

**REGIONAL TECHNICAL
ASSISTANCE CENTER
FOR EAST AFRICA**



**ANNUAL
REPORT
2021**



AFRITAC East is an IMF initiative supported by the following member countries and development partners:



Eritrea



Ethiopia



Kenya



Malawi



Rwanda



South Sudan



Tanzania



Uganda



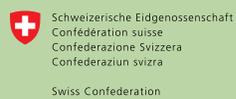
European Union



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Federal Department of Economic Affairs,
Education and Research EAER
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ACRONYMS AND ABBREVIATIONS

AFE/Center	IMF AFRITAC East	FRS	Fiscal Risk Statement
AFRITACs	Africa Regional Technical Assistance Centers	FSR	Financial Sector Supervision and Regulation
BCG	Budgetary central government	FST	Fiscal stress tools
CD	Capacity development	GDP	Gross domestic product
CDMAP	Capacity Development Management and Administration Program	GFS	Government Finance Statistics
CPI	Consumer Price Index	GFSM	Government Financial Statistics Manual
DP	Development partner	GRB	Gender-responsive budgeting
EAC	East African Community	GG	General government
EBU	Extrabudgetary unit	H1/2	First/Second half of the year
EU	European Union	HQ	Headquarters
FAD	Fiscal Affairs Department, IMF	ICAAP	Internal Capital Adequacy Assessment Process
FCDO	Foreign, Commonwealth and Development Office, United Kingdom	ICD	Institute for Capacity Development, IMF
FMI	Financial market infrastructure	IFMIS	Integrated financial management information system
FMIP	Financial Market Infrastructure & Payments	IMF	International Monetary Fund
FPAS	Forecasting and Policy Analysis System	IPI	Industrial Production Index
FPP	Financial programming and policies	IPSAS	International Public Sector Accounting Standards
FPW	Field person weeks	LTX	Long-term expert

MCM	Monetary and Capital Markets Department, IMF	QGDPE	Quarterly National Accounts by Expenditure
MDAs	Ministries, departments and agencies	RBM	Results-based management
MFI	Microfinance institutions	RBS	Risk-based supervision
MINECOFIN	Ministry of Finance and Economic Planning	REO	Regional Economic Outlook
MOF	Ministry of Finance	RSS	Real sector statistics
MOFP	Ministry of Planning and Finance	RTAC	Regional Technical Assistance Center
MONOPs	Monetary and Foreign Exchange Operations	SC	Steering Committee
NAS	National Accounts Statistics	SNA	System of National Accounts 2008
NBR	National Bank of Rwanda	SOE	State-owned enterprise
NT&P	National Treasury and Planning	SSA	Sub-Saharan Africa
ORSA	Own risk and solvency assessment	SSII	Simplified Solvency II
PBB	Performance-based budgeting	SUT	Supply and use table
PFM	Public financial management	TA	Technical assistance
PFMI	CPSS/IOSCO Principles for Financial Market Infrastructures	TADAT	Tax Administration Diagnostic Assessment Tool
PIM	Public investment management	TSA	Treasury Single Account
PPI	Producer Price Index	TWG	Technical working group
PSDS	Public sector debt statistics	UK	United Kingdom
		VAT	Value-added tax

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SECTION I

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY



Xiangming Li
Center Director

More than a year after the onset of the COVID-19 pandemic, AFRITAC East (AFE) members are still contending with its devastating effects.

With limited vaccination, the infection rate has increased since June 2021. In East Africa as in the rest of sub-Saharan Africa (SSA), saving lives continues to be the priority. That requires not only containment measures but also new spending to support acquisition and deployment of vaccines. The cost of vaccinating 60 percent of a population will undoubtedly push up health spending. Meanwhile, the expected slow rollout of vaccination program is, in turn, likely to slow SSA's recovery.

AFE capacity development has been helping member countries to manage the fallout of the pandemic.

