28-Feb-18	4
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Relative to the baseline, improvements to source data for the development of the 2015 SUTs are made.	30-Apr-18	3

Government Finance Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	The Legal/institutional environment is conducive to compile and disseminate macroeconomic and financial	By 31/10/2017, an assessment of Eritrea's institutional environment	31-Oct-17	4

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Government Finance Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
			statistics; the Relevance/practical utility of existing statistics are monitored; Management processes monitor their quality; Institutional Integrity/Transparency/Ethical Practices meet statistical standards; statistical Leadership/strategic planning are in place	for compiling and dissemination of GFS is completed.		
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Relative to the baseline, at least 10 staff members participate in Fundamental GFS Training and learnt to compile and disseminate GFS according to current international standards with minimal assistance	30-Apr-18	4
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	PSDS that are compiled are more aligned with the PSDSG 2013; i.e., reflect broad instrument coverage, and properly valuation methods.	30-Apr-18	1
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	annual GFS that are compiled are aligned with the GFSM 2001/14; i.e., are based on a properly sectorized Public Sector Institutional Table, and a Chart of Accounts that is aligned with the GFSM 2014.	30-Apr-18	1
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Relative to the baseline, GFS compilers are trained adequately as part of TA missions and can compile GFS with minimal assistance	30-Apr-18	4
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Higher frequency data has been compiled and disseminated internally and/or to the public	GFS that are compiled for Kenya are on an annual (general government) and quarterly (budgetary central government) basis and are GFSM 2001/GFSM 2014-compliant.	31-Dec-17	3
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Annual GFS for general government (or public sector) are disseminated	31-Dec-17	4

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Government Finance Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
				within 2 quarters of the end after the reference period.		
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Quarterly GFS for budgetary central government are disseminated within one quarter of the end after the reference period.	31-Dec-17	2
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	At least 10 staff members trained, learn to compile and disseminate GFS with minimal assistance	30-Apr-18	1
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	PSDS that are compiled are more aligned with the PSDSG 2013; i.e., reflects broad instrument coverage and proper valuation methods.	30-Apr-18	3
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	annual GFS that are compiled are aligned with the GFSM 2001/14; i.e., reflect coverage that is consistent with a complete Public Sector Institutional Table that is GFSM 2014	30-Apr-18	3
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Relative to the baseline, GFS compilers are trained adequately as part of GFS TA missions to compile GFS with minimal assistance.	30-Apr-18	3
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Higher frequency data has been compiled and disseminated internally and/or to the public	GFS that are compiled for Rwanda, on a quarterly/monthly (budgetary central government) basis are GFSM 2001/GFSM 2014-compliant.	30-Dec-17	3
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Annual GFS for general government (or public sector) are disseminated within 2 quarters of the end after the reference period.	31-Dec-17	4
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Monthly/ Quarterly GFS for budgetary central government are disseminated within one quarter of the end after the reference period.	31-Dec-17	3

Milestone Rating from CD PORT (for milestones before end-April 2018): 1 = Not Achieved, 2 = Partially Achieved, 3 = Largely Achieved, 4 = Fully Achieved



Government Finance Statistics						
Country	Objective	Topic	Outcome	Milestone	Milestone Planned Date	RBM Rating
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Zanzibar: Annual GFS that are compiled are aligned with the GFSM 2001/14; i.e., are based on a properly configured Public Sector Inst. Table, and are based on a Chart of Accounts that is consistent	30-Apr-18	2
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Zanzibar: GFS compilers are trained adequately as part of GFS TA missions to compile GFS with minimal assistance.	30-Apr-18	4
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Zanzibar: One Tanzanian compilers participate in Attachment to one of the AFE member countries for bench marking on GFS	30-Apr-18	4
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Relative to the baseline, annual GFS for general government (or public sector) are disseminated within 3 quarters after the end of the reference period during fiscal years 2017/18.	30-Apr-18	3
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial	Government Finance	A new data set has been compiled and disseminated internally and/or to the public	Relative to the baseline, GFS that are compiled for Uganda are for general government	30-Apr-18	4



**ANNEX IX. IMF East AFRITAC Regional Workshops, FY 2018**

	<b>Area</b>	<b>Workshop Title</b>	<b>Start Date</b>	<b>End Date</b>	<b>Location</b>
1	Financial Sector Regulation and Supervision	East AFRITAC /AFRITAC South/CMI Seminar on Enhancements to the Basel Process	August 21, 2017	August 25, 2017	Ebene, Mauritius
2	Financial Sector Regulation and Supervision	Regional workshop on Financial Stability Health and Soundness Indicators and Stress Testing for Banks and Non-Banks	November 13, 2017	November 17, 2017	Arusha, Tanzania
3	Government Financial Statistics	Expanding GFS to the Public Sector and the GUIDELINES/High Frequency Data Compilation and Refinement of the EAC GFS Guidelines	November 20, 2017	November 24, 2017	Zanzibar, Tanzania
4	Public Financial Management/ Macro-Fiscal Analysis	Improving Budget Documentation	November 27, 2017	December 1, 2017	Entebbe, Uganda
5	Financial Market Infrastructures & Payments	AFS/AFE Joint Seminar on Payment Systems - Legal Aspects of the NPS	November 27, 2017	December 1, 2017	Ebene, Mauritius
6	Strategy, Policy, & Review Department (SPR)	Revised Debt Sustainability Framework for Low-Income Countries (LIC DSF)	November 30, 2017	December 1, 2017	Dar es Salaam, Tanzania
7	Communications Department (COM)/ African Department (AFR)	Workshop for East African Parliamentarians	December 6, 2017	December 8, 2017	Dar es Salaam, Tanzania
8	Revenue Administration	Regional Workshop: Building effective taxpayer Registers	December 11, 2017	December 15, 2017	Zanzibar, Tanzania
9	Macro-Fiscal Analysis	Regional workshop on the macro-fiscal functions in Ministries of Finance	January 8, 2018	January 12, 2018	Dar es Salaam, Tanzania
10	Government Financial Statistics	Automating GFS Compilation; Accelerating GFS Dissemination	January 22, 2018	January 26, 2018	Kampala, Uganda



	Area	Workshop Title	Start Date	End Date	Location
11	Public Financial Management	Harmonization of PFM practices among the EAC Partner States in the Context of EAMU	January 22, 2018	January 26, 2018	Arusha, Tanzania
12	Financial Sector Regulation and Supervision	Joint Regional workshop on insurance supervision with Toronto Center	February 12, 2018	February 16, 2018	Lilongwe, Malawi
13	Real Sector Statistics	Regional AFE NAS Workshop	February 12, 2018	February 16, 2018	Entebbe, Uganda
14	Public Financial Management	Cash Management and TSA	February 13, 2018	February 16, 2018	Zanzibar, Tanzania
15	Real Sector Statistics	Compilation of Producer Price Indices (PPI)	February 19, 2018	February 23, 2018	Ebene, Mauritius
16	Monetary Policy and Operations	Harmonization of EAC Operational framework & Repo market	March 28, 2018	March 30, 2018	Arusha, Tanzania
17	Revenue Administration	Regional Workshop for ISORA/ RAFIT Coordinators	February 26, 2018	March 2, 2018	Johannesburg, South Africa
18	Financial Sector Regulation and Supervision	Consolidated Supervision and D-SIBs supervisory oversight	April 16, 2018	April 20, 2018	Entebbe, Uganda

**East AFRITAC / ICD Courses FY 2018**

	Course Title	Start Date	End Date	Location
1	Exchange Rate Policy (ICD)	September 18, 2017	September 22, 2017	Dar es Salaam, Tanzania
2	Fiscal Policy Analysis (ICD)	February 19, 2018	February 23, 2018	Kigali, Rwanda
3	Forecasting and Policy Analysis (FPAS)	December 6, 2017	December 8, 2017	Nairobi, Kenya

**East AFRITAC Workshops with Advisors as Resource Persons FY 2018**

	Area	Course Title	Start Date	Location
1	Public Financial Management	Gender Budgeting Workshop	November 6-10, 2017	Kigali, Rwanda
2	Revenue Administration	Workshop for CG's for Kenya, Rwanda, Tanzania and Uganda to Explore Effective Approaches to develop Post -TADAT Reform Plans	November 22-24, 2018	Kampala, Uganda

**East AFRITAC National Trainings FY 2018**

	Area	Course Title	Dates	Beneficiary
1	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	May 15-26, 2017	Tanzania
2	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	August 9 - 23, 2017	Malawi
3	Revenue Administration	Strengthening the Post Clearance Audit Practice in Customs	September 4-15, 2017	Uganda
4	Revenue Administration	Follow up National Training in Developing Compliance Risk Analysis capacity in Tax	November 6-17, 2017	Tanzania
5	Revenue Administration	Follow up National Training in Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs	February 5 - 16, 2018	Malawi
6	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	February 26 – March 9, 2018	Kenya
7	Revenue Administration	National Training on Developing Post Clearance Audit Capacity in Customs	March 19-30, 2018	Rwanda
8	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	April 16 - 27, 2018	Ethiopia

	Area	Course Title	Dates	Beneficiary
9	Revenue Administration	Follow up TA in Post Clearance Audit Training in Customs	May 8-19, 2018	Malawi
10	Public Financial Management	Budget preparation, Project appraisal, monitoring and evaluation	June 6-13, 2017	Eritrea
11	Public Financial Management	Strengthening medium term approach to budgeting	July 19-August 2, 2017	Tanzania
12	Public Financial Management	Cash management	October 4-17, 2017	Ethiopia
13	Macro-Fiscal Analysis	Training to Enhance Macroprudential Oversight and Policy Framework	June 28-30, 2017	Tanzania
14	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	June 7 – 13, 2017	Eritrea
15	Macro-Fiscal Analysis	Financial Programming and Policies	July 17-July 27, 2017	Rwanda
16	Macro-Fiscal Analysis	Hands on training on Fiscal Risk Identification, Monitoring and reporting	October 30 – November 3, 2017	Malawi
17	Macro-Fiscal Analysis	GFS Training Mission	January 22-26, 2018	Uganda
18	Financial Sector Regulation and Supervision	Strengthening Financial Analysis, stress testing and Risk-based Securities Supervision	May 8 - 12, 2017	Kenya
19	Financial Sector Regulation and Supervision	Enhancing Macro prudential oversight of non-bank insurance companies and pension firms	June 28-30, 2017	Tanzania
20	Financial Sector Regulation and Supervision	Provide Training to the authorities on implementing RBS for non-banks	September 9-13, 2017	Eritrea
21	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for Insurance Companies	December 4-14, 2017	Uganda
22	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS	December 18-22, 2017	Uganda
23	Financial Sector Regulation and Supervision	Enhancing stress testing framework	January 22-26, 2018	Tanzania
24	Financial Sector Regulation and Supervision	Provide Training to the authorities on implementing RBS for banks	March 12 – 16, 2018	Eritrea
25	Financial Sector Regulation and Supervision	FX bureau supervision	April 16-25, 2018	Rwanda

	Area	Course Title	Dates	Beneficiary
26	Financial Sector Regulation and Supervision	Enhancing oversight of non-bank securities firms	April 9-13, 2018	Tanzania
27	Monetary Policy and Operations	Government Securities Market Development	May 2-5, 2017	Tanzania
28	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	August 7-18, 2017	Malawi
29	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	August 26 - September 8, 2017	Tanzania
30	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	September 18-29, 2017	Malawi
31	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	November 20-24, 2017 (offsite)	Tanzania
32	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	December 6-8, 2017	Regional e.g. EAC
33	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	January 16-26, 2018	Uganda
34	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	February 5-16, 2018	Tanzania
35	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	March 6-16, 2018	Malawi
36	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	April 9-27, 2018	Rwanda
37	Government Finance Statistics	GFS Technical Assistance and Training Mission	November 27-December 1, 2017	Ethiopia
38	Government Finance Statistics	National Training on Forecasting in GFSM 2014	January 22-26, 2018	Uganda
39	Government Finance Statistics	GFS Technical Assistance and Training Mission	March 21-28, 2018	Malawi
40	Government Finance Statistics	GFS training mission	April 9-13, 2018	Eritrea
41	Government Finance Statistics	PFM Training national workshop to budget department	November 7-8, 2017	Rwanda



**ANNEX X. IMF East AFRITAC Technical Assistance Reports, FY 2018**

<b>Country</b>	<b>Report</b>	<b>Mission Members</b>	<b>Mission Dates</b>
<b>Revenue Administration</b>			
Ethiopia	Strengthening Taxpayer Registration and the integrity of the taxpayer register	Cheryl-Lea Field	November 15-28, 2017
Ethiopia	Developing Compliance Risk Analysis Capacity	Stephen Wilcox	April 16-27, 2018
Ethiopia	Applying Data Matching Analysis to Improve Revenue Performance and Compliance	Brian Dawe Rob Tait Stephen Wilcox	April 5 - 25, 2018
Kenya	After the TADAT: Developing a Medium-Term Reform Strategy	Berlin Msiska, Muyangwa Muyangwa, Thomas Story, Therese Van Der Poel,	May 18-31, 2017
Kenya	Improving the Integrity of the Taxpayer Registration Database	Dean Lawrence	November 27-December 8, 2017
Kenya	Developing Compliance Risk Analysis capacity in Tax	Stephen Wilcox	February 26-March 9, 2018
Malawi	Developing an Effective Post Clearance Audit Function	Ernest Sigande	May 8-19, 2017
Malawi	Developing Compliance Risk Management Capacity in Tax	Joshua Aslett	August 9-20, 2017
Malawi	Developing Compliance Risk Analysis capacity in Tax in Customs	Stephen Wilcox	February 5-16, 2018
Malawi	FAD Follow up Mission to Assess Developments in Tax and Customs Administration	Muyangwa Muyangwa, Berlin Msiska, Jacqueline Ann Penfold, Michael Hewetson	March 6-20, 2018
Rwanda	Improving the Integrity of the Tax Payer Register	Cheryl-Lea Field	September 4-15, 2017



Country	Report	Mission Members	Mission Dates
Rwanda	Developing Post Clearance Audit Capacity in Customs	Ernest Sigande	March 19-30, 2018
Tanzania	Developing Compliance Risk Analysis Capacity	Stephen Wilcox	May 15-26, 2017
Tanzania	Developing Compliance Risk Analysis capacity in Tax	Stephen Wilcox	November 6-17, 2017
Tanzania (Zanzibar)	Developing Procedure for Registration, Filing and Payment	Alice Owuor	February 5-16, 2018
Uganda	Strengthening the Post Clearance Audit Practice in Customs	Ernest Sigande	September 4-15, 2017
Uganda	Digitalization for Improved Revenue Performance	Andja Komso	September 13-26, 2017
Uganda	A Framework for Preparing a Medium-Term Revenue Strategy	Katherine Baer, Andrew Okello, Berlin Msiska, Andrew Hodge, Tom Story, Peter Mullins, Alice Owuor	September 25-October 6, 2017
Regional e.g. EAC	An Update on the Implementation of the Single Customs Territory	Gilles Montagnat-Rentier, Muyangwa Muyangwa, Berlin Msiska	November 6-17, 2017
Regional e.g. EAC	Regional Workshop: Building effective taxpayer Registers	Cheryl-lea Field, Berlin Msiska	December 11-15, 2017
<b>Public Financial Management</b>			
Ethiopia	Reviewing the PFM Reform Strategy	Amitabh Tripathi, Richard G. Allen	May 15-19, 2017
Ethiopia	Reform Priorities in Public Financial Management	Amitabh Tripathi, J Charaoui, R Allen, Abdul Khan, Greg Horman	October 4-17, 2017
Ethiopia	Improving the effectiveness of the medium-term approach to budgeting	Kubai Khasiani, Martin Darcy, Imran Aziz, Alejandro Arregocee	February 14-27, 2018
Ethiopia	TSA implementation	Amitabh Tripathi Per Olof Jonnson	March 19-30, 2018
Kenya	Improving annual financial reporting	Amitabh Tripathi Abdul Khan Frans van Schaik	November 27 - December 8, 2017



Country	Report	Mission Members	Mission Dates
Kenya	Cash Management and the implementation of the Treasury Single Account (TSA)	Paul Seeds John Gardner	December 6-19, 2017
Kenya	Public Investment Management Assessment Report (Draft)	Taz Chaponda, Robert Allen, Kubai Khasiani, Paul Seeds, Imran Aziz	January 8-22, 2018
Kenya	Strengthening the Medium-Term Approach to Budgeting	Kubai Khasiani, Imran Aziz and Gerhard Steger	March 5-16, 2018
Malawi	Re-engineering the Multiyear Perspective to Budgeting	Kubai Khasiani, Robert Clifton, Imran Aziz	December 5-16, 2017
Malawi	Internal controls and financial reporting	Miguel Alves, Paul Seeds, Amitabh Tripathi, Anita Bezoska	February 22 - March 6, 2018
Rwanda	Review of the Chart of Accounts	Paul Seeds, Timothy Youngberry	May 8-19, 2017
Rwanda	Desk Review of the Blueprint for migration to the IPSAS Accrual Basis of Accounting	Paul Seeds, Tim Youngberry	December 20, 2017 - January 5, 2018
Tanzania	Strengthening the Medium-Term Approach to Budgeting	Kubai Khasiani Florence Kuteesa Roberto J. Tibana	July 19- August 2, 2017
Tanzania	Annual Financial Reporting	Amitabh Tripathi Francois Van Schaik	August 7-18, 2017
Tanzania (Zanzibar)	Preparing Public Financial Management Regulations	Paul Seeds, Yugo Koshima	July 10-21, 2017
Tanzania (Zanzibar)	Strengthening the Medium-Term Approach to Budgeting	Kubai Khasiani Phyllis Makau Roberto J. Tibana	August 15-29, 2017
Uganda	Strengthening Cash Management	John Gardner	June 19-30, 2017
Uganda	Improving Cost Estimation for the Medium-Term Expenditure Framework	Kubai Khasiani, Matthew Simmonds	October 10-25, 2017



Country	Report	Mission Members	Mission Dates
Uganda	Annual financial reporting	Amitabh Tripathi Abdul Khan Frans van Schaik	November 13 – 24, 2017
Uganda	TSA implementation	Paul Seeds John Gardner	April 4-17, 2018
Regional e.g. EAC	Cash Management workshop	Paul Seeds	February 12 – 16, 2018
Regional e.g. EAC	Improving Budget Documentation workshop	Kubai Khasiani, Paul Seeds, Bryn Battersby, Florence Kuteesa, Phyllis Makau, Gregory Rosenberg	November 27 – December 1, 2017
<b>Macro-Fiscal Analysis</b>			
Malawi	Macroeconomic Framework	Bryn Battersby, Eric Lautier, Anna Lennblad	August 14-25, 2017
Tanzania (Zanzibar)	Updating the Financial Programming Framework	Bryn Battersby, Anna Lennblad	December 4-15, 2017
Uganda	Updating the GDP forecasting tool	Bryn Battersby	March 5-15, 2018
<b>Financial Sector Regulation and Supervision</b>			
Ethiopia	National Training – assist the authorities in developing supervisory framework for agent banking ( <i>Draft</i> )	Courtney Christie-Veitch	September 11-15, 2017
Malawi	Credit Risk Assessment ( <i>Draft</i> )	Courtney Christie-Veitch	October 18 – 24, 2017
Malawi	Reviewing Risks in the Capital Markets to Identify Gaps and Future Actions in Conduct and Prudential Oversight	Courtney Christie-Veitch, Matthew Sullivan	November 6-10, 2017
Rwanda	Strengthening Basel II implementation ( <i>Draft</i> )	Courtney Christie-Veitch	June 19-23, 2017
Rwanda	Insurance Stress Testing and Risk-Based Capital	Rodolfo Wehrhahn	November 13-19, 2017
Rwanda	Documenting and Formalizing a Macroprudential Policy Framework	Keith Hall	January 15-19, 2018



Country	Report	Mission Members	Mission Dates
Tanzania	Enhancing the Basel II Supervisory Review Process	Courtney Christie-Veitch, Luis Raul Romero	July 10 – 21, 2017
Tanzania	Documenting and Formalizing a Macroprudential Policy Framework	Courtney Christie-Veitch, Keith Hall	January 22-26, 2018
<b>Financial Market Infrastructures and Payments</b>			
Eritrea	Diagnostic of the Status of Development of the National Payments System	Faith Stewart	September 27- October 3, 2017
Ethiopia	Strengthening the Oversight of Retail Payments	Faith Stewart	October 31- November 10, 2017
Uganda	Financial Sector Stability Review	Nico Valckx (IMF H/Q) Faith Stewart and others	February 4 – 20, 2018
Tanzania	Strengthening the Supervisory and Oversight Framework	Biagio Bossone	April 4 – 13, 2018
<b>Monetary and Policy Operations</b>			
Eritrea	Risk Management Practices	Marin Molosag, Daniel Savin	November 12-23, 2017
Malawi	Improve Monetary and Exchange Rate Implementation and Development of Repo Market ( <i>Draft</i> )	Marin Molosag, Richard Comotto, Stephen Mulema	July 10-21, 2017
Tanzania	Modernization of Monetary Policy and Operations Framework in the Context of EAMU-wide Harmonization of Policies	Marin Molosag, Nadeem Ul Haque, Wilson Varghese	May 15-26, 2017
Tanzania	Money and Repo Market Development (Follow up) ( <i>Draft</i> )	Marin Molosag, Richard Comotto	January 29 – February 2, 2018
<b>Real Sector Statistics</b>			
Kenya	Technical Assistance report on Rebasing Construction Input Price Index (CIPI)	Edwin St. Catherine	January 15-26, 2018