This includes advising on how to mobilize more revenue while ensuring the health and safety of both officials and taxpayers. With spending pressures intensified by the pandemic, AFE is also supporting the authorities on managing public finances for timely execution of critical spending, prioritizing public investment projects, and evaluating fiscal risks—particularly from state-owned enterprises (SOEs). To safeguard financial stability, AFE has also supported authorities in

managing cybersecurity risks, reinforcing risk-based supervision (RBS), and stress-testing financial institutions. Other work streams of AFE advised members on how to carry out monetary policy during the pandemic, streamline macroeconomic forecasting and analysis, improve financial market infrastructure, and compile good statistics—essential for policy makers to accurately assess developments and manage the uncertainties unleashed by the pandemic.

In FY 2021 (May 2020–April 2021), the reporting period, due to the restrictions imposed by the pandemic, AFE support was delivered virtually.

In May 2020 AFE also welcomed South Sudan as an active member. As Internet connections in the region are not always reliable, AFE experts sometimes need to break new ground, complementing video conferencing with phone calls and emails. As AFE and member countries adapted to remote delivery, in the second half of the year the volume of AFE activities increased. Remote delivery has opened opportunities for more continuous virtual support, which can be used to complement in-person missions when they resume. In addition, virtual peer-learning events and webinars allowed AFE to leverage expertise from a wide

range of participants, experts, and authorities, and that will also continue after the pandemic ends. Meanwhile, virtual delivery has also led to a heavier workload and longer missions due to the need for extra preparations and coordination, including efforts to obtain necessary documents and data.

The pandemic slowed execution of the work plan to 73 percent (67 percent in terms of field person weeks (FPWs)). Faced with emergencies triggered by the COVID-19 pandemic, authorities had to re-prioritize. Consequently, some of the planned capacity development had to be delayed. Unpredictable Internet accessibility and the difficulty of remote delivery of some hands-on support also impeded activities. As noted in the mid-year report, the pandemic also made it difficult to recruit long-term experts (LTXs) in (1) monetary policy and operations, financial market infrastructure and payment, and (2) forecasting and policy analysis systems.

Despite the limitations of virtual delivery, AFE's support has facilitated notable achievements by member countries:

- Revenue mobilization: Malawi is analyzing the performance of its value-added tax (VAT) and assessing sector and segment compliance risks. Tanzania (Zanzibar) is designing risk management monitoring and evaluation. Kenya is working to efficiently apply its laws, regulations, processes, and procedures to the new digital services tax. Uganda is building capacity to audit the telecommunications sector, Rwanda is doing the same for financial institutions, and Tanzania for construction. Rwanda is also drafting its medium-term revenue strategy. South Sudan is improving the integrity of the taxpayer register. Highlights on improvement of customs administration include Kenya's strengthening of its post-clearance audit of the

extractive industries and the EAC secretariat's streamlining the regional framework of statistical reporting and performance standards for the Single Customs Territory initiative.

- Public financial management (PFM): Draft budget preparation and performance-based budgeting manuals were updated in Kenya and Rwanda to guide reforms in the next budget cycle. Capacity was built in Malawi and Tanzania on project identification and appraisal techniques. Uganda is integrating its public investment management (PIM) information system with general PFM processes to better record multi-year project commitments. Budget transparency initiatives were undertaken in Uganda, Rwanda, and mainland Tanzania to strengthen budget monitoring reports and the citizens guide to clarify COVID-19 spending and expenditure prioritization. AFE's newest member, South Sudan, benefitted from support for extending its treasury single account and cash management practices and drafting of the concept note outlining priority PFM reforms. South Sudan is also reviewing its commitment controls using the integrated financial management information system (IFMIS) and is reviewing its standard chart of accounts to align it with the Government Financial Statistics Manual (GFSM) 2014 and other standards. Malawi is finalizing its FY 2018/19 consolidated SOE report and deepening analysis of SOE fiscal risks.
- Macroeconomic analysis: With the advent of COVID-19, the focus of the macroeconomic work program pivoted to fiscal risks. Malawi and Rwanda drew up macroeconomic scenarios for various COVID-19 possibilities. Kenya, Malawi, and Rwanda assessed fiscal risks associated with SOEs, many of which crystallized during the COVID-19 shock through SOE health checks and stress tests. South

Sudan is updating its macrofiscal forecasting and mapping a plan for further development.