Country	Report	Mission Members	Mission Dates
Malawi	Technical Assistance Report on Consumer Price Index Mission	Dale Smith	September 25 – October 6, 2017
Malawi	Technical Assistance Report on National Accounts Statistics	Pamela Audi	November 17-30, 2017
Malawi	Technical Assistance Report on Rebasing of Consumer Price Index	Dale A. Smith	January 22 – February 2, 2018
Rwanda	National Accounts Statistics Mission	Robin Youll	July 3-14, 2017
Rwanda	Technical Assistance Report on Improvement of National Accounts Statistics	Robin Youll	February 19 – March 2, 2018
Tanzania	Technical Assistance Report on National Accounts Statistics Mission	Pamela Audi	July 17-28, 2017
Tanzania	Report on Technical Assistance Mission on Price Statistics	Dale Smith	August 7 - 18, 2017
Tanzania	National Accounts	Pamela Audi Artashes Shaboyan	October 23 – November 3, 2017
Tanzania	Report on Technical Assistance Mission of Rebasing of National Accounts Statistics.	Pamela Audi	February 19 – March 2, 2018
Tanzania (Zanzibar)	National Accounts Statistics Mission	Pamela Audi	August 14-25, 2017
Uganda	TA report on National Accounts Statistics (Draft) Developing 2015 supply and use tables (SUT) - analyses of benchmark data sets	Pamela Audi Robin Youll	November 30-December 12, 2017
Uganda	TA report on Agricultural Producer Price Indices (APP)	Brian E. Graf	January 15-26, 2018



Country	Report	Mission Members	Mission Dates
<b>Government Finance Statistics</b>			
Eritrea	Note on GFS	Robert Maate, Francois Engelbrecht	September 25 – October 4, 2017
Eritrea	Technical Note on Government Finance Statistics Mission	Robert Maate, Tobias Roy Ismael Zarco	April 9-13, 2018
Ethiopia	GFS – Concepts, Definitions and Methods	Robert Maate, Giovanna Dabbicco	November 27 – December 1, 2017
Kenya	GFS Technical Assistance and Training	Robert Maate, Dalia Budko, Francois Engelbrecht	June 28 – July 7, 2017
Kenya	Dissemination of High Frequency Fiscal Data	Robert Maate, Johann Bjorgvinsson	January 8-12, 2018
Malawi	GFS – Improving quality of Fiscal data	Robert Maate, Francois Engelbrecht	October 17 – 27, 2017
Malawi	Government Finance Statistics	Robert Maate Janis Platais	March 5-13, 2018
Rwanda	Towards dissemination of High Frequency fiscal and debt data	Robert Maate, Ismael Zarco	January 10 – 19, 2018
Tanzania	GFS	Lize-Mari Janse van Rensburg	May 15 – 26, 2017
Tanzania	GFS TA and National Training	Robert Maate, Ismael Zarco, Timothy Youngberry	July 10-18, 2017
Uganda	Dissemination of High Frequency fiscal and debt data	Johann Bjorgvinsson	November 6-17, 2017



**ANNEX XI. IMF East AFRITAC Reports Uploaded to the Extranet, FY 2018**

Country	Report Title	Mission Dates
Eritrea	Note on Government Finance Statistics (September 25-October 4, 2017)	September 25-October 4, 2017
Eritrea	Diagnostic of the Status of Development of the National Payments System	September 27-October 3, 2017
Ethiopia	Reviewing the PFM Reform Strategy	May 15-19, 2017
Ethiopia	Strengthening the Oversight of Retail Payments	October 31-November 10, 2017
Ethiopia	Reform Priorities in Public Financial Management	October 4-17, 2017
Kenya	Technical Assistance Report on Export and Import Price Index Mission, February 6-17, 2017	February 6-17, 2017
Kenya	Technical Assistance Report on National Accounts Statistics Mission, February 27 - March 10, 2017	February 27 - March 10, 2017
Kenya	Improving Annual Financing Reporting	November 27-December 8, 2017
Kenya	Improving the Integrity of the Taxpayer Registration Database	November 27-December 8, 2017
Kenya	Cash Management and Implementation of the Treasury Single Account (TSA)	December 6-19, 2017
Malawi	Building Capacity and Sequencing Reforms for Budget Reforms	January 18-February 1, 2017
Malawi	Developing Compliance Risk Management Capacity	April 17-29, 2017
Malawi	Developing an Effective Post Clearance Audit Function (May 2017)	May 8-19, 2017
Malawi	Developing Compliance Risk Management Capacity	August 9-20, 2017
Malawi	Technical Assistance Report on Consumer Price Index Mission (September 25-October 6, 2017)	September 25-October 6, 2017
Rwanda	Monetary Policy and Operations Framework: Transitioning to Inflation Target Lite	December 1-16, 2016
Rwanda	IMF East AFRITAC Government Finance Statistics Mission to Rwanda (February 6-17, 2017)	February 6-17, 2017

Rwanda	Review of the Chart of Accounts, May 2017	May 8-19, 2017
Rwanda	National Accounts Statistics Mission, July 3-14, 2017	July 3-14, 2017
Rwanda	Improving the Integrity of the Taxpayer Register (September 2017)	September 4-15, 2017
Tanzania	Strengthening Expenditure Controls in IFMIS, March 2017	March 8-21, 2017
Tanzania	Developing Compliance Risk Analysis Capacity (May 2017)	May 15-26, 2017
Tanzania	Modernization of Monetary Policy and Operations Framework in the Context of EAMU-wide Harmonization of Policies (May 2017)	May 15-26, 2017
Tanzania	TA Report on Government Finance Statistics Mission (May 15-26, 2017), June 2017	May 15-26, 2017
Tanzania	Technical Assistance Report on National Accounts Statistics Mission, July 17-28, 2017	July 17-28, 2017
Tanzania	Enhancing the Basel II Supervisory Review Process	July 10-21, 2017
Tanzania	Strengthening the Medium-Term Approach to Budgeting	July 19-August 2, 2018
Tanzania	Annual Financial Reporting, September 2017	August 7-18, 2017
Tanzania	Report on Technical Assistance Mission on Price Statistics	August 7-18, 2017
Tanzania	TA Report on National Accounts Statistics Mission (Oct 23 - Nov 3, 2017)	October 23 - November 3, 2017
Tanzania	National Training in Developing Compliance Risk Analysis Capacity in Tax (November 6-17, 2017)	November 6-17, 2017
Tanzania (Zanzibar)	Preparing Public Financial Management Regulations, September 2017	July 10-21, 2017
Tanzania (Zanzibar)	TA Note: Improving Zanzibar's GFS, July 2017	July 10-18, 2017
Tanzania (Zanzibar)	National Accounts Statistics Mission (August 14-25, 2017)	August 14-25, 2017
Tanzania (Zanzibar)	Strengthening the Medium - Term Approach to Budgeting (August 2017)	August 15-29, 2017
Tanzania (Zanzibar)	Updating the Financial Programming Framework	December 4-15, 2017
Tanzania (Zanzibar)	Developing Procedures for Registration, Filing and Payment	February 5-16, 2018



Uganda	TA report on the National Accounts Statistics Mission, January 23 - February 3, 2017	January 23 - February 3, 2017
Uganda	Strengthening Cash Management	June 19-30, 2017
Uganda	Strengthening Post Clearance Audit in Customs (September 2017)	September 4-15, 2017
Uganda	Digitalization for Improved Revenue Performance (September 2017)	September 13-26, 2017
Uganda	A Framework for Preparing a Medium-Term Revenue Strategy	September 25 - October 6, 2017
Uganda	Annual Financial Reporting	November 13-24, 2017
Uganda	Improving costing for the Medium-Term Expenditure Framework (October 2017)	October 16-25, 2018
East African Community	An Update on the Implementation of the Single Customs Territory	November 7-17, 2017
Regional e.g. EAC	Regional workshop report on Building Effective Taxpayers Registers	December 11-15, 2017
Regional e.g. EAC	Regional workshop report on Improving Budget Documentation	November 27 – December 1, 2017
Regional e.g. EAC	Regional workshop report on Taking Cash Management Forward – Building on Recent Reforms	February 12 – 16, 2018



**ANNEX XII. IMF East AFRITAC Milestone List, FY 2019**

<b>Revenue Administration</b>					
<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
East African Community (EAC)	Improved customs administration core functions	Customs Administration Core Functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Regional risk management, compliance and enforcement and post clearance framework reviewed and implemented	30-Dec-18
East African Community (EAC)	Improved customs administration core functions	Customs Administration Core Functions	Trade facilitation and service initiatives better support voluntary compliance	Key issues impacting the EAC Customs Single Territory (SCT) operation identified and implemented.	31-Dec-18
Eritrea (ERI)	Improved customs administration functions	Customs Administration Core Functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Customs Department puts into use the Asycuda Selectivity module	31-Dec-18
Eritrea (ERI)	Improved customs administration functions	Customs Administration Core Functions	Customs control during the clearance process more effectively ensures accuracy of declarations	The rate of physical inspection decreases over time to below 50% of cargo	28-Dec-18
Eritrea (ERI)	Strengthened core tax administration functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	Eritrea implements procedures to routinely identify and cleanse the register of defunct taxpayers and assigns the responsibility to a dedicated unit	30-Dec-18
Eritrea (ERI)	Strengthened core tax administration functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	IT design weaknesses to support registration capability addressed	30-Dec-18
Eritrea (ERI)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Income tax and sales and excise tax laws and regulations and tax administration code updated	30-Dec-18
Ethiopia (ETH)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic	ERCA adopts a project management approach to managing reform projects	31-Dec-18

Highlighted activities reflect those in the contingency plan



**Revenue Administration**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
			management framework adopted and institutionalized		
Ethiopia (ETH)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	ERCA develops fully fledged compliance plans for FY 19/20	30-Apr-19
Ethiopia (ETH)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	Risk Management policy consistent with Fund advice is issued by management.	30-Jun-18
Ethiopia (ETH)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	Tax Compliance Risk Management staff use the RDF model and other tools to develop first generation compliance improvements plans for FY18/19, framework for assessing impact of compliance in place	30-May-18
Ethiopia (ETH)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	RM-TF and AFE plans going forward agreed with the Authorities	30-Oct-18
Ethiopia (ETH)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Organizational arrangements enable more effective delivery of strategy and reforms	Taxpayers segmentation model for ERCA's federal branches created and operationalized	30-Dec-18
Ethiopia (ETH)	Stronger tax administration core functions	Tax Administration Core Functions	Audit and other verification programs more effectively ensure accuracy of reporting	ERCA develops a comprehensive strategy for data matching internally and externally with third parties	30-Oct-18
Ethiopia (ETH)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	ERCA draws up change and enhancements requests to address design weakness of SIGTAS and agrees a plan with the developers to implement the changes	30-Jun-18



**Revenue Administration**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Ethiopia (ETH)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	ERCA identifies; and addressees all policy issues affecting the ability to maintain a high integrity register including the issuance of TINS to; student for loans repayment purposes	30-Jun-18
Ethiopia (ETH)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	ERCA implements procedures to routinely identify and cleanse the register of defunct taxpayers and assigns the responsibility to a dedicated department	30-Jun-18
Ethiopia (ETH)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	ERCA introduces; routine procedures and systems that use third party data to identify unregistered entities and active taxpayer that do not file	30-Dec-18
Kenya (KEN)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Staff in Reform and Modernization Unit trained in managing projects	31-Dec-18
Kenya (KEN)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	KRA Strategy Innovation and Risk Management department, develops compliance improvements plans for FY 18/19 (using a structured process and the RDF model) complete with a framework for assessment	30-Jun-18
Kenya (KEN)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	KRA develops a clear process and procedures to take into account all information at KRA's disposal to identify, assess, rank and quantify risks	30-Jun-18



**Revenue Administration**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Kenya (KEN)	Strengthened core tax administration functions	Tax Administration Core Functions	A larger proportion of taxpayers meet their payment obligations as required by law	Data, risk and intelligence driven debt and refund management implemented	30-Oct-18
Kenya (KEN)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	1.KRA draws up change and enhancements requests to address design weakness of iTax and agrees with developers an implementation plan	30-Dec-18
Kenya (KEN)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	KRA and other government agencies involved in the registration of business and citizens agree new procedures for registering and de registering taxpayers; and updating their records	31-Dec-18
Kenya (KEN)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	KRA implements procedures to routinely identify and cleanse the register of defunct taxpayers and assigns the responsibility to a dedicated department	30-Jun-18
Malawi (MWI)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Staff visit to address FAD/AFE recommendations	30-Mar-19
Malawi (MWI)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	MRA develops and implements a framework for assessing impact of compliance activities in full	31-Jul-18
Rwanda (RWA)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Organizational arrangements enable more effective delivery of strategy and reforms	Have in place a proposed domestic taxes department headquarters function	28-Dec-18



**Revenue Administration**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Rwanda (RWA)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	Improved telecommunications sector audit capacity	28-Dec-18
Rwanda (RWA)	Stronger tax administration core functions	Tax Administration Core Functions	The integrity of the taxpayer base and ledger is strengthened	RRA identifies and signs agreements with providers of third party data to be us	31-May-18
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	Zanzibar: ZRB develops a clear process and procedure to take into account all information	30-Dec-18
Tanzania (TZA)	Better revenue administration, management and governance arrangements	Revenue Administration and Governance	Corporate priorities are better managed through effective risk management	Zanzibar: ZRB develops a compliance improvement plan for FY19/20	29-Mar-19
Tanzania (TZA)	Strengthened core tax administration functions	Tax Administration Core Functions	Audit and other verification programs more effectively ensure accuracy of reporting	New policies and procedures to undertake audits of businesses developed.	30-Dec-18
Tanzania (TZA)	Strengthened core tax administration functions	Tax Administration Core Functions	Audit and other verification programs more effectively ensure accuracy of reporting	TRA creates and skills a team of 10 staff members in transfer pricing audits which will also disseminate knowledge to all regions	29-Apr-19
Uganda (UGA)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Customs develops a compliance improvement plan as part of the URA compliance improvement plan	29-Mar-19
Uganda (UGA)	Improved customs administration functions	Customs Administration Core Functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Customs develops an enforcement strategy	29-Mar-19
Uganda (UGA)	Strengthened core tax administration functions	Tax Administration Core Functions	Audit and other verification programs more effectively ensure accuracy of reporting	Improved forensic and accounting investigation to support criminal tax investigations	29-Mar-19
Uganda (UGA)	Strengthened core tax administration functions	Tax Administration Core Functions	Audit and other verification programs more effectively ensure accuracy of reporting	URA develops a comprehensive strategy for data matching	30-Dec-18



**Revenue Administration**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
				internally and externally with third parties	
Uganda (UGA)	Strengthened revenue administration, management and governance arrangements	Revenue Administration and Governance	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Government approves for implementation the medium-term revenue strategy	30-Dec-18

**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more comprehensive and unified annual budget is published	Annual budget is published	30-Jun-18
Eritrea (ERI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more comprehensive and unified annual budget is published	Officials trained on the project cycle and medium-term budgeting	30-Jun-18
Eritrea (ERI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Authorities are sensitized on the nature and benefits of MTEF	30-Jun-18
Eritrea (ERI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Initial training in macroeconomic analysis and forecasting completed	30-Jun-18
Ethiopia (ETH)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Better understanding of revenue forecasting techniques	30-Jun-18
Ethiopia (ETH)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Improved capacity in macroeconomic forecasting for the Budget	31-Dec-18
Ethiopia (ETH)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Budget documentation FY 2018/19 reflects outputs and outcomes for all ministries	30-Jul-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Ethiopia (ETH)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	SMART KPIs for outputs and outcomes are included in the budget	31-Jul-18
Ethiopia (ETH)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Cash management skills developed in MOFEC and Public Bodies (PBs)	30-Jul-18
Ethiopia (ETH)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Approve a timebound schedule for migrating commercial balances to NBE and incorporation into TSA	30-Jun-18
Ethiopia (ETH)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Officials trained and skills developed in cash forecasting and fund disbursement	30-Jun-18
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	MDAs submit budget within the expenditure ceilings issued through the top down process	31-Dec-18
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Action plan by authorities to develop a fiscal framework for resource revenue management	31-May-18
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Improved capacity on macro modeling and financial programming	31-Dec-18
Kenya (KEN)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Programs comprehensively reflect outputs and outcomes	30-Jun-18
Kenya (KEN)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Appraisal methodology used for feasibility and prefeasibility studies for major projects and results are published by December 2018	31-Dec-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Kenya (KEN)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Framework for appraisal and selection of projects agreed and disseminated.	30-Jun-18
Kenya (KEN)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Project selection criteria prioritizes investment projects against clearly defined criteria	30-Apr-19
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	AFS are audited by Office of Auditor General and published on the NT website	30-Apr-19
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Draft chart of accounts developed	31-Mar-19
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Guidelines on valuation of assets and liabilities approved	31-Dec-18
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Recommendation on CoA accepted and implementation plan agreed.	31-Dec-18
Kenya (KEN)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Separate financial statements published as per Cash-IPSAS for budgetary central	30-Apr-19
Kenya (KEN)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	20% of finance officials acquire skills to use the IFMIS cash management module	30-Apr-19
Kenya (KEN)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Design cash forecasting templates, deliver training and implemented	30-Jun-18
Kenya (KEN)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Automated exchequer release in IFMIS operational; all Tax Revenues are transferred into TSA on a daily basis and 80% all other revenues are credited directly to Exchequer A/C; SLA with CBK implemented	30-Jun-18



**Public Financial Management**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Budget Analysts in the Budget Department acquire the skills to determine baseline funding and projection	31-Dec-18
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Understanding developed in the principles of MTBF	31-Jan-19
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Medium term forecasting framework updated and assisting fiscal policy decisions	31-Dec-18
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Updated medium-term fiscal framework is used to determine resource envelope in 2018 budget preparation	30-Jun-18
Malawi (MWI)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	20% number of budget officers and planning officers acquire the skills to prepare, analyze and review a program budget through training	30-Jun-18
Malawi (MWI)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	PIMA Report is accepted by the Authorities	15-Jun-18
Malawi (MWI)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	All categories of expenditure are committed in IFMIS	30-Apr-19
Malawi (MWI)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	Implementation plan approved and disseminated	31-Mar-19
Malawi (MWI)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	MDAs provide quarterly reports on outstanding payment commitments and arrears	31-Dec-18
Malawi (MWI)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	Project implementation team constituted	30-Apr-19



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	Audited financial statements are published within nine months of the end of FY	30-Apr-19
Malawi (MWI)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	The backlog of audit of AFS are removed and the audited reports are published on MoF website	31-Jul-18
Malawi (MWI)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IFMIS implementation plan agreed and disseminated.	30-Apr-19
Malawi (MWI)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	In year reports are produced quarterly for budgetary central government and published within 2 months of the end of the quarter	30-Apr-19
Malawi (MWI)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Timely publication of in-year and audited annual financial reports.	31-Jul-18
Malawi (MWI)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Central fiscal oversight and analysis of sub-national government risks are strengthened	Recommendations accepted and reform plan agreed	30-Nov-18
Malawi (MWI)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	MOFEPD staff trained in techniques for identifying, and quantifying fiscal risks	30-Jun-18
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Attachment of Rwandan officials on fiscal decentralization to Kenya	31-Jul-18
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Budget documentation to Parliament is complete with minimized extra budgetary funding	30-Jul-18
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	MINECOFIN PFM processes account for macroeconomic framework parameters	30-Jun-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	REFOTO integrated with macro framework and used during next year's budget process	30-Jun-18
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Review of the current program based budgeting and set a roadmap towards performance based budgeting	30-Sep-18
Rwanda (RWA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Roadmap for implementation on PBB accepted and disseminated.	31-Dec-18
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	Audited financial statements are published regularly on the MINCOFIN website	30-Apr-19
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Draft IPSAS Accounting Manual developed	31-Dec-18
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS accounting manual finalized and issued.	28-Feb-19
Rwanda (RWA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Separate financial statements published as per Cash-IPSAS for budgetary central government, central govt, county govt and state corporations	30-Apr-19
Rwanda (RWA)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Oversight and analysis skills developed in fiscal oversight and analysis of subnational financial performance	31-Dec-18
Rwanda (RWA)	Strengthened identification, monitoring, and management of fiscal risks	Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	FTE accepted by authorities	31-Oct-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	20% of budget officers and planning officers acquire the skills to prepare, analyze and review an MTEF	31-Jan-19
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	20% of budget officials acquire skills in budget monitoring and reporting	31-Jul-18
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: MDAs submit budget within the expenditure ceilings issued through the top down process	30-Dec-18
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	High frequency indicators are used in economic reports of Bank of Tanzania	30-Jun-18
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Zanzibar: Updated medium-term fiscal framework is used to determine resource envelope in 2018-19 Budget	30-Jun-18
Tanzania (TZA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	(Zanzibar) An action plan for improvement to the MTBF is agreed on and disseminated	30-Apr-19
Tanzania (TZA)	Improved budget execution and control	Budget Execution and Control	Budget execution and controls are strengthened	20% of budget officials acquire skills in budget monitoring and reporting	31-Jan-19
Tanzania (TZA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Appraisal methodology used for feasibility and prefeasibility studies for major projects and results are published	30-Apr-19
Tanzania (TZA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Directives clarifying the institutional responsibility for PIM issued Data base	31-Dec-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	Audited financial statements are published within six months of the end of FY	30-Apr-19
Tanzania (TZA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	All financial liabilities are included in AFS and improvement in coverage of non-financial assets and inter-entity flows eliminated	30-Apr-19
Tanzania (TZA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: In year reports are produced quarterly for budgetary central government and published within 2 months of the end of the quarter	30-Apr-19
Tanzania (TZA)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	20% of finance officials acquire skills in cash flow forecasting and management	31-Jan-19
Tanzania (TZA)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Large (material) MDAs using cash forecasting templates, and CMU performing deviation analysis	30-Oct-18
Tanzania (TZA)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Zanzibar: Approve a roadmap for implementing cash forecasting and management	30-Apr-19
Tanzania (TZA)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Zanzibar: MoF approves a road map for implementation of the TSA	30-Apr-19
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	MDAs submit budget within the expenditure ceilings issued through the top down process	31-Dec-18
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Revenue forecasting approaches revised	30-Jun-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Presentational approach to program Budgeting is rolled to all MDAs	30-Apr-19
Uganda (UGA)	Comprehensive, credible, and policy based budget preparation	Budget preparation	Information on resources and performance by program is included in budget documentation	Programs comprehensively reflect outputs and outcomes	31-Dec-18
Uganda (UGA)	Improved budget execution and control	Budget Execution and Control	Appraisal, selection, and implementation of public investments is improved	Project selection criteria prioritizes investment projects against clearly defined criteria	30-Apr-19
Uganda (UGA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Audited annual financial statements are published timely, and scrutinized by parliament	AFS are audited by Office of Auditor General and published within six months on	30-Apr-19
Uganda (UGA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS implementation plan approved and disseminated amongst stakeholders	31-Dec-18
Uganda (UGA)	Improved coverage and quality of fiscal reporting	Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Separate financial statement prepared as per existing accounting basis for budgetary central government, local government and summary statement for all state corporations. Reporting mechanisms for EBU	30-Apr-19
Uganda (UGA)	Improved integration of asset and liability management framework	Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Institutional arrangements for cash management clarified and agreed.	30-Jun-18
Uganda (UGA)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Capacity building plan for MDAs initiated	30-Jun-18