- Financial sector supervision: Ethiopia, Kenya, Rwanda, Tanzania, and Uganda addressed higher cybersecurity risks by drafting guidelines; they also updated tools for both off-site and on-site supervision. Other member concerns were implementing Basel II/III, building up risk-based supervision, and applying Simplified Solvency II (SSII) to adopt a regionally harmonized approach to insurance supervision.
- Monetary and foreign exchange operations, and financial market infrastructure and payments: AFE assisted South Sudan with the implementation of the January 2020 TA recommendations from the IMF Monetary and Capital Market Department aimed at strengthening its current monetary policy and operational frameworks, building a liquidity forecasting and monitoring framework, and transitioning in the medium- to long-term to an interest rate-based monetary policy. Capacity was built in Rwanda and Ethiopia on selected CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI). A regional workshop was held on Monetary Policy Implementation amid the Covid-19 pandemic.
- The forecasting and policy analysis system (FPAS): The FPAS framework is crucial for efficient monetary policy, it provides guidance and supports decision making and implementation. At the workshop on monetary policy implementation mentioned above FPAS featured as an essential component of the monetary framework. Tanzania, Uganda, and Rwanda are progressing in application of the FPAS. Use of model-based forecast and policy recommendations is already standard and FPAS processes are becoming more advanced.

- Real sector statistics: Malawi published preliminary production-based benchmark estimates for 2017/19, South Sudan assessed source data for national accounts, and Tanzania has reviewed the use of government finance statistics in national accounts. Furthermore, AFE assisted Tanzania on use of administrative data for national accounts compilation and the methodology for agriculture producer price has been developed for Tanzania (Zanzibar). Kenya reviewed methodology and data quality for import and export price indices.
- Government financial statistics (GFS): Kenya, Rwanda and Uganda have compiled general government (GG) fiscal data for FY 2018/19. Eritrea, Ethiopia, Malawi and Tanzania (Zanzibar) have compiled annual fiscal data for the budgetary central government (BCG) for FY 2018/19 and are expanding coverage to general government. Members of the GFS Technical Working Groups in South Sudan and Tanzania were trained on the latest GFS international compilation methodologies.

Member countries recorded moderate progress in Phase IV toward achieving RBM outcomes.

Since the RBM system was introduced at AFE in May 2017, member countries have targeted 364 outcomes. The IMF assesses achievement based on a rating scale from 1 (outcome not achieved) to 4 (outcome fully achieved). As of April 2021, 55 percent of the outcomes were assessed as fully or largely achieved, 39 percent partly achieved, and 6 percent not achieved. Member country progress in reforms has been slower than expected, mainly due to changes in the priorities of the authorities, absorption capacity issues in some member institutions, and more recently the COVID-19 crisis, which has affected the capacity of member countries to receive support. Nevertheless, some of the work areas,

such as financial sector supervision and revenue administration, recorded more traction in the first four years of RBM implementation. In Phase IV these areas were in high demand for CD, which generally received positive feedback from the authorities.

Phase IV was extended by one year to end of April 2021, due to the disruption caused by the pandemic.

Meanwhile US\$0.41 million in expenses in April 2021 were paid from Phase V funds. Looking back at the complete Phase IV, a total of US\$50.3 million of Phase IV funds were disbursed.

Phase V started full operation in May 2021, with a \$16 million funding gap.

By the end of FY 2021, development partners (DPs) have committed (signed contribution agreements of) US\$27.7 million, out of US\$50 million expected from DPs. Meanwhile another US\$6.1 million are being negotiated. Member country contributions are set at US\$6 million, again covering about 10 percent of the total financing needs. The IMF will contribute about US\$3 million. Already received funds of US\$7.1 and receivable of US\$13.2 for FY 2022 provide sufficient liquidity to cover expenses for FY 2022.

The FY 2022 work plan reflects member country needs arising from the COVID-19 pandemic and regional priorities as outlined in the Phase V program document.

The work plan was drawn up in consultation with the authorities and additional input was sought from DPs and regional organizations. Member countries will continue to focus on urgent reforms in areas that are critical to the pandemic response, such as revenue mobilization, expenditure prioritization, fiscal risks, and resilient financial systems. The volume of activities in FY 2022 is expected to be higher than in FY 2021 as member countries and AFE continue to adapt to virtual modalities. A larger share of resources has been allocated to countries that received less support in FY

2021 because of connectivity limitations, among them Eritrea, Ethiopia, and Malawi. AFE's newest member, South Sudan, will also receive a significant share of the resources to support its reform efforts. In terms of delivery, traction is expected to increase in all AFE areas, especially those affected in FY 2021 by LTX vacancies.

However, the slow pace of COVID-19 vaccinations across the region means that FY 2022 will be accompanied by considerable uncertainty.

The work plan will need to be managed flexibly to accommodate changing circumstances in member countries. Restrictions on travel are expected to continue in H1, and it is still not clear that regional travel will resume in H2. When travel resumes, support to countries suffering Internet connectivity challenges is expected to rise. AFE will continue to adapt to new CD delivery modes, including blending virtual and in-person support for members when appropriate. As in the past year, to manage the risk of uncertainty related delay and cancelation, the work plan will front load H1 with activities that can be delivered remotely. Still, given the pandemic outlook in the region and limited Internet access, there is significant risk of under-execution of the work program.

SECTION II

STRATEGIC ISSUES

A

THE CONTEXT FOR AFE
CAPACITY DEVELOPMENT
SUPPORT

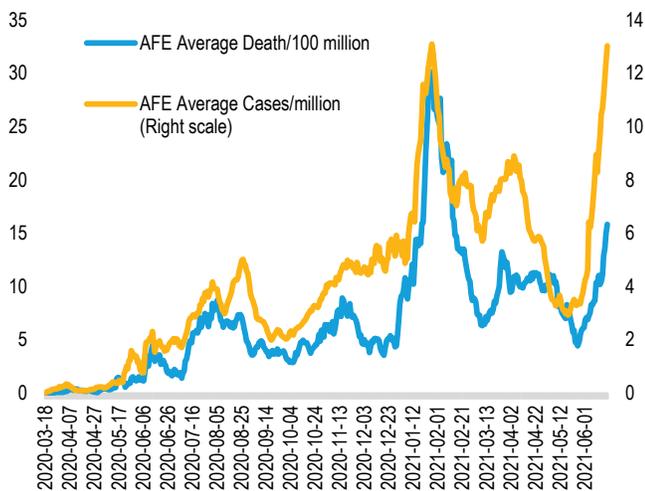
Like the rest of SSA, AFE countries continue to face health and economic emergencies triggered by the COVID-19 pandemic. With a low vaccination rate, the region is still susceptible to new waves of infection, in particular, the rate of infection has increased again since early June 2021 (Figures 1 and 2). While many advanced economies have more than half of the adult population vaccinated by mid-2021, on current trend that is not considered likely in most SSA countries before the end of 2023. The lack of access to vaccine

and limited purchasing power makes the region more vulnerable to a resurgence of infections and deters economic recovery.

The pandemic has caused a steep economic downturn in SSA, so recovery in the region is likely to take longer than in the rest of the world. Prompt lockdown measures at the outset of the pandemic helped to save lives and slowed transmission of the virus but also dampened economic activity, adding to the global economic downturn. In 2020 real GDP