**Public Financial Management**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Improved integration of asset and liability management framework	Asset and Liability Management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Pilot implementation of DP Bank Accounts in IFMIS and TSA; 50% LGs in IFMIS and incorporated into TSA	30-Jun-18

**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS intermediate training program developed and implemented	30-Mar-19
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurers submit risk profile self-assessments	30-Apr-19
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk Profiles Developed by Supervisors	30-Apr-19
Eritrea (ERI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk profile of insurers completed by supervisors	30-Apr-19
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Annual Comprehensive Review and Updating of Risk Profiles Completed. Appropriate Supervisory Actions Taken.	30-Apr-19
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banks submit risk profile self-assessment	30-Apr-19
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Intermediate Training Program Developed and Implemented	31-Mar-19



**Financial Sector Regulation and Supervision**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Eritrea (ERI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk profiles developed by supervisors	30-Apr-19
Ethiopia (ETH)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Intermediate Training Program developed and implemented	30-Apr-19
Ethiopia (ETH)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk profile self-assessment developed/completed by Supervisors	30-Apr-19
Ethiopia (ETH)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk profile self-assessments submitted by insurers	30-Apr-19
Ethiopia (ETH)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Agent Banking Supervisory Framework Developed and implemented	30-Apr-19
Ethiopia (ETH)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banking RBS training program developed and executed	31-Oct-18
Ethiopia (ETH)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Framework / Strategy Developed / Documented	31-Oct-18
Ethiopia (ETH)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Intermediate training program developed and implemented	31-Mar-19
Ethiopia (ETH)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk Profiles completed and reviewed by supervisors	30-Apr-19
Kenya (KEN)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Macro prudential techniques developed and implemented	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Basel II/III Intermediate Training program developed and implemented	30-Apr-19
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Basel III Framework developed and implemented	30-Apr-19
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Internal Liquidity Adequacy Assessment Process (ILAAP) Training Program developed and implemented	30-Apr-19
Kenya (KEN)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Internal Liquidity Adequacy Assessment Process (ILAAP) framework developed and implemented	30-Apr-19
Kenya (KEN)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Intermediate training program developed and implemented	30-Apr-19
Kenya (KEN)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk Profiles Developed/Completed by Supervisors	30-Apr-19
Kenya (KEN)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk based capital framework developed and implemented	30-Apr-19
Kenya (KEN)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary regulatory framework in place that is compliant with international standards	Firms submit risk profile self-assessments to be reviewed by supervisors	30-Apr-19
Kenya (KEN)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary regulatory framework in place that is compliant with international standards	Securities RBS Intermediate Training Program developed and implemented	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	A systemic risk monitoring framework is implemented.	Micro and Macro prudential supervision training program developed and implemented	30-Apr-19
Malawi (MWI)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	A systemic risk monitoring framework is implemented.	Micro and macro prudential techniques developed and implemented.	30-Apr-19
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Basel II/III Intermediate training program developed and implemented	30-Apr-19
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	D-SIBs supervisory framework developed and implemented	29-Apr-19
Malawi (MWI)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Supervisors review banks' submission of ICAAP and set min capital requirement	30-Apr-19
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurance RBS training program developed and implemented.	30-Oct-18
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurers risk profile assessments updated by supervisors	30-Apr-19
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurers submit risk profiles self-assessments to supervisors for review	30-Apr-19
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Valuation and actuarial standards are based on economic valuation and imposed in both asset and liability sides	Attachment / Mentoring program developed and implemented	31-Oct-18



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Valuation and actuarial standards are based on economic valuation and imposed in both asset and liability sides	Valuation and actuarial standards developed and implemented	30-Apr-19
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	AML/CFT onsite and offsite procedures developed and implemented.	30-Apr-19
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	AML/CFT training program developed and implemented	30-Apr-19
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banks submit risk profile self-assessments	30-Apr-19
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Sectoral Classification of Loan Framework Developed and Implemented	30-Apr-19
Malawi (MWI)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Supervisors develop risk profile self-assessment forms/guidelines	30-Apr-19
Rwanda (RWA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Macroprudential policy formalized / documented	30-Apr-19
Rwanda (RWA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Macroprudential supervisory training program developed and implemented	30-Apr-19
Rwanda (RWA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Micro and Macro prudential tools/ analytical techniques developed and implemented	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Banks develop and submit ICAAP document for supervisory review	30-Apr-19
Rwanda (RWA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Pillar II Capital charges framework developed and implemented	31-Oct-18
Rwanda (RWA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Supervisors review banks' ICAAP and set min regulatory capital for individual banks	30-Apr-19
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurers complete and submit risk self-assessments for supervisory review	30-Apr-19
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS intermediate training program developed and implemented	30-Apr-19
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk profile self-assessment form/guideline developed and implemented	30-Apr-19
Rwanda (RWA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Intermediate training program developed and implemented	30-Apr-19
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banks' submit risk profile self-assessment to supervisory authorities	30-Apr-19
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	IFRS compliant procedures developed and implemented.	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Intermediate Training Program developed and implemented for banks	30-Apr-19
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Introductory Training for banking supervisors developed and implemented	31-Oct-18
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Training program for AML/CFT developed and executed	30-Apr-19
Rwanda (RWA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Training program for MFI and SACCOs supervision developed and implemented	30-Apr-19
Rwanda (RWA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Risk based self-assessment forms / guidelines developed and implemented	30-Apr-19
Rwanda (RWA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Securities firms complete and submit risk profile self-assessments	30-Apr-19
Tanzania (TZA)	Establishment of an effective macroprudential policy framework.	Macroprudential Policy	Macroprudential policy tools implemented to mitigate specific systemic risk.	Macroprudential risk assessment framework developed and implemented	30-Apr-19
Tanzania (TZA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Banks submit ICAAP documents for supervisors' review	30-Apr-19
Tanzania (TZA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Basel II/III Intermediate Training program developed and implemented	30-Apr-19
Tanzania (TZA)	Implement Basel II and III standards	Basel II/III Implementation	The level of banks' capital reflects well their risk profile, their business	Risk profiles developed and implemented in preparation for receipt of ICAAP submissions	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
			strategy and their risk acceptance levels		
Tanzania (TZA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Intermediate Training Program developed and implemented	30-Apr-19
Tanzania (TZA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS framework for insurers reviewed and updated	30-Apr-19
Tanzania (TZA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk Profile Self-Assessment framework developed and implemented	30-Apr-19
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	IT-based examination procedures developed and implemented.	30-Apr-19
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk profile self-assessment form/guidelines developed and implemented	30-Apr-19
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Risk self-assessments submitted by banks for supervisory review	30-Apr-19
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Supervisory Processes Integrated	30-Apr-19
Tanzania (TZA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Training program for IT-based supervision developed and implemented.	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Securities RBS framework developed and implemented	30-Apr-19
Tanzania (TZA)	To put in place a securities regulation and supervision framework that addresses	Securities Markets Supervision	Market intermediary supervisory framework in place that is compliant with international standards	Securities Risk profile self-assessment developed and implemented	30-Apr-19
Uganda (UGA)	Develop/strengthen banking regulations and prudential norms	Regulatory & Prudential Framework	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Prudential regulations for mergers and acquisition developed	30-Apr-19
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Insurers risk profiles developed / enhanced.	30-Apr-19
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Examination procedures for digital channels enhanced and implemented	30-Apr-19
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Insurance Intermediate Training program developed and implemented	30-Apr-19
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	RBS Manual and Examination Procedures for Bank-Assurance products updated and implemented	30-Apr-19
Uganda (UGA)	Improved financial stability via early detection of and effective and timely res	Insurance Regulation and Supervision	Effective risk based supervision in place and being used for their intended purpose(s)	Risk profile self-assessment guide developed and implemented	30-Apr-19



**Financial Sector Regulation and Supervision**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Banks risk profiles enhanced	30-Apr-19
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Intermediate Training Program developed and implemented	30-Apr-19
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	RBS Manual and Examination Procedures updated and implemented	30-Apr-19
Uganda (UGA)	To implement a risk-based supervision (RBS) system and upgrade other supervisory	Risk Based Supervision	Strengthened institutional structure and operational and procedures for RBS implementation	Training program on key concepts in risk management developed and implemented	30-Apr-19

**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	An effective decision-Making Process is in place	Set up an Investment Committee, establish an internal organization structure	30-Apr-19
Eritrea (ERI)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has effective and consistent investment policy and guidelines	Issue RM IP/Guidelines in compliance with IMF Guidelines	30-Apr-19
Eritrea (ERI)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	Effective resource capacities are established	Review performance and progress towards capacity building (quarterly)	30-Apr-19



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Ethiopia (ETH)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Analyze central bank balance sheet data, liquidity situation, and construct a consistent liquidity table	30-Apr-19
Ethiopia (ETH)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Establish a process for the regular (daily) reconciliation of data	30-Apr-19
Ethiopia (ETH)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Establish an internal coordinated work process to obtain necessary data inputs	30-Apr-19
Ethiopia (ETH)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Formulate a forecasting process using a simple model or calculation (e.g. for currency in circulation), or obtain timely forecasts from other departments/agencies	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	An effective decision-Making Process is in place	Insure that audits with right scope take place regularly	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	An effective decision-Making Process is in place	Review and update Governance structure	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	An effective decision-Making Process is in place	Review and update decision making and reporting process	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has an effective and consistent Risk Policy Framework in place	Define an appropriate organization and decision-making structure	30-Apr-19



**Monetary Policy and Operations**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has an effective and consistent Risk Policy Framework in place	Define an appropriate risk metrics	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has an effective and consistent Risk Policy Framework in place	Define risk limits/ budgets, criteria for all risks	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has an effective and consistent Risk Policy Framework in place	Review and update Risk Policy Framework	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	CB has effective and consistent investment policy and guidelines	Develop and approve policy framework/ guidelines	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	Effective resource capacities are established	Establish effective human resource capacities	30-Apr-19
Kenya (KEN)	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return	FOREX Reserves Management	Effective resource capacities are established	Review and update operational processes defining all RM workflows	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Coordinate the stand lending facility collateral pool with that of intraday liquidity facility	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Decide on ceiling/floor system or fixed-rate full-allotment system	30-Sep-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Ensure no arbitrary limits on the access to standing facilities by eligible counterparts	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Publish documentation and regulations on the use of standing facilities	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Reintroduce a standing deposit facility	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Liquidity forecasting, market analytical processes/content will be reviewed	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Liquidity management operations should be consistent with a policy formulation strategy	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	RBM will use liquidity forecast to allocate operational instruments	31-Dec-18



**Monetary Policy and Operations**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Extend the time the standing facilities can be accessed and enforced deadlines	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	RR regime is appropriately structured (average, length of maintenance period)	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Standardize the term and maturity of the OMO instruments for mopping up/inject liquidity	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Attachment at the Bank of Uganda to familiarize with the implementation of price based monetary policy framework	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Operations strategy should be configured to interest rate based operating framework	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Actively and systematically manage liquidity, keeping excess reserves stable	30-Jun-18



**Monetary Policy and Operations**

<b>COUNTRY</b>	<b>OBJECTIVE</b>	<b>TOPIC</b>	<b>OUTCOME</b>	<b>MILESTONE</b>	<b>Milestone Planned Date</b>
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Adopt GMRA with country annex and establish a Market Code of Conduct	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Collateral framework is consistent with market development objective	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage banks to establish separate credit lines for secure and unsecure trans	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage the setup of credit lines based on different maturity buckets	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Ensure RR regime is appropriate structured and consistent with market develop object	30-Apr-19
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Increase real time information to the market about same day interbank trades	31-Dec-18
Malawi (MWI)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	OMO framework is consistent with market development objectives	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	Adopt FX intervention policy consistent with MP framework	30-Apr-19
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur	Develop basic price discovery platform	30-Jun-18
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Conduct an analysis of FX market, structure, FX sources and uses	31-Dec-18
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the degree of FX flexibility consistent with MP framework/FX regime	31-Dec-18
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the implications of a more flexible ER for the MP implementation	31-Dec-18
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Develop an appropriate sequenced action plan to move to market price discovery/FX allocation	30-Apr-19
Malawi (MWI)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Identify missing FX hedging instruments, develop action plan for their developments	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Analyze/understand liquid condition/trends, explore an acceptable range of IR volatility	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Coordinate the stand lend facility collateral pool with that of intraday liquid facility	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Review and update OMO framework	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Automation of the liquidity forecasting process	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Liquidity management operation should be consistent with a policy formulation strategy	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Use liquidity forecast to allocate operational instruments	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Design the structure of OMO instruments to allow both fine-tuning and structural liquidity	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Develop/adjust OMO instruments, including FX swap	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Ensure RR regime is appropriate structured and consistent with its main objective	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Formulate strategy on the allocation of OMO instruments based on liquid forecast	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Attachment at the NB of Czech Republic to familiarize with the implementation of price based monetary policy framework	30-Apr-19
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Establish an operations strategy consistent with moving to ITL	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Actively and systematically manage liquidity, keeping excess reserves stable	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Adopt a strategy to develop interbank market, including true repo market	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Collateral framework is consistent with market development objective	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage banks to establish separate credit lines for secure and unsecure trans	30-Jun-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage the establishment of homogeneous methodology for interbank credit lines	30-Jun-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Encourage the setup of credit lines based on different maturity buckets	30-Jun-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Ensure RR regime is appropriately structured and consistent with market develop object	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	OMO framework is consistent with market development objectives	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Publish aggregate daily data on interbank transactions	31-Dec-18
Rwanda (RWA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Publish interbank interest rates for specific maturities	31-Dec-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	Adopt FX intervention policy consistent with MP framework	30-Apr-19
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur	Develop basic price discovery platform	30-Jun-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Conduct an analysis of FX market, structure, FX sources and uses	31-Dec-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the degree FX flexibility consistent with MP framework/FX regime	31-Dec-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the implications of a more flexible ER for the MP implementation	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Develop an appropriate action plan to move to market price discovery/FX allocation	31-Dec-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Develop prudent regulations to ensure FX risks are adequately monitored	30-Jun-18
Rwanda (RWA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Identify missing FX hedging instruments, develop action plan for their development	31-Dec-18
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Publish documentation and regulation on the use of standing facilities	31-Dec-18
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Review the standing facilities framework	31-Dec-18
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Liquidity management operations should be consistent with a policy formulation strategy	31-Dec-18
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Develop a communication strategy to avoid sending conflicting MP signals	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Attachment at the Bank of Uganda to familiarize with the implementation of price based monetary policy framework	30-Apr-19
Tanzania (TZA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Actively and systematically manage liquidity, keeping excess reserves stable	31-Dec-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	Adopt FX intervention policy consistent with MP framework/ER regime	31-Dec-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur	Develop basic price discovery platform	30-Jun-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Conduct an analysis of FX market, structure, FX source and uses	31-Dec-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the degree FX flexibility consistent with MP framework/FX regime	31-Dec-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the implications of a more flexible ER for the MP implementation	31-Dec-18



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Develop an appropriate act plan to move to market price discovery/FX allocation	31-Dec-18
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Develop prudent regulations to ensure FX risks are adequately monitor	30-Apr-19
Tanzania (TZA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Identify missing FX hedging instruments, develop action plan for their development	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Ensure no arbitrary limits on the access to standing facility by eligible counterparts	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Introduce a deposit facility to put a floor on the overnight rate	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Publish documentation and regulations on the use of standing facilities	30-Apr-19



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor	Review and update OMO framework	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Improve communication to market regarding aggregate liquidity position	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Improve coordination BoU - MOFPED	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Review and update liquidity forecasting framework	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Use ARIMA model in order to forecast currency in circulation	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Develop a communication strategy on RR to avoid sending conflicting MP signals	30-Apr-19



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Introduce a new fine-tuning instrument in order to neutralize unexpected liquidity shock	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Review and update op instrument in line with ITL	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Review and update operational strategy in line with ITL	30-Apr-19
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Develop a "Hand-book on investment in GOU Securities"	30-Jun-18
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Introduce GRMA or localized MRA for repo market development	31-Dec-18
Uganda (UGA)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	Monetary Policy Implementation & Operations	The interbank market has adequate breadth and depth to facilitate monetary policy transmission	Introduce Master Swap Agreement or ISDA light	31-Dec-18
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public	Adopt FX intervention policy consistent with MP framework/FX regime	30-Apr-19



**Monetary Policy and Operations**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur	Develop basic price discovery platform	30-Apr-19
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the degree of FX flexibility consistent with MP framework/FX regime	30-Apr-19
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Determine the implications of a more flexible ER for the MP implementations	30-Apr-19
Uganda (UGA)	Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	The exchange rate is sufficiently flexible in response to changes in supply and demand	Identify missing FX hedging instruments, develop action plan for their development	30-Apr-19

**Financial Markets Infrastructures and Payments**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment system	1. The authorities make a formal decision to automate check processing.	30-Jun-18
Eritrea (ERI)	National payment system development and reform—enhancing the safety and	National Payment System Development	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for	2. ACH procurement commences	30-Apr-19



**Financial Markets Infrastructures and Payments**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	efficiency of the financial system		developing (or reforming) an effective national payment system		
Ethiopia (ETH)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	FMLs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements	Relevant regulations for the NPS are drafted	28-Sep-18
Ethiopia (ETH)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	Annual workplan is developed for oversight	31-Dec-18
Rwanda (RWA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMLs is set up by the relevant authorities according to their statutory powers	An oversight policy is developed that is risk-based and adequately addresses new digital innovations	30-Jun-18
Rwanda (RWA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMLs is set up by the relevant authorities according to their statutory powers	Annual oversight work plan is developed and implemented	30-Sep-18
Rwanda (RWA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMLs is set up by the relevant authorities according to their statutory powers	Review and align oversight procedures with oversight policy	30-Sep-18
Rwanda (RWA)	National payment system development and reform—enhancing the safety and	National Payment System Development	The oversight and supervisory framework for FMLs is set up by the relevant authorities according to their statutory powers	Staff receive training to effectively perform oversight	30-Sep-18



**Financial Markets Infrastructures and Payments**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	efficiency of the financial system				
Rwanda (RWA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	The oversight policy is adopted and disclosed	30-Sep-18
Tanzania (TZA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	A risk-based approach is adopted for the oversight of retail payments	30-Apr-19
Tanzania (TZA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	Oversight policy is disclosed	30-Jun-18
Uganda (UGA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements	Legislative amendments are drafted to support check truncation and finalized con	29-Apr-19
Uganda (UGA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements	NPS law is enacted	28-Dec-18
Uganda (UGA)	National payment system development and reform—enhancing the safety and	National Payment System Development	Systematically important FMIs comply fully with international standards	Authorities are trained and equipped to conduct an FMI assessment	30-Dec-18



**Financial Markets Infrastructures and Payments**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	efficiency of the financial system				
Uganda (UGA)	National payment system development and reform—enhancing the safety and efficiency of the financial system	National Payment System Development	The oversight and supervisory framework for FMI is set up by the relevant authorities according to their statutory powers	NPS management and staff complete a program of oversight training that includes monitoring tools, assessment and reporting	31-Dec-18