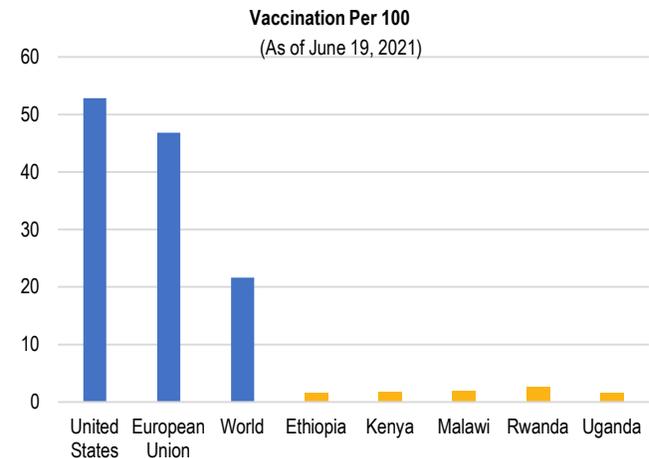
in the region shrank by an unprecedented 1.9 percent, the worst outcome on record, though AFE countries fared better than SSA as a whole, with the average change in real GDP recorded as -0.2 percent. SSA as a whole is expected to recover more slowly than the rest of the world, due to the slow pace of vaccination and the limited space for COVID-19-related fiscal packages, which in 2020 averaged only 2.6 percent of GDP in the region, compared with 7.2 percent in advanced economies. Consequently, per capita output in most of SSA is expected

FIGURE 1. HEALTH IMPACT OF COVID-19 IN AFE COUNTRIES



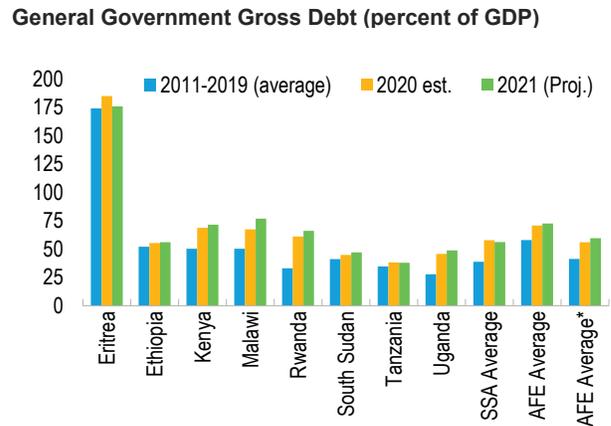
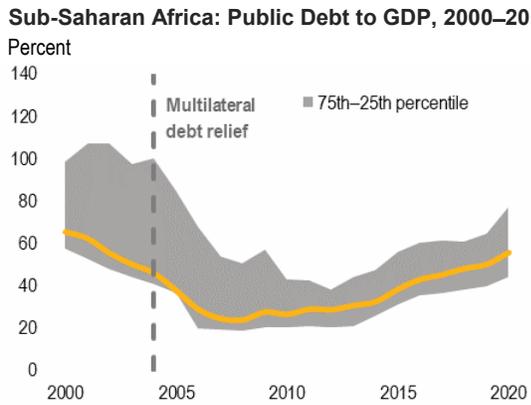
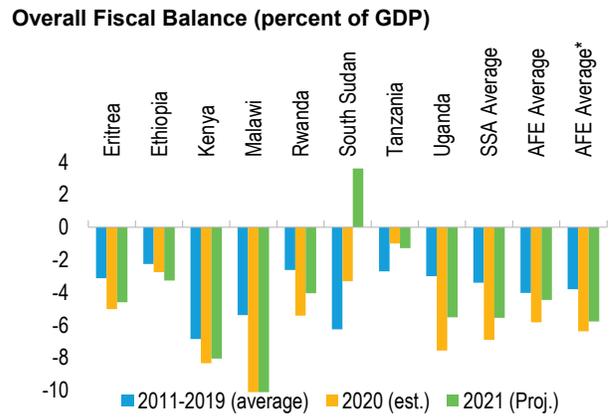
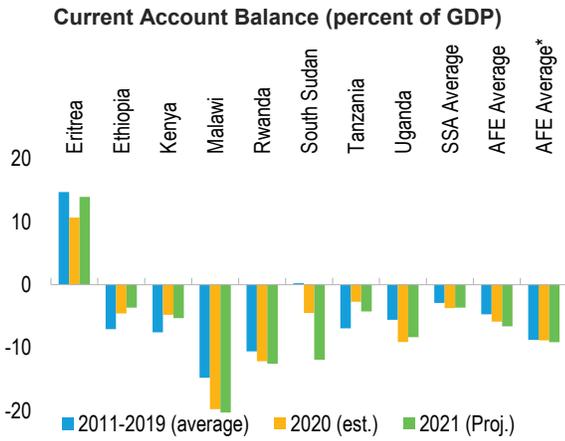
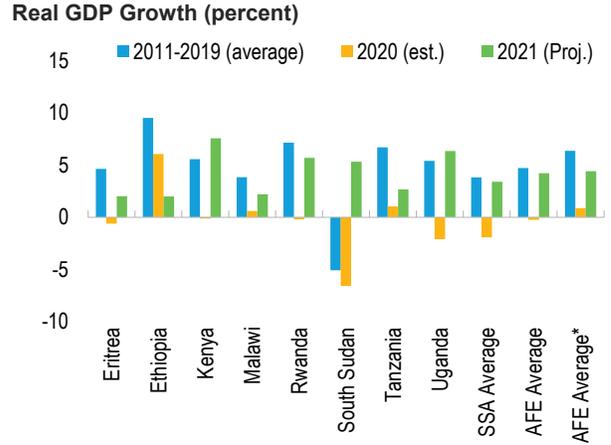
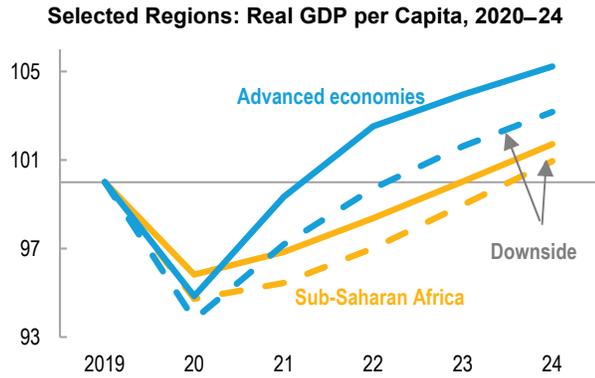
Source: owid-covid-data