**Real Sector Statistics**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Ten new staff in national accounts section are trained on compilation of national account estimates by economic activity	30-Jan-19
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, deviations from 2008 SNA are assessed to inform improvement plans	31-Oct-18
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Methodology for compiling construction price indices developed	30-Jun-18



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data access to the public has improved through better formatting/framework presentations and/or assistance to users	Data access to the public has improved through better formatting/framework presentations and/or assistance to users.	30-Jun-18
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Methodology for compiling household sector accounts are developed to meet national data requirements and Inter-Secretariat Working Group on National Accounts (ISWGNA) minimum requirements	30-Nov-18
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	A new data set has been compiled and disseminated internally and/or to the public	New XMPI, as set out in existing manual, are developed	31-Jul-18
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	A new data set has been compiled and disseminated internally and/or to the public	Quarterly GDP by expenditure, as set out in the latest System of National Accounts (2008) manual, are available to the users	30-Dec-18
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Revision studies and revision policy and practices have begun and/or have been released internally and/or to the public	A revisions policy for quarterly GDP is developed and/or published.	30-Dec-18
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Improvements are made to the way in which adjustments to source data are made in developing 2016 SUTs.	31-Jul-18



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data access to the public has improved through better formatting/framework presentations and/or assistance to users	Relative to the baseline, data access to the public has improved through better formatting/framework presentations.	30-Jun-18
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Higher frequency data has been compiled and disseminated internally and/or to the public	Quarterly value added and GDP are developed to meet national data requirements and ISWGNA minimum requirements and recommended accounts	30-Jun-18
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Improved timeliness of data made available internally and/or to the public (shorter delays)	Relative to the baseline, national accounts are disseminated with a shorter lag, approaching a one quarter delay for quarterly accounts	31-Dec-18
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Source data are adequate for the compilation of the national accounts	Improvement to source data for the compilation of the 2017 SUTs are made	28-Feb-19
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Source data are adequate for the compilation of price statistics	Relative to the baseline, improvements to source data used for compiling the PPI are made.	30-Dec-18
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Staff at NSO are trained on compilation of GDP including how to use the system for compiling "actual" estimates	31-Jul-18
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Relative to the baseline, deviations from 2008 SNA are reduced	31-Mar-19



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Methodology for compiling sector accounts (production account) are developed to meet national data requirements and ISWGNA minimum requirements	28-Feb-19
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Macroeconomic data sets used by policy-makers have been made more intersectoral consistent (reduced discrepancies)	National accounts statistics are reconciled with external sector statistics	31-Aug-18
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Relative to the baseline, improvements are made to employ sound statistical techniques in compiling PPI-Manufacturing (2014 base year).	30-Nov-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated.	Relative to the baseline metadata have been compiled and made available to users to support data analysis	30-Oct-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Longer time series have been compiled and made available internally and/or to the public	Zanzibar: Longer consistent quarterly GDP series is compiled after the rebasing	30-Jun-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Longer time series have been compiled and made available internally and/or to the public	Longer consistent annual GDP series is compiled after the rebasing	31-Dec-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Metadata released internally and/or to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Metadata for XMPI are compiled and made available to users to support data analysis	30-Jun-18



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Zanzibar: Metadata for national accounts are compiled and made available to users to support data analysis	30-Aug-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Source data are adequate for the compilation of price statistics	Relative to the baseline, improvements to source data used for compiling the PPI are made.	30-Jun-18
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Relative to the baseline, improvements are made to employ sound statistical techniques in compiling PPI- Manufacturing and specifically, the weight reference period has been updated to 2015 base year.	31-Mar-19
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated.	Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and regularly updated	30-Jun-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, annual value-added components at current prices by activity are developed to meet the ISWGNA minimum requirements and recommended tables and accounts.	30-Oct-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, sequence of accounts for the total economy (until net lending) with an annual frequency are developed to meet the ISWGNA	30-Oct-18



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
				minimum requirements and recommended tables and accounts	
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Internal consistency within a macroeconomic or financial dataset has improved (reduced discrepancies)	Independent estimates of all expenditure components of GDP are compiled	31-Aug-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Metadata released internally and/or to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Relative to the baseline, more metadata for Agricultural Producer Price Index (APPI) and Residential Property Price Indices (RPPI) have been compiled and made available to users to support data analysis	31-Jan-19
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Relative to the baseline, more metadata have been compiled and made available to users to support data analysis.	30-Oct-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	A new data set has been compiled and disseminated internally and/or to the public	Agriculture PPI statistics, as set out in existing manual, is available	31-Dec-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	A new data set has been compiled and disseminated internally and/or to the public	New RPPI statistics, as set out in existing manual are available by	30-Jun-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	A new data set has been compiled and disseminated internally and/or to the public	Quarterly GDP by expenditure, as set out in the latest System of National Accounts (2008) manual, are available	31-Oct-18



Real Sector Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	CSI rebased.	30-Jan-19
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - Prices	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Updating construction price index (CSI) weights.	30-May-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Real Sector - National Accounts	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Improvements are made to the way in which adjustments to source data are made in developing 2015 SUTs.	31-Oct-18

Government Finance Statistics					
COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	BCG data compiled according to GFSM2014 by April 2019	30-Apr-19
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	The Legal/institutional environment is conducive to compile and disseminate macroeconomic and financial statistics; the Relevance/practical utility of existing statistics are monitored; Management processes monitor their quality; Institutional Integrity/Transparency/Ethical Practices meet statistical standards;	Draft legislation (regulation/guidelines) to support compilation of GFS in place	30-Apr-19



**Government Finance Statistics**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
			statistical Leadership/strategic planning are in place		
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	The Legal/institutional environment is conducive to compile and disseminate macroeconomic and financial statistics; the Relevance/practical utility of existing statistics are monitored; Management processes monitor their quality; Institutional Integrity/Transparency/Ethical Practices meet statistical standards; statistical Leadership/strategic planning are in place	GFS unit fully functional in the Ministry of Finance	31-Dec-18
Eritrea (ERI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the sectorization of the latest manual/guide	A public Sector Institutional Table exists and shared across the entire government	30-Apr-19
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to baseline, BCG data compiled according to GFSM2014	30-Apr-19
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, GFS are compiled for general government that include EBUs and SSFs.	31-Dec-18
Ethiopia (ETH)	Strengthen compilation and dissemination of data on macroeconomic and	Government Finance	Data are compiled and disseminated using the sectorization of the latest manual/guide	PSIT that meets GFSM2014 published across the entire government	31-Dec-18



**Government Finance Statistics**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	financial statistics for decision making				
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Business processes documentation for compilation and dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated.	Business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated.	30-Apr-19
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Annual GG data compiled according to GFSM2014 and has a minimal statistical discrepancy	30-Apr-19
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Quarterly BCG are disseminated with a lag of 45 days and monthly BCG disseminated with a lag of 30 days	30-Apr-19
Kenya (KEN)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	At least 40 compilers, users and providers of source data are trained on concepts and definitions	30-Apr-19
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Annual GG data compiled according to GFSM2014 and has an acceptable statistical discrepancy	30-Apr-19
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, GFS are compiled for general government that include Extra-budgetary units (EBUs).	31-Dec-18



**Government Finance Statistics**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	financial statistics for decision making				
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Relative to the baseline, GFS are compiled for general government that include Local Governments (LGs).	30-Apr-19
Malawi (MWI)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Higher frequency data has been compiled and disseminated internally and/or to the public	Quarterly CG GFS compiled with a high quality	30-Apr-19
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Annual GG data compiled in accordance with the GFSM2014 and has minimal statistical discrepancy;	30-Apr-19
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Quarterly CG and PSDS compiled and disseminated timely and with a high quality	30-Apr-19
Rwanda (RWA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	One GFS compiler from Rwanda is attached to Kenya to have lessons on compilation of high frequency GFS	30-Apr-19
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Annual GG data compiled in line with GFSM2014 with a minimal statistical discrepancy	30-Apr-19



**Government Finance Statistics**

COUNTRY	OBJECTIVE	TOPIC	OUTCOME	MILESTONE	Milestone Planned Date
	financial statistics for decision making				
Tanzania (TZA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Zanzibar: GFS are compiled for general government that include all BCG units.	31-Dec-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Annual GG data compiled according to GFSM2014 and has minimal statistical discrepancy	30-Apr-19
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Higher frequency data has been compiled and disseminated internally and/or to the public	Quarterly CG and PSDS compiled and disseminated timely and with a high quality	30-Apr-19
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Improved timeliness of data made available internally and/or to the public (shorter delays)	Relative to the baseline, annual GFS for general government (or public sector) are disseminated within 2 quarters after the end of the reference period during fiscal years 2018/19.	31-Dec-18
Uganda (UGA)	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making	Government Finance	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	One GFS compiler from Uganda attached to Rwanda to bench mark on compilation of high frequency data	30-Apr-19

**ANNEX XIII.IMF East AFRITAC Workshops, FY 2019**

	<b>Area</b>	<b>Workshop Title</b>	<b>Proposed Timing</b>	<b>Location</b>
1	Revenue Administration	Regional meeting/workshop for CGs of AFE member countries to provide on the spot clarification of issues that may arise concerning AFE support	H2	TBD
2	Revenue Administration	Regional Workshop: Building effective taxpayer Registers	H2	TBD
3	Revenue Administration	Regional Workshop on effective filing and payment processes	H1	Malawi
4	Revenue Administration	Advanced Rulings, Valuation and Origin	H2	IMF Africa Training Institute, Mauritius
5	Public Financial Management	Gender Budgeting	H1	Tanzania
6	Public Financial Management	Financial reporting – implementation of IPSAS standards (in collaboration with AFS)	H2	TBD
7	Public Financial Management	Annual EAC PFM Workshop	H2	TBD
8	Macro-Fiscal Analysis	Reviewing technical tools for macro-fiscal units	H2	TBD
9	Macro-Fiscal Analysis	MTFFs and fiscal risks (with AFRITAC South and COMESA)	H1	South Africa
10	Macro-Fiscal Analysis	ICD Course on Regional Integration for East African officials	H2	Tanzania
11	Financial Sector Regulation	Regional workshop on Insurance Supervision	H2	TBD



	Area	Workshop Title	Proposed Timing	Location
12	Financial Sector Regulation	Regional Seminar on Core Principles for Effective Supervision for Banks and Non-banks. / Enhancing D-SIBS and Consolidated Supervision for Banks and Non-banks	H1	TBD
13	Financial Sector Regulation	Regional workshop on Fintech and Cybercrime	H2	Tanzania
14	Monetary Policy and Operations	Managing Capital Flows (ICD course)	H2	TBD
15	Monetary Policy and Operations	Model-based Policy Analysis and Forecasting (MPAF) operational course (AFE/ATI)	H2	TBD
16	Monetary Policy and Operations	Foreign Exchange Swaps (AFE/AFS/AFW2/ACI)	H1	TBD
17	Monetary Policy and Operations	Monetary Policy course on transition to price-based monetary policy	H1	TBD
18	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	H1	TBD
19	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	H1	TBD
20	Monetary Policy and Operations	Central Bank Communication	H1	TBD
21	Financial Market Infrastructures & Payments	Towards greater compliance with the PFMI	H2	TBD
22	Financial Market Infrastructures & Payments	Emerging challenges and regulatory response to digital innovations and fintech developments	H1	Tanzania
23	Real Sector Statistics	Regional AFE NAS Workshop	H2	TBD



	Area	Workshop Title	Proposed Timing	Location
24	Real Sector Statistics	Workshop on export and import price indices	H2	TBD
25	Government Financial Statistics	Assessment of compliance with EAC GFS guidelines	H2	TBD
26	Government Financial Statistics	Compilation of public sector debt statistics	H2	TBD
27	Government Financial Statistics	Resolving compilation and dissemination issues and EAC guidelines	H1	Malawi

**East AFRITAC National Trainings FY 2019**

	Area	Title	Location
1	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	Ethiopia
2	Revenue Administration	Follow up on national Training in developing compliance strategies in tax and customs	Malawi
3	Revenue Administration	Follow up TA on Strengthening the Post Clearance Audit Practice in Customs	Uganda
4	Revenue Administration	National training to develop a compliance improvement and enforcement strategy for customs	Uganda
5	Revenue Administration	Strengthen telecommunications sector tax audit capacity	Rwanda
6	Revenue Administration	Develop a domestic taxes department headquarters function with its process flow and staff roles and responsibilities	Rwanda
7	Revenue Administration	Training on trends, practices and audits in Transfer Pricing	Tanzania
8	Revenue Administration	Follow up Training on trends, practices and audits in Transfer Pricing	Tanzania



	<b>Area</b>	<b>Title</b>	<b>Location</b>
9	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	Tanzania (Zanzibar)
10	Revenue Administration	Training to develop audit capacity	Tanzania (Zanzibar)
11	Public Financial Management	Training on assessment (monitoring and evaluation) of public projects	Eritrea
12	Public Financial Management	National training on cash forecasting and management	Ethiopia
13	Public Financial Management	Training on IFMIS cash management module	Kenya
14	Public Financial Management	National Training on strengthening budget costing	Malawi
15	Public Financial Management	IPSAS training	Rwanda
16	Public Financial Management	National training on measuring budget performance	Tanzania
17	Public Financial Management	National training on reporting and budget execution	Tanzania
18	Public Financial Management	Cash flow forecasting and management	Tanzania
19	Public Financial Management	National Training on MTBF and budget tracking	Tanzania
20	Macro-Fiscal Analysis	Training on Tax Policy and Revenue Forecasting	Ethiopia
21	Macro-Fiscal Analysis	Strengthening the role of the MFU in MINECOFIN	Rwanda
22	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	Eritrea
23	Macro-Fiscal Analysis	Analytical skills for macroeconomic forecasting	Malawi
24	Financial Sector Regulation	Assist the authorities in implementing the Basel Capital Accord	Eritrea



	Area	Title	Location
25	Financial Sector Regulation	Assist the authorities in implementing Basel II	Ethiopia
26	Financial Sector Regulation	Strengthening Macroprudential Policy Framework	Kenya
27	Financial Sector Regulation	Assist the authorities in implementing RBS for Micro Insurance Companies	Malawi
28	Financial Sector Regulation	Assist the authorities in adopting IFRS in Rwanda	Rwanda
29	Monetary Policy and Operations	Development of Repo market	Malawi
30	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Malawi
31	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Malawi
32	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Rwanda
33	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Rwanda
34	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Rwanda
35	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Tanzania
36	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Tanzania
37	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Tanzania
38	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Uganda
39	Financial Market Infrastructures & Payments	Training on a risk-based approach to oversight	Ethiopia



	<b>Area</b>	<b>Title</b>	<b>Location</b>
40	Financial Market Infrastructures & Payments	Attachment/ Mentoring on NPS Oversight	East AFRITAC
41	Financial Market Infrastructures & Payments	Training on the PFMI to enable an assessment of the SIPS	Uganda
42	Real Sector Statistics	National training on the SNA concepts and methods for compiling and disseminating national accounts statistics	Eritrea
43	Real Sector Statistics	Developing quarterly GDP by expenditure	Ethiopia
44	Real Sector Statistics	Training staff on the compilation system for "actual" annual GDP estimates	Malawi
45	Government Financial Statistics	GFS TA mission and national training o support compilation of general government data	Eritrea
46	Government Financial Statistics	GFS TA mission to support compilation of general government data	Ethiopia
47	Government Financial Statistics	National training to GFS compilers in the lower governments (counties)	Kenya



**ANNEX XIV. IMF East AFRITAC Budget and Financing**

**AFRITAC East Phase IV – Status of Contribution as at June 8, 2018**

Donor Country	Agreement Currency				USD Equivalent			USD Equivalent		
	Currency	Signed LOU	Additional Pledges	Total	Signed LOU	Additional Pledges	Total	Requested	Received	Past Due
<b>Partners</b>										
European Investment Bank	EUR	200,000	-	200,000	237,180	-	237,180	237,180	237,180	-
European Commission	EUR	16,000,000	-	16,000,000	17,970,000	-	17,970,000	17,768,156	17,768,156	-
Germany	EUR	2,500,000	2,500,000	5,000,000	2,791,100	2,791,100	5,582,200	2,791,100	2,791,100	-
The Netherlands	EUR	4,000,000	-	4,000,000	4,317,430	-	4,317,430	4,317,430	4,317,430	-
The Netherlands	EUR	1,000,000	-	1,000,000	1,159,562	-	1,159,562	1,159,562	1,159,562	-
Switzerland	USD	1,000,000	-	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	-
United Kingdom	GBP	4,500,000	-	4,500,000	6,435,900	-	6,435,900	6,435,900	6,435,900	-
United Kingdom	GBP	2,250,000	-	2,250,000	2,986,478	-	2,986,478	2,969,843	2,969,843	-
<b>Subtotal - Partners</b>					<b>36,897,650</b>	<b>2,791,100</b>	<b>39,688,750</b>	<b>36,679,171</b>	<b>36,679,171</b>	<b>-</b>
<b>Members</b>										
Eritrea	USD	790,000	-	790,000	790,000	-	790,000	316,000	316,000	-
Malawi	USD	790,000	-	790,000	790,000	-	790,000	316,000	158,000	158,000
Rwanda	USD	790,000	-	790,000	790,000	-	790,000	316,000	158,000	158,000
Uganda	USD	790,000	-	790,000	790,000	-	790,000	474,000	474,000	-
Kenya	USD	790,000	-	790,000	790,000	-	790,000	474,000	474,000	-
Ethiopia	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
Tanzania	USD	790,000	-	790,000	790,000	-	790,000	474,000	472,323	-
<b>Subtotal - Members</b>					<b>4,740,000</b>	<b>790,000</b>	<b>5,530,000</b>	<b>2,370,000</b>	<b>2,052,323</b>	<b>316,000</b>
<b>Subtotal - Partners and Members</b>					<b>41,637,650</b>	<b>3,581,100</b>	<b>45,218,750</b>	<b>39,049,171</b>	<b>38,731,494</b>	<b>316,000</b>
<b>IMF Contribution</b>				<b>3,553,744</b>	<b>3,553,744</b>	<b>-</b>	<b>3,553,744</b>	<b>3,553,744</b>	<b>3,553,744</b>	<b>-</b>
<b>Total</b>					<b>45,191,394</b>	<b>3,581,100</b>	<b>48,772,494</b>	<b>42,602,915</b>	<b>42,285,238</b>	<b>316,000</b>
<b>Funding Surplus/(Gap)</b>							<b>(2,829,773)</b>			
<b>Working Budget</b>							<b>51,602,267</b>			

Source: Institute for Capacity Development, July, 2018

Source: Institute for Capacity Development

**IMF Africa Capacity Building Initiative - East AFRITAC Phase 4: 2016-2020 Summary Progress Report**  
**(As of April 30, 2018, in U.S. Dollars)**

Project	Program Budget	Phase Summary		FY2018		Execution (%)	FY2019
		Working Budget	Expenses	Working Budget	Expenses		Working Budget
Public Financial Management	13,051,173	13,261,682	7,341,980	2,633,172	2,624,557	100%	3,180,459
Revenue Administration	5,741,144	5,976,396	3,107,202	1,173,759	1,079,231	92%	1,648,192
Banking Supervision and Regulation	5,864,678	5,473,672	2,981,368	1,232,440	1,000,965	81%	1,210,323
Monetary Policy Operations	3,413,760	3,098,988	1,407,354	661,419	471,559	71%	889,298
Financial Market Infrastructures	1,268,972	1,436,509	582,865	292,347	235,304	80%	549,548
Real Sector Statistics	4,711,401	4,745,421	2,851,794	939,246	902,164	96%	955,165
Government Finance Statistics	4,296,275	4,411,816	2,454,194	936,569	837,655	89%	1,110,650
Financial and Fiscal Law	104,448	70,244	53,599	1,000	323	32%	-
Admin Project	1,598,246	1,342,702	545,571	391,329	178,690	46%	390,000
Customized Training	3,044,675	2,781,837	1,087,839	656,352	603,170	92%	845,570
Training project	1,134,368	1,145,488	623,837	321,467	164,620	51%	300,000
Governance and Evaluation <sup>1</sup>	2,141,307	1,017,932	327,261	600,109	205,451	34%	381,275
Financial Integrity Group	149,003	142,475	125,830	31,000	28,942	93%	-
<b>Sub Total</b>	<b>46,519,450</b>	<b>44,905,162</b>	<b>23,490,693</b>	<b>9,870,209</b>	<b>8,332,630</b>	<b>84%</b>	<b>11,460,480</b>
Trust Fund Management	3,256,362	3,143,361	1,644,348	690,915	583,284	84%	802,234
<b>Total</b>	<b>49,775,812</b>	<b>48,048,523</b>	<b>25,135,041</b>	<b>10,561,124</b>	<b>8,915,914</b>	<b>84%</b>	<b>12,262,714</b>
IMF Expenses	3,703,989	3,553,744	2,250,986	680,515	775,309	114%	780,000
<b>Total</b>	<b>53,479,801</b>	<b>51,602,267</b>	<b>27,386,027</b>	<b>11,241,639</b>	<b>9,691,223</b>	<b>86%</b>	<b>13,042,714</b>

1. Original FY2019 budget has been increased by \$250,000 to cater for mid-term evaluation cost previously allocated to FY2018.



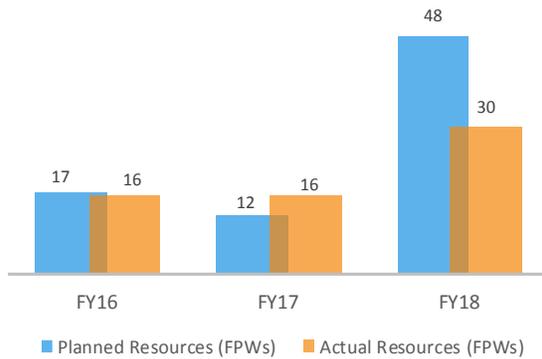
ANNEX XV. IMF East AFRITAC Country Notes



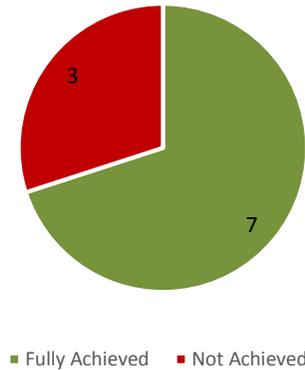
# Eritrea



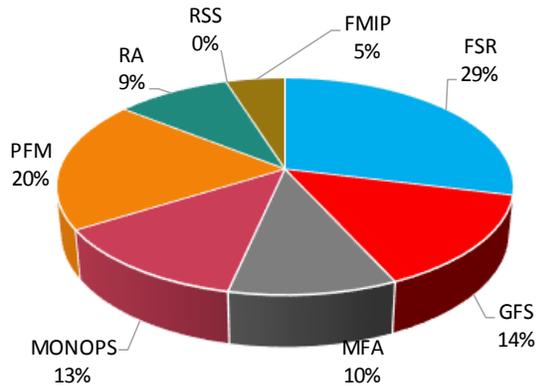
RESOURCE EXECUTION



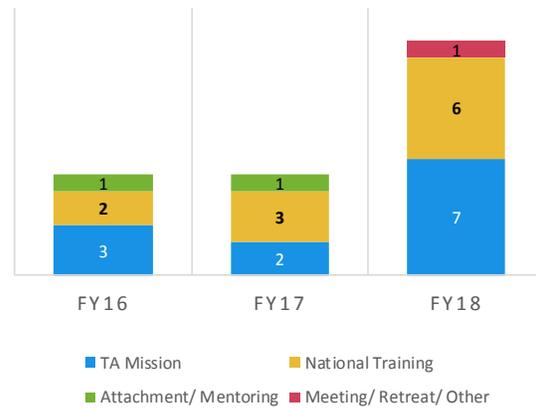
MILESTONES RATINGS FY2018



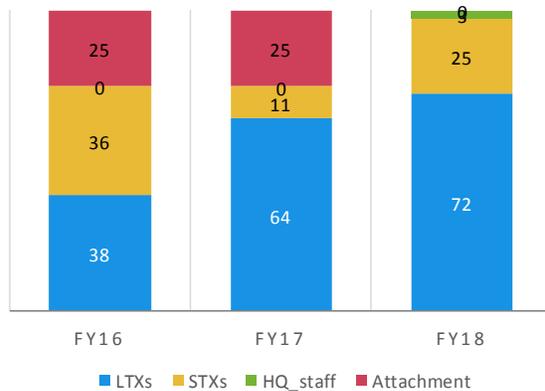
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



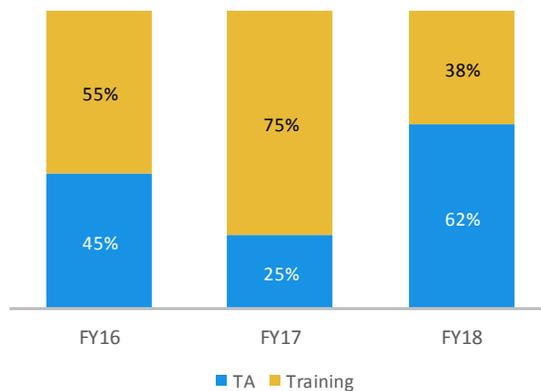
NUMBER OF ACTIVITIES



MODALITIES OF DELIVERY (%)



SHARE OF TRAINING



\*\*RA: Revenue Administration PFM: Public Financial Management MFA: Macro-Fiscal Analysis FSR: Financial Sector Regulations and Supervision MONOPS: Monetary Policy and Operations FMIP: Financial Markets Infrastructures and Payments RSS: Real Sector Statistics GFS: Government Finance Statistics



## **Eritrea: Missions Summary for FY 2018**

### **Financial Market Infrastructures & Payments:**

[27/09/2017 - 03/10/2017] *Diagnostic of the Status of Development of the National Payments System:* This diagnostic mission to Eritrea sought to ascertain the status and give impetus to the reform agenda for the national payments system (NPS) and identify practical steps that can be taken in the short term to enhance the safety and efficiency of the NPS.

### **Financial Sector Regulation:**

[09/10/2017 - 13/10/2017] *Enhancing Risk-Based Supervision for Banks and Non-Banks/Insurance Companies:* Eritrea continues to strengthen its banking and insurance risk assessment frameworks. Training was provided to the Bank of Eritrea on risk-based supervision and risk management for banks and insurance firms. The training covered the risk management process (setting risk context and risk appetite, risk identification, measurement, mitigation, control and reporting) and steps in risk-based supervision framework (includes the assessment of risks and effectiveness of oversight functions).

[23/04/2018 - 27/04/2018] *Provide Training to the Authorities on Implementing RBS for Banks:* Support was provided to Eritrea in strengthening risk-based supervision for banks and insurance companies. The mission focused on efficient use of supervisory resources to better oversee key risks in the banking system and improving financial stability via early detection of, and effective and timely responses to, insurance sector vulnerabilities. Presentations were made to the supervisory staff of the Bank of Eritrea as well as industry stakeholders on conducting risk self-assessments, documenting risk management frameworks and developing risk profiles for banks and insurance companies.

### **Government Financial Statistics:**

[25/09/2017 - 03/10/2017] *Government Finance Statistics Mission:* Support was provided to Eritrea on developing a public sector institutional table and chart of accounts that meets the GFS Manual 2014 standard.

[09/04/2018 - 13/04/2018] *GFS Source Data, Methods and Dissemination:* Training was delivered on the fundamentals for the compilation of government finance statistics (GFS) and public-sector debt statistics. The training enhanced the skills of the Ministry of Finance staff in the compilation of fiscal data. Eritrea is moving towards improving the quality of fiscal data to meet the GFSM 2014 standard. The mission also highlighted the role of fiscal data in policy making and the surveillance framework of the IMF.

### **Monetary Policy and Operations:**

[13/11/2017 - 23/11/2017] *Management of Foreign Exchange Reserves and Capacity Building:* Support was provided to the Bank of Eritrea (BOE) in reviewing and strengthening foreign exchange reserve management practices. The mission assisted the BOE in its effort to assess the existing framework for reserve management, more specifically the reserve management documentation, decision making process, strategic asset allocation, and staff capacity. Guidance was provided on the reporting system and a workshop on sound practices in reserve management was held.

### **Public Financial Management:**

[07/06/2017 - 13/06/2017] *Budget Preparation, Appraisal, Monitoring and Evaluation:* Training was provided to Eritrea on the budget processes and macroeconomic and revenue forecasting in a budget context. Participants were sensitized on how the macroeconomic forecasting process can be integrated with the wider budget process. The training also covered project planning in the context of the budget cycle. It involved



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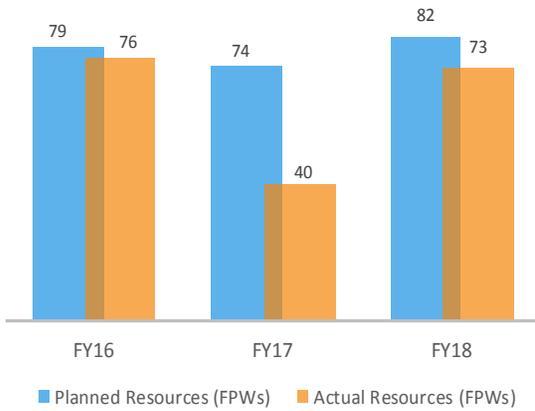
hands-on exercises in the preparation of a budget envelope, prioritization of expenditure, and macroeconomic forecasting.



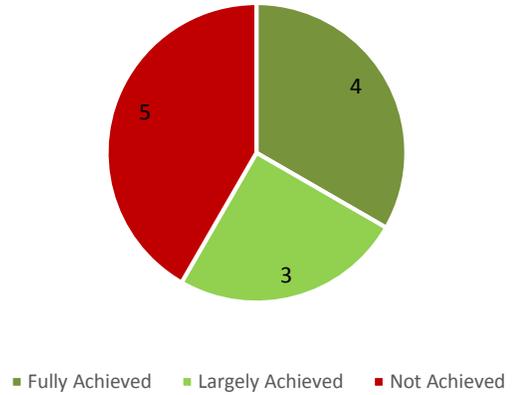
# Ethiopia



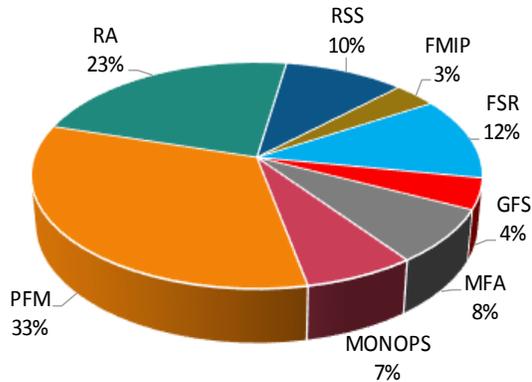
RESOURCE EXECUTION



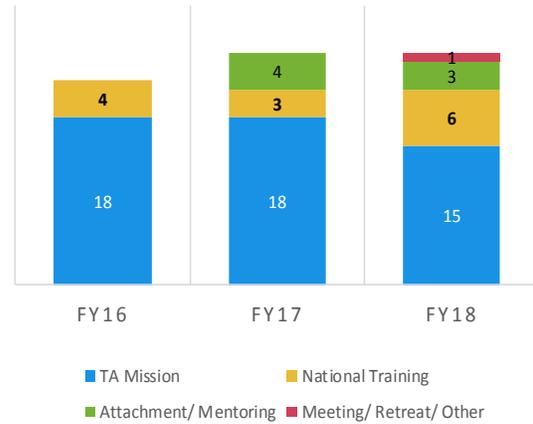
MILESTONES RATINGS FY2018



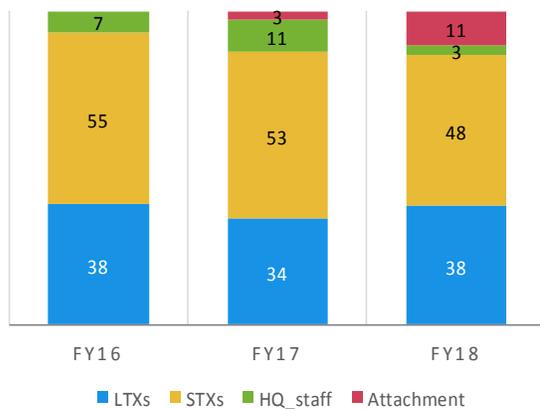
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



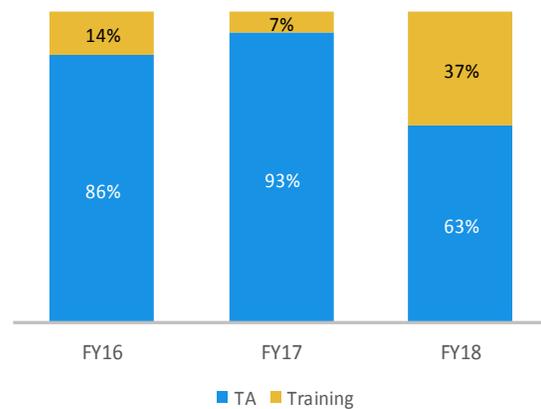
NUMBER OF ACTIVITIES



MODALITIES OF DELIVERY (%)



SHARE OF TRAINING



\*\*RA: Revenue Administration PFM: Public Financial Management MFA: Macro-Fiscal Analysis FSR: Financial Sector Regulations and Supervision MONOPS: Monetary Policy and Operations FMIP: Financial Markets Infrastructures and Payments RSS: Real Sector Statistics GFS: Government Finance Statistics



## Ethiopia: Missions Summary for FY 2018

### **Financial Market Infrastructures & Payments:**

[31/10/2017 - 10/11/2017] *Strengthening the Oversight of Retail Payments*: Support was provided to Ethiopia to re-define its oversight scope and approach to retail payments. The recommendations seek to enhance the regulations as well as the organizational and cooperative arrangements for the oversight of mobile payments in Ethiopia.

### **Financial Sector Regulation:**

[11/09/2017 - 22/09/2017] *Assisting the Authorities in Implementing RBS for Banks*: The National Bank of Ethiopia was assisted in strengthening capacity to upgrade banking regulations based on developments in banking sector and international standards. The mission focused on agent banking and considered key elements in the implementation of a framework dealing with mobile and agent banking services in Ethiopia. The use of technology and innovative financial service delivery channels such as mobile devices and agents have significant potential to contribute to deepening financial service accessibility to the wider population in Ethiopia.

### **Macro-Fiscal Analysis:**

[01/05/2017 - 31/08/2017] *Developing High Frequency Indicators of Economic Activity*: The National Bank of Ethiopia started producing CIEA in November 2016, with the assistance of AFE. To learn more about the processes for producing and disseminating these indicators, AFE coordinated a peer-learning attachment with the Bank of Uganda for two officers from the National Bank of Ethiopia. The officers examined how the Bank of Uganda constructs its CIEA and observed the processes for updating and dissemination of the CIEA.

### **Public Financial Management:**

[01/05/2017 - 31/08/2017] *Internal Audit Attachment to Tanzania*: AFE supported the attachment of three officials from the Ethiopian Ministry of Finance and Economic Cooperation (MoFEC) to the Internal Audit Division of the Ministry of Finance and Planning, Tanzania. Following the recent amendment of financial administration proclamations that clearly defines the reporting lines for internal audit, MoFEC has initiated reforms of its internal audit function. The attached officials were exposed to some of the likely issues that need to be addressed in Ethiopia's forthcoming reforms of internal audit. They benefitted by seeing first-hand the institutional arrangements for internal audit in Tanzania; the functioning of the audit committees; the role of quality assurance in the audit process; and capacity building through continuous professional education.

[15/05/2017 - 19/05/2017] *Reviewing the PFM Reform Strategy*: The mission focused on reviewing a five-year strategic plan that provides a medium-term outlook for PFM reforms. The goals of the strategy are in line with the 2015 PEFA assessment and other PFM diagnostic reports. The mission reviewed the strategy document and provided guidance on structure and presentation; scope, prioritization and sequencing of reforms; elaboration of the results framework to include baselines and verifiable indicators, timeliness and costing of activities; and simplification of the proposed institutional arrangements. The mission also recommended that authorities should provide adequate time for consultation with development partners and other stakeholders before finalizing the reform strategy.

[04/10/2017 - 17/10/2017] *Reform Priorities in Public Financial Management*: Support was provided to Ethiopia on PFM reform strategy, treasury single account (TSA) implementation and improvements in



financial reporting. The mission, led by IMF's Fiscal Affairs Department (FAD), made recommendation for improving the scope and early finalization of the PFM reform strategy. On the consolidation of government banking arrangements and implementation of TSA, the mission suggested a sequenced approach focusing on the federal level in the initial phase and gradual extending the coverage to extra-budgetary funds, donor funded projects and regional levels of government. The mission undertook a gap analysis with respect to cash basis international public-sector accounting standards (IPSAS) and provided detailed guidance on prioritized activities to address identified gaps. The mission also delivered a workshop on cash basis IPSAS for senior officials of the Ministry of Finance and Economic Cooperation and Office of the Auditor General.

[14/02/2018 - 27/02/2018] *Developing Monitoring and Evaluation for Program Based Budgeting*: The authorities are focused on identifying solutions to weaknesses in the current monitoring and evaluation (M&E) practices for program-based budgeting. Guidance was provided on the review of the budget performance linkages; harmonization of the M&E initiatives under one policy framework; the use of a harmonized information technology platform; and coordination of these reforms by a dedicated M&E unit within the Ministry of Finance.

[19/03/2018 - 30/03/2018] *Evaluating the Implementation of the TSA Performance*: Support was also provided on the implementation of the treasury single account (TSA) in a prioritized and sequenced manner. Guidance was provided in developing the inventory of government bank accounts, evaluating the different options for establishing a TSA, and implementing the reform in a phased manner starting with the federal government.

#### **Economic and Financial Statistics:**

[30/10/2017 - 03/11/2017] *Consumer Price Index Mission*: Training was provided to the Central Statistical Agency staff to support the consumer price index (CPI) rebasing process. The training focused on update of the CPI weights; index calculations; quality adjustments; index linking; and dissemination of the new indices. The current compilation was reviewed and recommendations provided to ensure that the basis upon which the new index is constructed is aligned to best practice.

#### **Government Finance Statistics:**

[27/11/2017 - 1/012/2017] *GFS Source Data, Methods and Dissemination*: Training was delivered on the fundamentals for the compilation of government finance statistics (GFS) and public-sector debt statistics. The training enhanced the skills of the Ministry of Finance staff in the compilation of fiscal data. Ethiopia is in initial stages of improving the quality of fiscal data to meet the GFSM 2014 standard.

#### **Revenue Administration:**

[15/11/2017 - 28/11/2017] *Strengthening Taxpayer Registration and the Integrity of the Taxpayer Register*: Support was provided to the Ethiopian Revenue and Customs Authority (ERCA) on improving its taxpayer register. An action plan was presented to the ERCA detailing recommendations and improvement delivery steps to raise the taxpayer register's integrity. Recommendations covered issues in accountability, policy, training and procedures, and highlighted opportunities for third party data and stronger engagement with other ministries to build a sustainable business solution.

[05/04/2018 - 25/04/2018] *Developing a Strategy to Guide Data Matching, Management and Utilization*: Support was provided to Ethiopia Revenue Customs Authority (ERCA) on applying data matching and analysis to improve revenue performance and compliance. The advice provided was on the preparation of



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an action plan focused on ERCA's response to use the mission findings to target the identified risks to improve compliance and generate revenue.

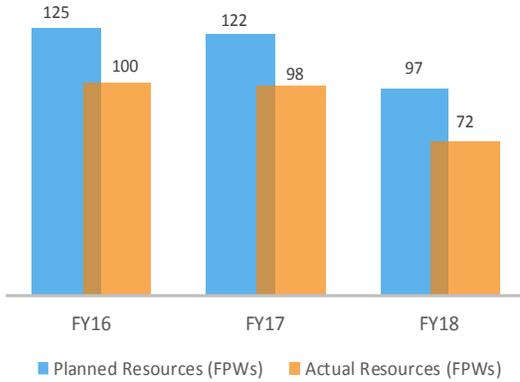
[05/04/2018 - 25/04/2018] *Developing Compliance Risk Management Capacity*: Support was also provided in developing compliance risk management capacity. The mission advised ERCA to develop a national compliance strategy and compliance improvement plans to build risk knowledge.



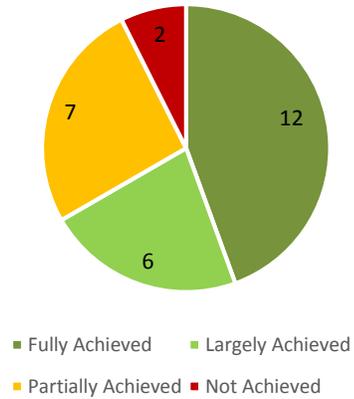
# Kenya



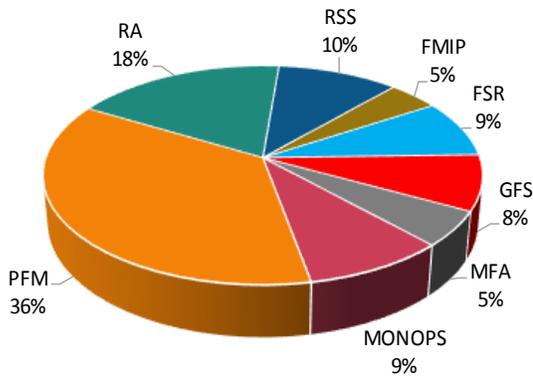
RESOURCE EXECUTION



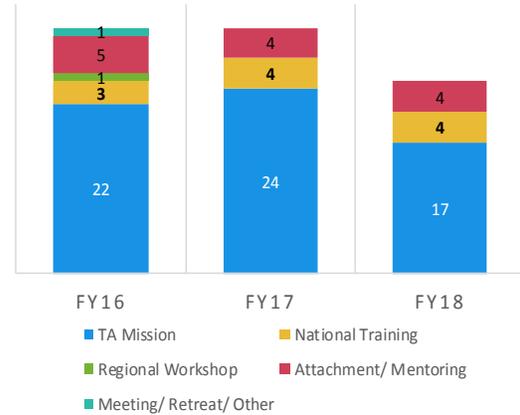
MILESTONES RATINGS FY2018



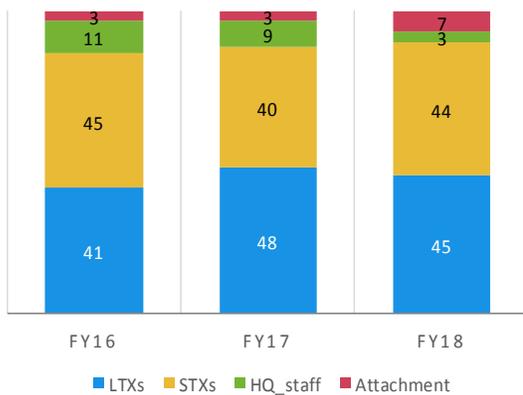
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



NUMBER OF ACTIVITIES

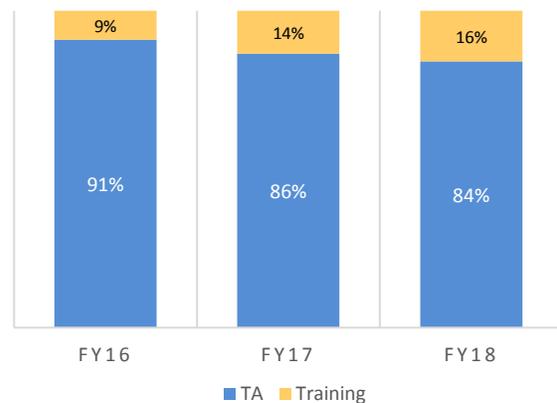


MODALITIES OF DELIVERY (%)



SHARE OF TRAINING

SHARE OF TRAINING



\*\*RA: Revenue Administration PFM: Public Financial Management MFA: Macro-Fiscal and Operations FMIP: Financial Markets Infrastructures and Payments RSS: Real Sector



## Kenya: Missions Summary for FY 2018

### **Financial Sector Regulation:**

[08/05/2017 - 12/05/2017] *Strengthening RBS processes (Integrating Basel II / Pillar II RBS and CAMELS):* Training was provided to Kenya on risk-based supervision and the internal capital adequacy assessment process (ICAAP) for banks. The workshop involved presentations and discussions on: (i) the role of supervision and regulation; (ii) how supervisors identify significant activities, assess risks, and assess oversight functions; (iii) net/residual risk; and (iv) assessment of capital, liquidity, and earnings/profitability.

[15/05/2017 - 18/05/2017] *Training on Risk-based Supervision for Market Intermediaries:* The training was provided on risk-based supervision for insurance companies and securities firms. The training involved hands-on sessions on identifying significant activities, determining materiality, and assessing risks (credit, market, operational, reputation, strategic, concentration risks etc.). The workshop provided participants with tools and techniques for the assessment of oversight functions (which includes board and senior management, operational management, risk management, compliance and internal controls).

[03/07/2017 - 07/07/2017] *Training to Enhance the Review and Assessment of ICAAP:* The training covered an overview of the Basel capital accords; objectives of Basel II implementation in Kenya; supervisory challenges in implementing the supervisory review process; ICAAP principles and the ICAAP framework; the need for stress-testing and capital buffers; and minimum information (qualitative and quantitative) that should be included in ICAAP.

### **Government Financial Statistics:**

[28/06/2017 - 07/07/2017] *GFS Statistics Mission:* The mission focused on improving the quality and dissemination of fiscal and debt data. The authorities have committed to disseminate quarterly GFS data, starting with FY2017/18, and to finalize the fiscal and debt data revision policy by end-2017. A GFS technical working group, which comprises officials from key sectors and departments in government, has been reconstituted with the aim to improve data quality and expand data coverage.

[08/01/2018 - 12/01/2018] *Report on Government Finance Statistics Mission:* Towards dissemination of high frequency fiscal data: Kenya continued to make progress on compilation of quarterly budgetary central government data. Assistance was provided on improving the quality of high frequency fiscal data for the budgetary central government and the compilation of GFS for extra budgetary units and public corporations. The support will assist the Kenyan authorities in the oversight of the performance of state-owned enterprises and extrabudgetary entities.

### **Public Financial Management:**

[01/05/2017 - 31/08/2017] *Attachment on IPSAS Implementation to Tanzania:* A team of three officials from Kenya's National Treasury (NT) participated in an attachment to the Ministry of Finance and Economic Planning in Rwanda. The two countries have shared experiences in the past and both have established units to oversee and quality assure the financial statements prepared by public entities. During the attachment experiences were shared in: planning for migration to accrual accounting; operation of the Rwanda system for managing Electronic Working Papers (EWP); bank reconciliation through the core financial management system (i.e., IFMIS); and the consolidation of Whole of Government Accounts. Kenya plans to implement reforms in these areas and the lessons learned from the Rwanda experiences will prove invaluable. NT has undertaken additional attachments under its own initiatives and plans to build on these in the medium term.

[27/11/2017 - 08/12/2017] *Improving Annual Financing Reporting:* Kenya is improving the coverage and quality of its annual financial reporting. A significant step is the publication of the unaudited consolidated



financial statements as required by the PFM Act. An AFE mission assessed the consolidated financial statements for FY 2015/16 that covers the budgetary central government and incorporates tax and other revenues and disclosures on public debt. The mission provided assistance on the presentation of budget information in the financial statements and on the planned adoption of accrual accounting.

[06/12/2017 - 19/12/2017] *Cash Management and TSA Implementation*: Kenya's national treasury has automated the exchequer release process for funding the ministries, departments, and agencies (MDA) payment on a just-in-time basis, which ensures zero balancing of MDA payment accounts. Cash forecasting is now undertaken through the integrated financial management information system. The mission delivered training on cash forecasting and variance analysis.

[08/01/2018 - 22/01/2018] *Public Investment Management*: The IMF's Fiscal Affairs Department (FAD) led a public investment management assessment in Kenya. Recommendations were made for strengthening in the areas of project appraisal and selection; procurement systems; and systems for project monitoring and oversight.

[05/03/2018 - 16/03/2018] *Strengthening of the Medium-Term Approach to Budgeting*: The authorities are committed to strengthen the medium-term fiscal strategy. Guidance was provided on the preparation of realistic baselines, providing a good basis for enhancing planning certainty and compliance with the set medium term ceilings within MDAs.

#### **Economic and Financial Statistics:**

[15/01/2018 - 26/01/2018] *Rebasing construction input price index (CIPPI)*: A construction input price index mission provided to support in the rebasing process.

[15/01/2018 - 26/01/2018] *GDP Rebasing and Development of Supply and Use Table*: The Kenyan authorities are focusing on the improvement of source data and statistical techniques to enhance the quality of statistics compiled. An AFE mission assisted to identify important surveys needed to update the national accounts benchmark estimates; provided training on techniques for better quality administrative data and assisted to design a framework for assessing the reliability of quarterly GDP estimates.

#### **Revenue Administration:**

[17/05/2017 - 01/06/2017] *FAD HQ Follow up Mission to Assist KRA to Develop a Prioritized Plan of Action - Post TADAT*: Support was provided to the Kenya Revenue Authority (KRA) to develop a set of medium-term reform strategies for tax administration, while taking account of the results of the recently conducted assessment using the Tax Administration Diagnostic Assessment Tool. The reform program aims to transform the KRA into a modern, productive, data-driven and service-oriented agency. The mission suggested the need to harmonize and rationalize reform plans across KRA departments, as well as attention to reform governance.

[27/11/2017 - 08/12/2017] *TA in Improving the Integrity of the Taxpayer Registration Database*: Support was provided to Kenya Revenue Authority (KRA) on improving the integrity of the taxpayer registration database. KRA was advised on the key weaknesses including passive use of legislation, policy and procedures. The mission provided recommendations on the development of "how to" improvement initiatives to address the identified issues. A multi-faceted action plan of initiatives was developed in close collaboration with KRA officials.

[26/02/2018 - 09/03/2018] *National Training in Developing Compliance Risk Analysis capacity in Tax*: Support to Kenya Revenue Authority (KRA) was focused on developing compliance risk analysis capacity in tax. The KRA was advised to refocus its resources towards improving voluntary compliance through an

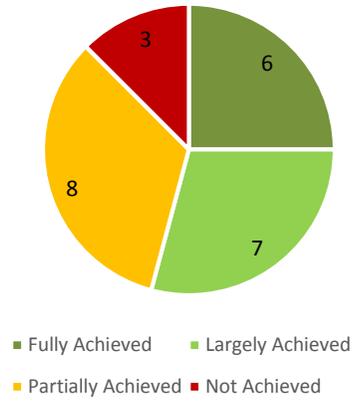


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effective risk identification strategy and a coordinated risk treatment program. The mission advised KRA on specific skills in the design of compliance improvement plans and outlined on how to prepare and use industry guides in the development of industry risk treatment strategies.



MILESTONES RATINGS FY2018

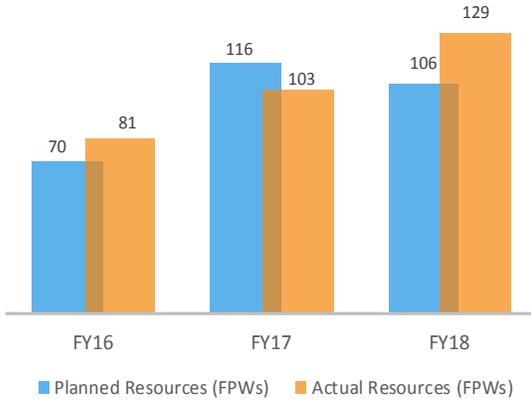




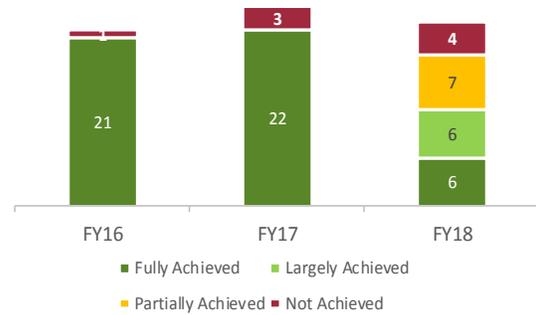
# Malawi



RESOURCE EXECUTION

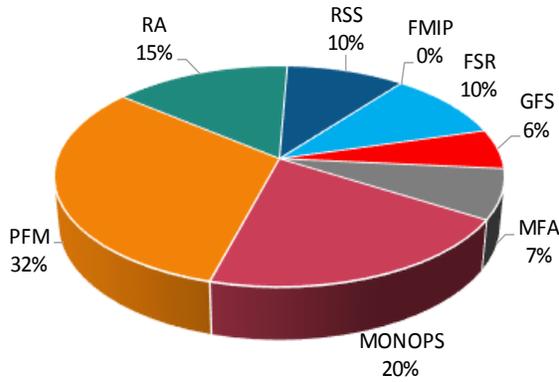


MILESTONES\*

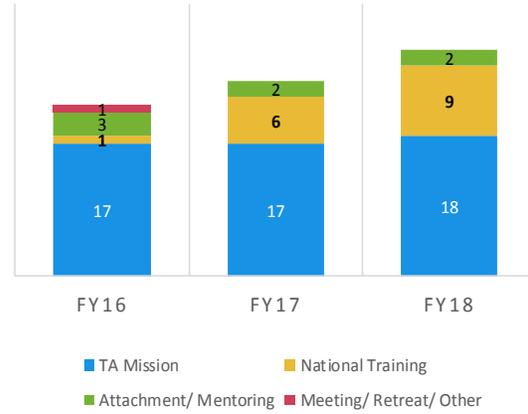


\*Until FY17 milestones were rated as complete and postponed/cancelled. From FY18 onwards ratings use the CD PORT ratings, part of the Results Based Management system. FY 15/16/17 ratings were adapted to the new system.

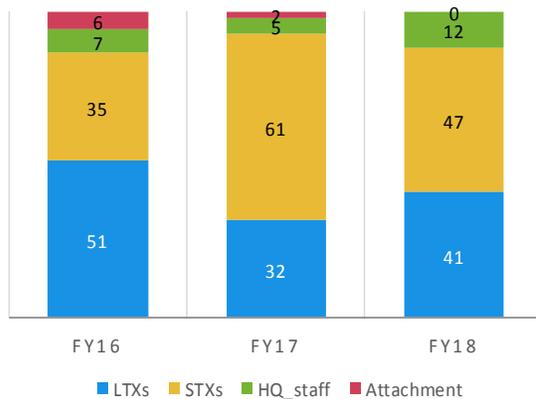
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



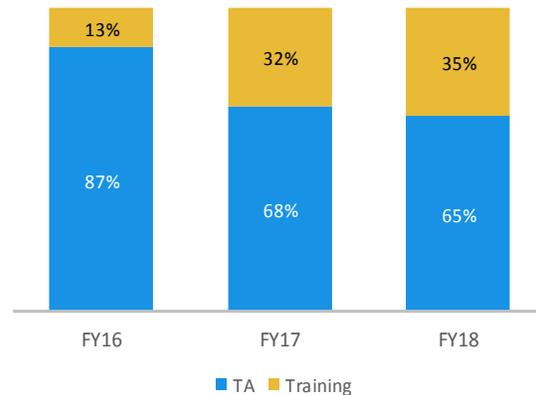
NUMBER OF ACTIVITIES



MODALITIES OF DELIVERY (%)



SHARE OF TRAINING



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## Malawi: Missions Summary for FY 2018

### **Financial Sector Regulation:**

[16/10/2017 - 20/10/2017] *Concentration Risks - Sectoral Classification and Follow Up on RBS Implementation:* Support was provided to the Reserve Bank of Malawi (RBM) to review the sectoral classification of credit facilities in banks. The mission aimed at strengthening the institutional structure and operational procedures to enhance risk-based supervision in Malawi. It also addressed key elements dealing with concentration risk assessment and the sectoral classification of credit facilities by commercial banks. Training of supervisors on concentration risks was also provided.

### **Government Financial Statistics:**

[17/10/2017 - 27/10/2017] *GFS Technical Assistance Mission:* Support was provided to compile government data classified by function (using the Classification of the Functions of Government, COFOG) that supports monitoring of budget allocations. Further support was provided on improving the quality of the data. Training was extended on collection of quarterly extra-budgetary units (EBUs) data.

[05/03/2018 - 13/03/2018] *GFS Technical Assistance Mission:* The Malawi government was supported to continue to expand the coverage of fiscal statistics to include extra-budgetary units (EBUs).

### **Macro-Fiscal Analysis:**

[14/08/2017 - 25/08/2017] *Updating the Macroeconomic Forecasting Framework:* Support was provided to redesign the financial programming spreadsheet in consultation with the authorities, placing an emphasis on simplicity and usability in the design. A series of output-oriented tabs were added to the spreadsheet, including tabs that could be extracted and sent to the revenue and debt teams to provide inputs into their forecasting frameworks. Charts and a summary table in the style of the IMF's selected economic indicators table were also added to the framework. In addition, a series of 'how-to' guides for updating different sections of the framework were prepared and distributed.

[30/10/2017 - 03/11/2017] *Hands on Training on Fiscal Risk Identification, Monitoring and Reporting:* This hands-on training was provided to the authorities in the identification, monitoring and reporting of fiscal risks. The training covered fiscal risk identification; the fiscal risk toolkit; and fiscal risk statements. The mission also worked with the authorities to include sensitivity analysis in the Malawian macroeconomic framework.

### **Monetary Policy and Operations:**

[10/07/2017 - 21/07/2017] *Monetary and Foreign Exchange Operations and Repo Market Development:* Support was provided on monetary and foreign exchange operations and the repo market's development. The Reserve Bank of Malawi (RBM) is committed to developing an interest rate-based monetary policy framework with the eventual adoption of a fully-fledged inflation-targeting regime in the medium term. The RBM has continued to make progress in the implementation of monetary policy operations, but further reforms are needed. The mission assessed progress to date; assisted the RBM in improving its operational framework, instruments and operations; and assisted the RBM on how to move to a horizontal repo market based on the true repo model.

### **Public Financial Management:**

[05/12/2017 - 15/12/2017] *Re-engineering the Medium-Term Expenditure Framework:* Support was provided to Malawi on medium-term expenditure frameworks. The mission covered the restructuring of the budget calendar to incorporate a strategic budget phase and include within the Economic and Fiscal Policy



Statement (EFPS) sections on: (i) managing fiscal risks; (ii) specificity on projections for expenditures, revenues, debt, and fiscal limits for MDAs; and (iii) the underlying assumptions of economic and fiscal forecasts. All sections are stipulated in Part III of the PFM Law. Advice was provided on establishing baseline funding and on undertaking an expenditure analysis of selected MDAs.

[22/02/2018 - 06/03/2018] *Bank Reconciliation, Fiscal Reporting, Commitment Controls and Oversight of State-owned Enterprises*: Support was provided to the authorities on entrenching the bank reconciliation process; strengthening budget execution through improved commitment controls and arrears management; enhancing fiscal transparency and embedding financial integrity checks in fiscal reports; and maintaining and improving the functionalities of the current integrated financial management information system (IFMIS), as well as improving the terms of reference for the new IFMIS. The mission also delivered training on the Public Investment Management Assessment (PIMA) tool and conducted preparatory work for the PIMA specific mission.

#### **Economic and Financial Statistics:**

[25/09/2017 - 06/10/2017] *Consumer Price Index Mission*: The National Statistics Office (NSO) was assisted to update the CPI weights based on the 2016/2017 integrated household survey. The composition of the basket of goods and services was examined, and a new list of items for the CPI basket and specification for estimating weights developed. Other relevant methodological changes were also identified for implementation. The NSO is expected to start disseminating new CPI in the first quarter of 2018.

[17/11/2017 - 30/11/2017] *National Accounts Statistics*: A national accounts mission reviewed the progress made in data collection and assisted in updating the quarterly and preliminary annual GDP worksheets to support the compilation of timely and improved estimates. Training on the new “actual annual GDP” compilation system was provided to assist with the preparation of annual estimates. Support was also provided in finalizing the rebasing of the consumer price index.

[22/03/2018 - 04/04/2018] *Compilation of Annual National Accounts Statistics*: The National Statistics Office is strengthening the capacity of its staff to compile and disseminate national accounts statistics with shorter delays. A TA mission supported the authorities to update GDP series to a more recent year using new available data.

#### **Revenue Administration:**

[08/05/2017 - 19/05/2017] *Developing an Effective Post Clearance Audit Function*: Training was provided to the Malawi Revenue Authority (MRA) in post-clearance audit (PCA). The importance of PCA and how it feeds into the whole customs compliance strategy was demonstrated to participants. The PCA will assist in evaluating the effectiveness of legislation, procedures, internal MRA controls and efficiency of enforcement efforts.

[09/08/2017 - 20/08/2017] *Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs*: Training was provided to Malawi Revenue Authority (MRA) in developing compliance risk analysis capacity in tax. Automated tools to generate taxpayer (and trader) risk profiles for analysis have been implemented. The MRA has the capacity to ensure the tools implemented are sustainable. Further, basic macro statistics have been compiled to analyze trade flow variances. Additional work is underway to identify domestic underreporting industries. The authorities have agreed in principle to the action plan provided in the recommendations, including completion of analytical work and resolution of a low customs hit rates.



[05/02/2018 - 16/02/2018] *Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs*: Support was provided to Malawi Revenue Authority (MRA) on developing compliance risk analysis and selectivity management capacity in customs. Advice was given to develop compliance improvement plans focused on specific customs risks.

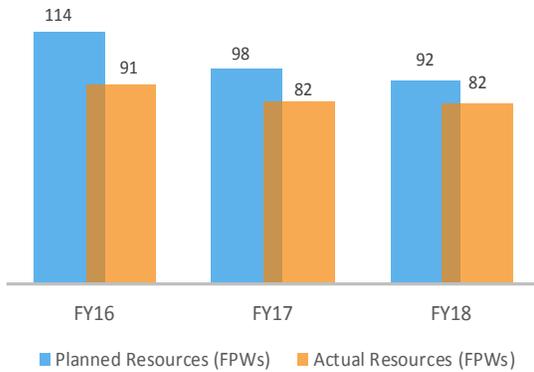
[06/03/2018 - 20/03/2018] *Tax and Customs Administration*: Support was provided to MRA on the assessment of the implementation status of revenue administration reforms. Some reform progress has been made, which includes commencing the implementation of a new tax administration information technology system, Msonkho Online. More progress needed to be made in improving core tax and customs administration functions such as the taxpayer register. The mission advised MRA to undertake a cleansing of both the taxpayer register and taxpayer ledgers.



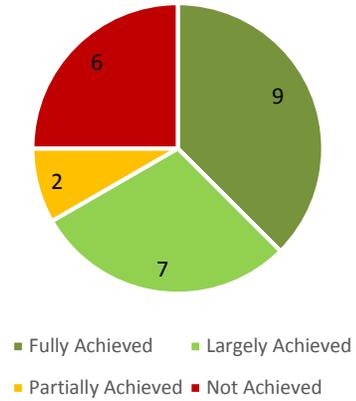
# Rwanda



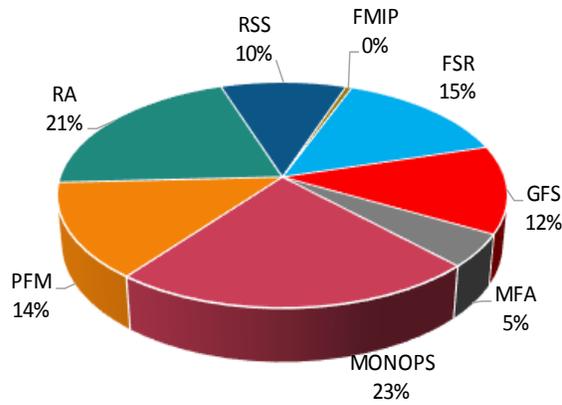
RESOURCE EXECUTION



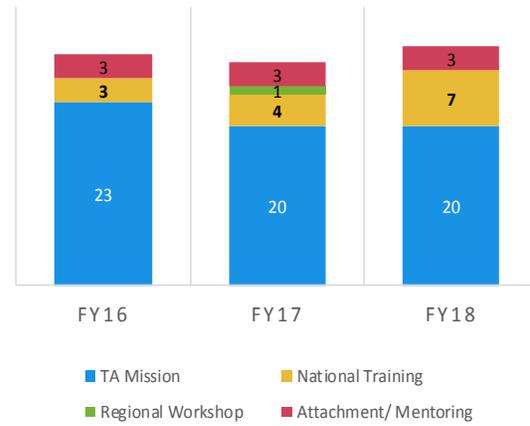
MILESTONES RATINGS FY2018



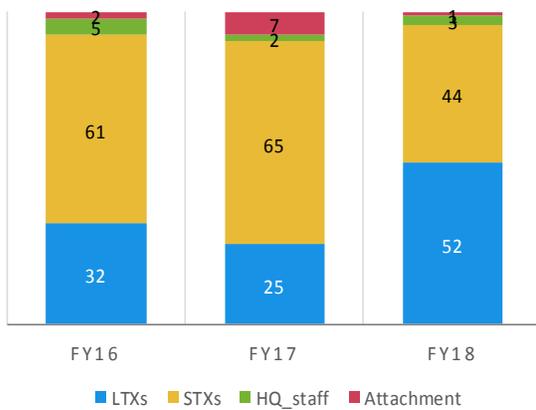
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



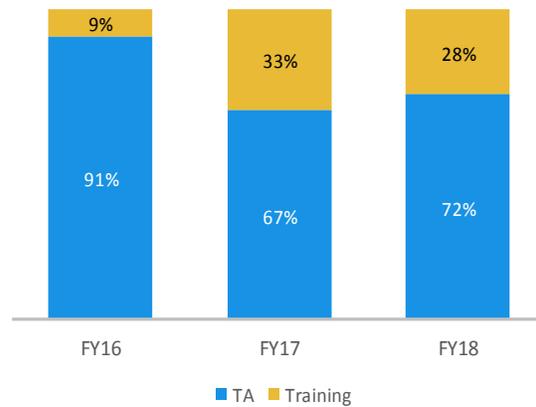
NUMBER OF ACTIVITIES



MODALITIES OF DELIVERY (%)



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## Rwanda: Missions Summary for FY 2018

### **Financial Sector Regulation:**

[20/06/2017 - 22/06/2017] *Overview of Risk-based Supervision:* The National Bank of Rwanda (BNR) received training on risk-based supervision and ICAAP for banks. The workshop involved presentations and discussions on (i) the role of supervision and regulation; (ii) how supervisors identify significant activities, assess risks, and assess oversight functions; (iii) net/residual risk; and (iv) assessment of capital, liquidity, and earnings/profitability.

[13/11/2017 - 19/11/2017] *Insurance Stress Testing and Risk-Based Capital:* Support was provided on strengthening the BNR's stress testing capability for insurance companies as well as enhancing its risk-based capital framework for insurers to improve financial stability and enhancing the BNR's framework to respond effectively to insurance vulnerabilities.

[18/12/2017 - 21/12/2017] *Risk-based Supervision: Integrating Supervisory Processes/ Basel II/III:* Training was provided to the BNR on risk-based supervision, focusing on credit risks and the risk management cycle to be evidenced in commercial banks.

[18/12/2017 - 22/12/2017] *Strengthening Forex Bureau Supervision in Rwanda:* The BNR benefited from support in developing procedures for foreign exchange bureau supervision.

[15/01/2018 - 19/01/2018] *Documenting and Formalizing a Macroprudential Policy Framework:* Support was provided to the National Bank of Rwanda (BNR) to identify macroprudential policy tools to mitigate specific systemic risk and strengthen its systemic risk monitoring framework. The mission aimed at formalizing (and documenting) the BNR's macroprudential policy framework.

[05/02/2018 - 09/02/2018] *Strengthening RBS Processes (Integrating Basel II / Pillar II, RBS and CAMELS) - Follow Up Mission:* Support was provided to the authorities in strengthening corporate governance frameworks for banks and insurance companies. Presentations were made during a two-day seminar to supervisors and members of board of directors of banks and insurers operating in Rwanda.

### **Government Financial Statistics:**

[15/01/2018 - 19/01/2018] *Government Finance Statistics Mission:* Towards dissemination of high frequency fiscal and debt data: Rwanda was supported on the compilation of high frequency data and the statement of sources and uses of cash that is necessary for supporting liquidity management in fiscal policy formulation and analysis. In addition, training on basic concepts of sectorization was provided to staff of the budget department.

### **Macro-Fiscal Analysis:**

[18/07/2017 - 26/07/2017] *National Training on Financial Programming and Policies:* Training was provided to Rwanda in financial programming and policies (FPP). The training was jointly conducted by AFE, the Africa Training Institute and the IMF Resident Representative in Rwanda. Officials from the Ministry of Finance, Rwanda Revenue Authority, and the BNR attended the training, which featured lectures and hands-on exercises on the preparation of forecasts for each of the four sectors of the FPP framework. The training culminated in presentations by the authorities on baselines and program forecasts using the FPP training data.



[25/09/2017 - 29/09/2017] *Follow Up on The Revenue Forecasting Tool (REFOTO)*: Support was provided to the Ministry of Finance and Economic Planning to update the revenue forecasting framework, correct errors, and produce a preliminary set of revenue forecasts. A document summarizing the revenue forecasts was produced as well as a short guide on the interdepartmental and internal processes for updating the tool.

#### **Monetary Policy and Operations:**

[02/04/2018 - 06/04/2018] *Development the Money and Repo Markets*: A mission reviewed National Bank of Rwanda's (BNR) progress in implementing previous TA recommendations; reviewed the master repurchase agreement and the code of conduct issued by the BNR; advised on further measures to facilitate the development of the repo market; and identified the BNR's future TA needs.

[09/04/2018 - 27/04/2018] *Customized FPAS Training*: A customized FPAS training mission worked together with the BNR staff on: (i) reviewing the macroeconomic underpinnings of the core forecasting model; (ii) developing and communicating projections based on the macroeconomic model; and (iii) developing a plan for future project implementation in FY2019 and FY2020.

#### **Public Financial Management:**

[08/05/2017 - 19/05/2017] *Review of the Chart of Accounts*: Assistance was provided to authorities on the preparation of the manual for the accrual based chart of accounts. A comprehensive draft was prepared detailing the future accounting codes and their accounting treatment under accrual accounting. This assistance is part of the ongoing support to the authorities in the planned implementation of international public-sector accrual accounting standards. The manual will support capacity development and training initiatives during the phased implementation of accrual accounting.

[06/11/2017 - 10/11/2017] *Strengthening Coverage of The National Budget*: The mission provided support on the proper classification of extrabudgetary units; the comprehensive inclusion of nontax revenues and grant expenditures on budget; regular updating of the mapping of the Classifications of Functions of Government (COFOG) and Economic Development and Poverty Reduction Strategy (EDPRS); and review of the development, structuring and mapping of budget programs and subprograms by MDAs. Advice was also provided on the creation of an internal GFSM 2014 technical working group for coordination and regular training on the coverage and sectorization of the GFS framework.

[20/12/2017 - 05/01/2018] *QA Accrual Accounting Roadmap*: A desk review was undertaken on the Blueprint prepared by consultants, on implementing accrual accounting under International Public-Sector Accounting Standards (IPSAS). The review provided feedback to the authorities with recommendations on phasing the implementation, defining intermediate milestones, starting key activities early (e.g., valuation of nonfinancial assets), and on careful planning and close monitoring of activities to achieve successful compliance with accrual based IPSAS by 2022/23.

#### **Economic and Financial Statistics:**

[03/07/2017 - 14/07/2017] *National Accounts Statistics Mission*: Support was provided to the National Institute of Statistics of Rwanda to compile constant 2015 price series for quarterly and annual GDP estimates as required under statistical regulation by the EAC. Six newly recruited staff were also trained on the principles of national accounts compilations.

[19/02/2018 - 02/03/2018] *Improvement of National Accounts Statistics*: Support was provided to the authorities in reviewing data sources and methodology, and determining a road map for improvements,



including a feasible range of additional accounts to be developed by 2020. The authorities expect to compile and disseminate data that are more aligned to the scope, concepts and definitions of the 2008 System of National Accounts.

**Revenue Administration:**

[04/09/2017 - 15/09/2017] *Improving the Integrity of The Taxpayer Register:* Support was provided to Rwanda Revenue Authority (RRA) in improving the integrity of the taxpayer register. The RRA has made significant progress in addressing the issues previously found with the integrity of its register. The RRA is committed to achieving a sustainable high integrity register, as it is the foundation for improved compliance management and future transformation.

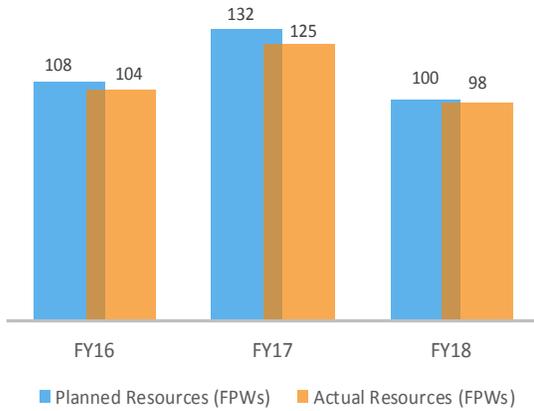
[19/03/2018 - 30/03/2018] *National Training on Developing Post Clearance Audit Capacity in Customs:* Support to Rwanda Revenue Authority focused on developing capacity in post-clearance audit (PCA) in customs with emphasis on the manufacturing sector. Training provided involved staff from Customs, Domestic Taxes (Large Taxpayer Office and Small and Medium Taxpayer Office) and Investigations.



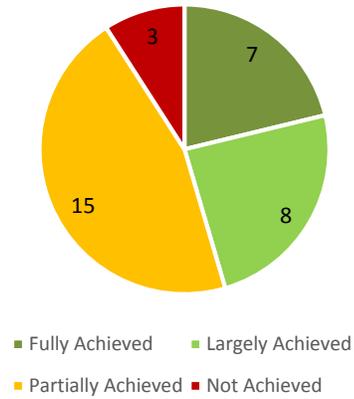
# Tanzania



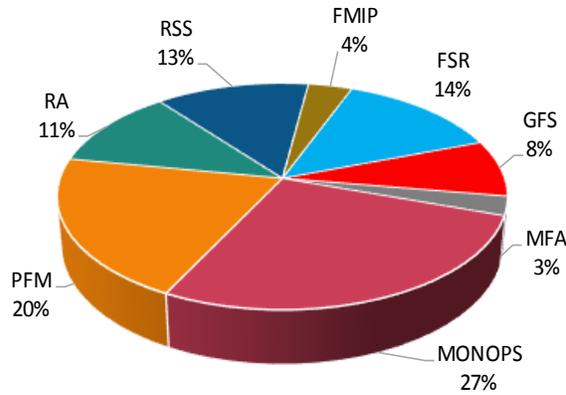
RESOURCE EXECUTION



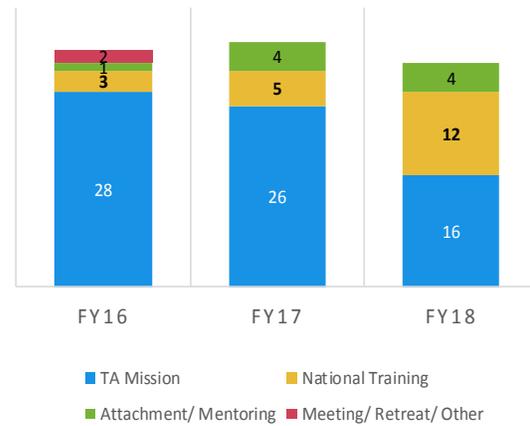
MILESTONES RATINGS FY2018



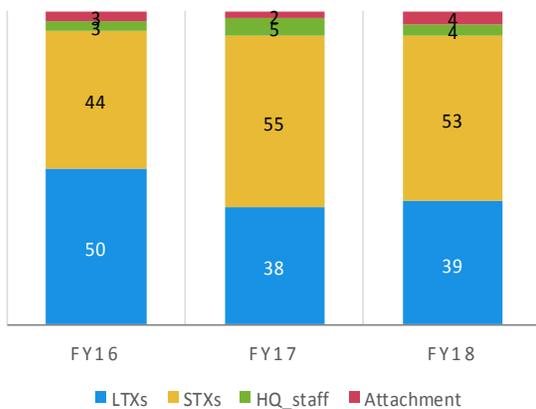
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



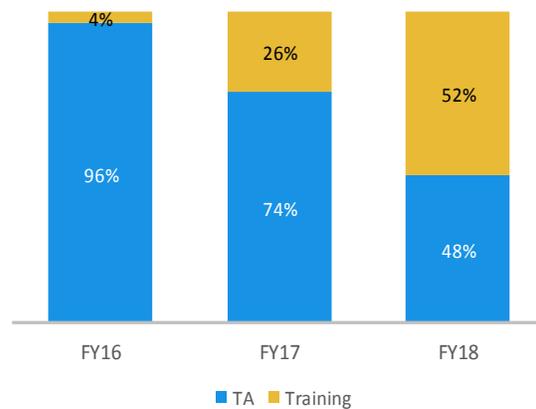
NUMBER OF ACTIVITIES



MODALITIES OF DELIVERY (%)



SHARE OF TRAINING



\*\*RA: Revenue Administration PFM: Public Financial Management MFA: Macro-Fiscal Analysis FSR: Financial Sector Regulations and Supervision MONOPS: Monetary Policy and Operations FMIP: Financial Markets Infrastructures and Payments RSS: Real Sector Statistics GFS: Government Finance Statistics



## **Tanzania: Missions Summary for FY 2018**

### **Financial Market Infrastructures & Payments:**

[04/04/2018 - 13/04/2018] *Strengthening the Oversight Policy Framework and Retail Payments Oversight:* Support was provided to the Bank of Tanzania (BOT) to enhance the oversight and supervisory framework and enable full adoption of a risk-based approach to retail payments oversight. The mission provided guidance on critical oversight issues, such as the scope of oversight and protection of user funds in the e-payments sphere.

### **Financial Sector Regulation:**

[28/06/2017 - 30/06/2017] *Macprudential Policy:* Support was provided to the Bank of Tanzania (BOT) on macroprudential and stress-testing frameworks. The mission aimed at reviewing the BOT's implementation of macroprudential tools; assisting in prioritizing the implementation of other tools to supplement its macroprudential framework; and reviewing the BOT's stress-testing framework and address concerns regarding enhancements required.

[10/07/2017 - 21/07/2017] *Enhancing the Basel II Supervisory Review Process:* Support was provided to the BOT in its Basel II implementation efforts. The BOT received training on Pillar I (credit, market, and operational risk) as well as Pillar II / supervisory review process and integrating Pillar II into risk-based supervision. The mission focused on reviewing the BOT's approach to Basel II implementation and assisting the BOT to review/develop its Basel II Pillar II Guidelines.

[22/01/2018 - 26/01/2018] *Documenting and Formalizing a Macprudential Policy Framework:* Support was provided to the financial stability directorate of the Bank of Tanzania (BOT) in formalizing/documenting its macroprudential policy framework. Tanzania continues to strengthen its systemic risk monitoring framework and identify macroprudential policy tools to mitigate specific systemic risk.

### **Government Financial Statistics:**

[15/05/2017 - 26/05/2017] *Government Finance Statistics Missions:* The mission assisted the authorities to complete compilation of General Government GFS annual data for financial year (FY) 2015/2016; and begin to compile GFS for public corporations.

### **Monetary Policy and Operations:**

[15/05/2017 - 26/05/2017] *Modernization of Monetary Policy and Operations Framework in the Context of EAMU Harmonization of Policies:* Support was provided to the BOT on the modernization of its monetary policy and operations framework in the context of convergence towards EAMU. The mission's main objective was to review and help develop BOT plans for transitioning to its harmonization commitment by end-2018. Following a stock-taking of the current situation, the mission developed a timeline of action for BOT to initiate efforts to adjust its operational framework; develop the interbank money and foreign exchange markets; and gradually move to a forward-looking monetary policy framework.

[29/01/2018 - 02/02/2018] *Development the Money and Repo Markets:* Support was provided in reviewing the draft global master repurchase agreement and code of conduct; assessing the interbank cash market trading system; further measures to facilitate the development of the broader financial markets, including the secondary market for government securities and the market for horizontal repos.



[05/02/2018 - 16/02/2018] *Customized FPAS Training*: A customized FPAS training mission assisted the BOT in building capacity for medium-term forecasting and policy analysis and assessed the scope for further training needs in this area. The mission supported the BOT staff in preparing a new round of forecasts for presentation to the MPC; provided training on the basics of the FPAS; and reviewed the progress on the implementation of the August 2016 capacity building plan.

**Public Financial Management:**

[19/07/2017 - 02/08/2017] *Strengthening the Medium-term Approach to Budgeting*: The mission focused on the status of the medium-term fiscal framework and medium-term expenditure framework, and the extent to which the principles of fiscal responsibility contained in the 2015 Budget Act have been operationalized. The mission reviewed the extent to which budget institutions support the implementation of medium-term budgeting and the credibility of the budget. It also reviewed how prepared the country is to transition to program-based budgeting. The authorities recognize budget reform as a priority, and through the PFM Reform Strategy Plan (V) are expecting to seek technical assistance from development partners, including AFE, to support implementation of the proposed action plan.

[07/08/2017 - 18/08/2017] *Annual Financial Reporting*: Support was provided to Tanzania on improving annual financial reporting. The mission assessed the annual financial statements for FY 2015/16 and noted improvements in recognition of more assets and liabilities; comparison of the budget and actual amounts; segment reporting on the general government and public sector and publication of the financial statements along with the audit opinion. Gaps regarding coverage of non-financial assets and pension liabilities remain. The mission also noted slippages in the regular production of in-year budget execution reports. Guidance was provided in addressing the information and disclosure gaps to improve the reliability and relevance of financial statements. These suggestions will guide the preparation of the 2016/17 financial statements.

**Economic and Financial Statistics:**

[17/07/2017 - 28/07/2017] *National Accounts Statistics Mission*: The mission visited the National Bureau of Statistics (NBS) to support the compilation of improved national accounts estimates for the general government sector as part of the ongoing rebasing of GDP. The staff were assisted to analyze general government datasets to compile an output table; intermediate consumption table; gross fixed capital formation table; and final consumption expenditure table within a SUTs framework.

[07/08/2017 - 18/08/2017] *Price Statistics*: The mission reviewed available price data for compiling an APPI and assisted to compile the index for the period January 2004 - January 2006. The Ministry of Trade and Industry (MITI) has adequate price data for seven key agricultural products. These seven products accounted for approximately 67 percent of agricultural sales in 2014/15. The mission recommended that the MITI obtain wholesale price data for additional key agricultural products to facilitate the compilation of an APPI for 25 products that covers approximately 84 percent of the total sales of agricultural production. Data collection for the expanded list of products is expected to start in December 2017. The NBS will continue to compile preliminary index and start disseminating the new index in January 2019.

[23/10/2017 - 03/11/2017] *National Accounts Statistics*: The mission supported compilation of 2015 benchmark output and intermediate consumption expenditure estimates by economic activity. Detailed VAT returns and the available monthly, quarterly and annual production data were processed to derive the required national accounts estimates. Current quarterly GDP estimates were also reviewed to ascertain the causes/reasons for large revisions of quarterly GDP when annual estimates are compiled.



[19/02/2018 - 02/03/2018] *Rebasing of National Accounts Statistics*: The National Bureau of Statistics is reviewing and developing revised GDP estimates. New datasets from comprehensive surveys and administrative sources are being applied to compile improved estimates. Support was provided on enhancing staff capacity to analyze the new datasets and to redevelop compilation worksheets for the rebased series.

**Revenue Administration:**

[15/05/2017 - 26/05/2017] *Developing Compliance Risk Analysis Capacity*: The mission revealed that the Tanzania Revenue Authority (TRA) is committed to compliance risk management and has over recent years produced plans and frameworks for compliance risk management. However, the TRA has yet to fully operationalize the process and functions associated with effective risk management. TRA has no formal compliance improvement plan to guide compliance activities. TRA is driven by revenue targets and its focus appears to be on collecting revenue and not improvement in levels of overall voluntary compliance. The link between better revenue outcomes and an effective approach to manage risks has not yet been established at the corporate strategic levels. In addition, there are no measurement techniques to monitor the changes in compliance arising from any interventions undertaken by the TRA.

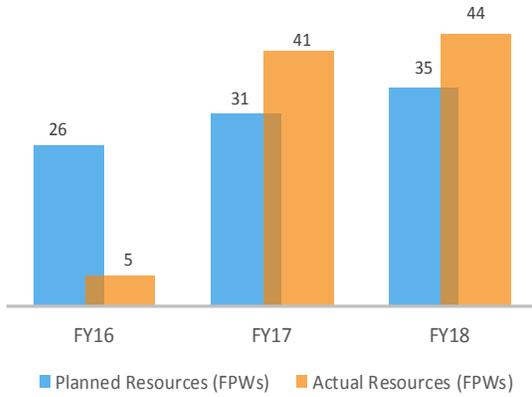
[06/11/2017 - 17/11/2017] *National Training in Developing Compliance Risk Analysis Capacity in Tax*: Support was provided to the Tanzania Revenue Authority (TRA) on developing compliance risk analysis capacity. TRA is committed to the implementation of risk management and improving voluntary compliance. However, this commitment is hampered by several factors, including lack of experience necessary to effectively transition to a risk based decision making organization. TRA was advised to integrate its risk management into a broader corporate strategy.



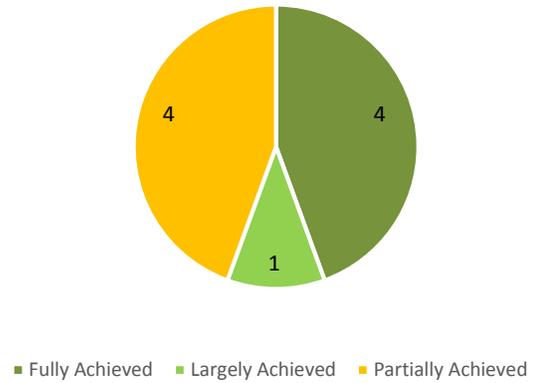
# Tanzania (Zanzibar)



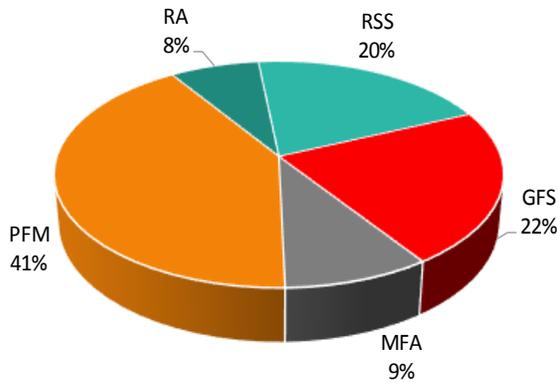
RESOURCE EXECUTION



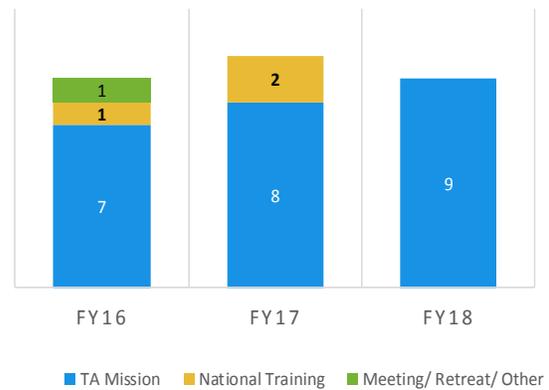
MILESTONES RATINGS FY 2018



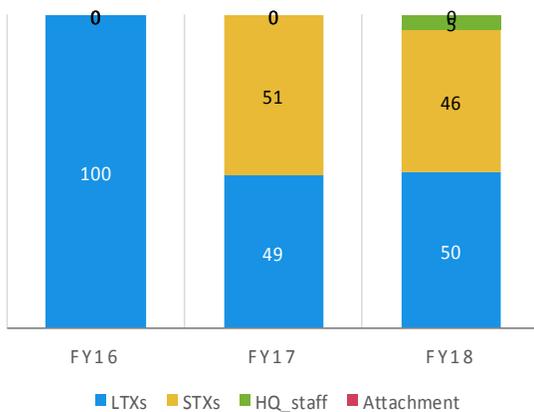
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



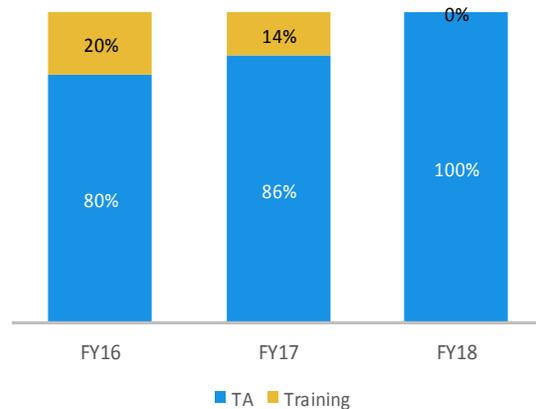
NUMBER OF ACTIVITIES



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## Zanzibar: Missions Summary for FY 2018

### **Government Financial Statistics:**

[10/07/2017 - 18/07/2017] *GFS Technical Assistance Mission:* Improving Zanzibar's Government Finance Statistics: Training was provided to Zanzibar's GFS technical working group on the fundamentals for the compilation of fiscal and debt data. The authorities are committed to improve the quality of fiscal and debt statistics to facilitate sound public financial management and improve service delivery to citizens. An institutional framework has been put in place that includes: (i) a results-based management work plan that embraces the GFS Manual 2014 framework, and paves way for dissemination of general government data by 2019; (ii) a technical working group, cutting across departments and sectors in government, for expanding the coverage of fiscal and debt data; and (iii) a GFS unit established to spearhead improvements in fiscal data quality.

[19/02/2018 - 02/03/2018] *GFS Technical Assistance Mission:* Support was provided in the compilation of the budgetary central government data. The GFS Technical Working Group was guided in compiling the statement of government operations for FY 2016/17 using the GFSM 2014 methodology, and reviewing the public sector institutional tables and the GFS results-based management work plan.

### **Macro-Fiscal Analysis:**

[04/12/2017 - 15/12/2017] *Updating the Financial Programming Framework:* The mission worked with officials from the Ministry of Finance and Planning, the Zanzibar Revenue Board, the Bank of Tanzania, the Tanzanian Revenue Authority, and the Accountant General's office to update, streamline, and check the data in the financial programming framework, and to add new data series to the framework. Officials were trained in how to use and update the financial programming framework. A second workshop was run concurrently to provide training on fiscal policy and revenue forecasting for the new Department of Fiscal and Financial Policies in the Ministry of Finance and Planning.

### **Public Financial Management:**

[10/07/2017 - 21/07/2017] *Preparing Public Financial Management Regulations:* The Public Financial Management Act 2016 (PFMA 2016) was passed in February 2017 and now requires updated PFM regulations to implement it. The Finance Regulations 2005 are outdated and require complete rewriting. The mission worked closely with the authorities reviewing all aspects of the PFMA 2016 and other associated legislation. A substantial first draft was prepared (some drafting was assigned to government to build skills and ownership in the process) and discussed with officials from the affected departments and units. AFE will provide ongoing advice and quality assurance in the updating, revising and finalization of the Regulations.

[15/08/2017 - 29/08/2017] *Strengthening the Medium-Term Approach to Budgeting:* Support was provided to Zanzibar on strengthening the medium-term approach to budgeting. The mission noted the weaknesses in the implementation of the medium-term expenditure framework (MTEF) and advised the authorities on re-engineering the reform. The authorities will need to seek political consensus through an approval by the Cabinet of a policy paper that will revisit the purpose of the MTEF and the measures to address the gaps that have been identified in its implementation. The underlying objective is to sensitize key stakeholders to deepen their understanding and ownership of the principles and practice of MTEF. The mission also advised on the need to sequence the program based budgeting reform taking into consideration the capacity to implement.

**Economic and Financial Statistics:**

[14/08/2017 - 25/08/2017] *National Accounts Statistics Mission:* The Office of Chief Government Statistician (OCGS) was assisted to develop new benchmark estimates (derived estimates from comprehensive surveys of economic activity) for GDP compilation. The OCGS is continuing to update benchmarks estimates and to prepare the 2015 supply and use tables. Datasets from non-profit institutions serving households (NPISH) survey, survey of services, and customs and balance of payments data were analyzed and preliminary estimates compiled for the external sector and domestic activities. An intermediate consumption table, output table, and final consumption expenditure estimates for NPISH were compiled.

[26/04/2018 - 09/05/2018] *Developing 2015 Supply and Use Tables (SUT) - Reconciliation and Balancing:* A mission to the Office of Chief Government Statistician assisted in applying appropriate statistical techniques to deal with data sources, assessments and validations to derive improved benchmark estimates using the supply and use tables (SUT) framework. The finalized SUT is expected to be used later in 2018 to rebase estimates of GDP at 2015 constant prices.

**Revenue Administration:**

[09/10/2017 - 11/10/2017] *TADAT Mission:* A comprehensive assessment using the tax administration diagnostic assessment tool (TADAT) was conducted.

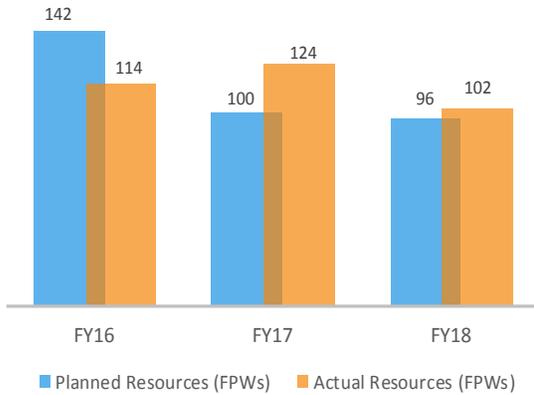
[05/02/2018 - 16/02/2018] *Developing Procedure for Registration, Filing and Payment:* Support was provided to Zanzibar Revenue Board (ZRB) on developing procedures for registration, filing and payments. Three procedure guidelines in these core functions were prepared and ZRB guided on the processes. A streamlined procedure to shorten the registration process was proposed. The mission observed that the continual use of manual processes adversely affects the integrity of the taxpayer register.



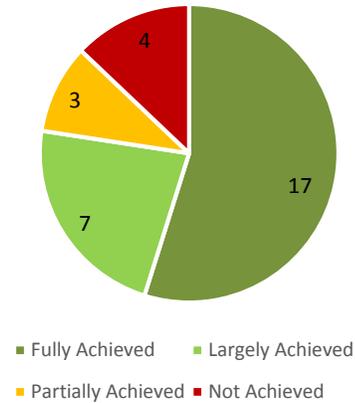
# Uganda



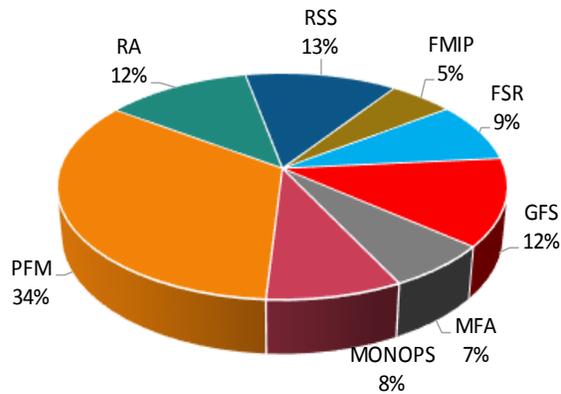
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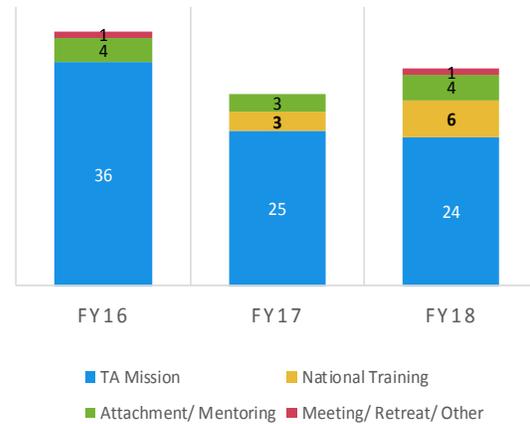
MILESTONES RATINGS FY2018



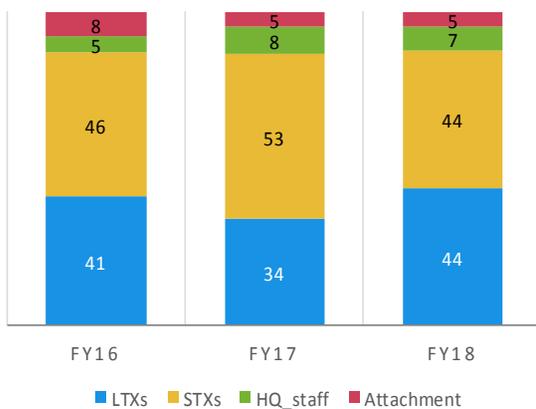
RESOURCE DISTRIBUTION-SECTORS\*\* (FY16 - FY18)



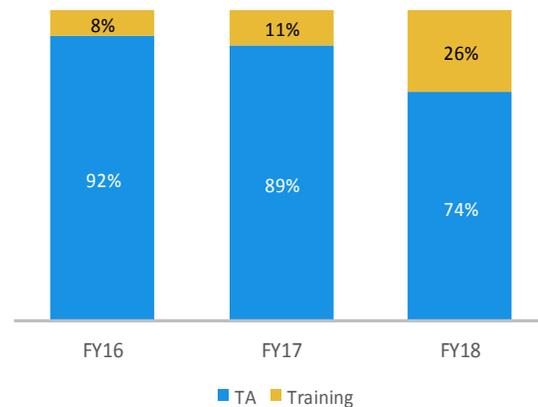
NUMBER OF ACTIVITIES



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## Uganda: Missions Summary for FY 2018

### **Financial Market Infrastructures & Payments:**

[05/02/2018 - 09/02/2018] *Financial Sector Stability Review*: AFE participated in the IMF HQ-led financial sector stability review (FSSR) which carried out a diagnostic of the Ugandan banking system and developed a TA roadmap to support a program of financial sector reforms. The Center's involvement focused on financial sector development issues related to financial market infrastructures and payments. Proposed actions are being synchronized with AFE's planned TA over the medium term to strengthen the regulatory framework for electronic money (e-money) and other payment innovations.

### **Financial Sector Regulation:**

[10/07/2017 - 21/07/2017] *Attachment of Uganda Supervisors to the Central Bank of Kenya to Enhance Agent Banking Supervisory Oversight*: The objectives of the attachment included knowledge sharing on the legal and regulatory framework for agent banking in Kenya; process of approving agents; supervision of agent banking, assessment criteria for the onsite and offsite inspections; and inherent risks in agent banking from the regulator's perspective. It involved reviewing of documents or policies required for an effective regulatory and supervisory framework for agent banking and participating in site visit(s) as appropriate.

[04/12/2017 - 08/12/2017] *Review of RBS Implementation and Provide Training on Risk-Based Insurance Supervision*: The Insurance Regulatory Agency of Uganda was supported in its effort to strengthen risk-based supervision and other supervisory processes. A hands-on training was provided to insurance regulators, who worked in groups applying the risk-based supervision framework to two insurance companies in Uganda. Emphasis was placed on the assessment of insurance risks in addition to operational risk, liquidity risks, reputational risks and strategic risks.

[11/12/2017 - 15/12/2017] *Uganda Review of RBS And Basel II Implementation and Provide Training on Risk-Based Banking Supervision*: The Bank of Uganda (BOU) was supported in its efforts to make more efficient use of its supervisory resources to better oversee key risks in the banking sector. Training was provided to supervisory staff in the Bank Supervision Department on risk-based supervision with emphasis on credit risk, concentration risk and operational risk assessments. In addition, priority was placed on assessing the effectiveness of the oversight functions in commercial banks to include board and senior management, risk management, compliance and internal controls. Other areas of technical assistance provided include anti-money laundering and combatting the financing of terrorism.

[11/12/2017 - 22/12/2017] *Developing Islamic Banking Supervisory Framework*: Supported was provided in developing procedures for Islamic banking supervision and regulation.

### **Government Financial Statistics:**

[06/11/2017 - 17/11/2017] *GFS Technical Assistance Mission*: Uganda has made progress on the compilation of annual public corporations' fiscal data. Support was provided on improving data quality, the compilation of GFS for extrabudgetary units, public corporations, sectorization and revision policy.

[23/04/2018 - 04/05/2018] *National Training on Forecasting in GFSM 2014*: Uganda is making significant progress in improving the quality of fiscal and debt data. Training was provided to identify major methodological differences between the GFSM 1986 and GFSM 2014, and to review the data series compiled by the authorities using the GFSM 2014. In addition, the Ministry of Finance, Planning and Economic Development (MoFPED) staff were provided with skills aimed at improving their capacity in

forecasting. The mission guided the staff of the forecasting unit in updating the fiscal forecasting framework based on the GFSM 2014 variables.

**Macro-Fiscal Analysis:**

[30/04/2018 - 04/05/2018] *Skills for Forecasting on GFS*: A mission worked with MoFPED officials to develop two simple tools for seasonally adjusting and forecasting quarterly GDP. Support was also provided to develop three approaches to calculating revenue elasticities in the Ugandan macroeconomic framework.

**Monetary Policy and Operations:**

[16/01/2018 - 26/01/2018] *Workshop on Forecasting and Policy Analysis*: Training was provided to the BOU on modelling and forecasting. The workshop helped the BOU officials to review their modeling and forecasting toolkit and enhance its functionality. Three main areas were covered: (i) review of the past forecast performance; (ii) extension of the external sector block of the core forecasting model to include major economies in addition to the US; and (iii) structured combination of forecast scenarios. The activity was part of the ongoing project to support further refinement of the BOU's forecasting and policy analysis system.

**Public Financial Management:**

[19/06/2017 - 30/06/2017] *Strengthening Cash Management*: The output from the mission comprised a practical guidance on development of the cash management function; discussion and training on cash forecasting templates; a brief review of the TSA coverage; a training workshop for the ten largest MDAs which were chosen as the pilot group for monthly cash flow forecasting; and a wrap-up workshop with senior officials of the MoFPED.

[16/10/2017 - 25/10/2017] *Improving Costing for the Medium-Term Expenditure Framework*: Support was provided on improving costing for the medium-term expenditure framework. The mission identified the factors contributing to weak budget costing and advised the authorities on the measures that need to be taken to address them. The authorities were advised to issue procedures for the application of different costing methodologies and assumptions. The mission also recommended to establish baseline funding and projections to capture the costs of existing policies and the introduction of new (or expanding) policies within the aggregate and sectoral recurrent and development expenditure ceilings.

[13/11/2017 - 08/12/2017] *Annual Financial Reporting*: A mission on strengthening annual financial reporting in Uganda delivered a workshop for senior management of the Ministry of Finance, Planning and Economic Development. The sessions presented a review of the financial statements including a gap analysis with respect to the IPSAS and a strategic approach to IPSAS implementation.

[04/04/2018 - 17/04/2018] *Follow-Up on Cash Management*: A mission was undertaken to assess progress in the implementation of the TSA and cash management reforms. The authorities have made good progress on the TSA, and the mission focused largely on cashflow forecasting practices. Advice and guidance was provided on cash management documents, including the Cash Management Information Paper and the cash management policies and procedures. Building on the training delivered to MDAs during previous missions, this latest mission delivered a workshop to Accounting Officers on the objectives and benefits of good cash management and the roles and required participation of MDA officials.

**Economic and Financial Statistics:**

[30/11/2017 - 13/12/2017] *National Accounts Statistics*: Uganda Bureau of Statistics was assisted in developing the main data sources needed to compile the supply and use tables and to finalize methods and processing systems for the main data sources (VAT, income tax and the household survey). In prices, support was provided to expand the producer price index's coverage to include agriculture.

[05/02/2018 - 16/02/2018] *Development of Residential Property Price Index (RPPI)*: Uganda is improving its methodology for compiling a Residential Property Price Index (RPPI). Support was provided in evaluating data sources, stratification, and application of hedonic methodology to provide more reliable, robust and timely RPPIs. The indices are expected to have been heavily used by the central bank for financial stability analysis purposes and by other users once disseminated.

[09/04/2018 - 20/04/2018] *National Accounts Statistics Mission*: Compilation of balanced supply and use tables: The mission assisted in compiling a preliminary balanced SUT to provide reconciled GDP estimates for the base year.

#### **Revenue Administration:**

[04/09/2017 - 15/09/2017] *Strengthening Post Clearance Audit Practice in Customs*: Support was provided to Uganda Revenue Authority (URA) to strengthen the post clearance audit (PCA) practice in customs. The mission provided a presentation and demonstration of an effective PCA function. An overview and hands-on practice of analytical reviews was conducted with staff. It was found that the URA needs to further improve audit skills through practical training to ensure quality audits. The importance of PCA and how it feeds into the customs compliance strategy was emphasized.

[13/09/2017 - 26/09/2017] *Digitalization for Improved Revenue Performance*: Support was provided on the review of how to harness digital technologies to improve revenue performance and outcomes; a workshop was also organized on this topic by the FAD. The URA has achieved significant progress in implementing information technology enabled internal business processes, services to taxpayers and business intelligence. However, the URA is aware of the low integrity and reliability of its data. The URA was advised to strengthen the integrity of data and utilization of information technology resources to increase revenue mobilization and efficacy.

[21/02/2018 - 23/02/2018] *Review of Progress in The Preparation and Implementation of The Medium-Term Revenue Strategy*: Support was provided to Uganda authorities to review progress made in the preparation and implementation of the medium-term revenue strategy (MTRS) and assess the authorities' interest in TA support of the MTRS. TA was proposed to assist the authorities in priority setting of the MTRS measures.



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