FIGURE 2. VACCINATION IN SELECTED AFE COUNTRIES



Source: owid-covid-data

FIGURE 3. SELECTED MACROECONOMIC INDICATORS



Source: Country authorities and IMF staff calculations.
*Excluding Eritrea and South Sudan

to stay below 2019 levels until 2022 (Figure 3). Cumulative SSA output losses in 2020–21 due to the pandemic are estimated at almost 12 percent of GDP.

Governments are pressured by further macroeconomic problems.

Most SSA countries had already depleted fiscal and monetary policy buffers and exhausted medical capacity when the second pandemic wave hit. To maintain critical COVID-19-related spending, the governments had to cut back on other spending, including public investment. Deteriorating fiscal balances and shrinking GDP have pushed up debt in many SSA countries, including most AFE members.

In the near term, governments in SSA must continue to balance protecting lives and livelihoods while generating policy space.

Though saving lives is the clear priority,

protracted lockdowns are simply not viable. Striking the right balance will be difficult. Meanwhile, health spending will need to go up in order to contain infection and increase vaccinations, which will add to the fiscal burden and further squeeze other budgetary priorities, such as much-needed capital spending. The crisis has also eroded the balance sheets of SOEs, adding to the contingent liabilities of many governments.

Transformative reforms and support from the international community will be essential for the region to manage the large financing gap—

estimated at \$425 billion for 2021–25. Mobilizing more revenue will be crucial. Potential options could be to (1) increase the progressivity and coverage of personal income taxes, (2) eliminate distortionary corporate income tax exemptions and incentives, (3) increase the role of property and

environmental taxes, (4) broaden the VAT, and (5) use new digital technology to make revenue administration more efficient. The efficiency of spending can be improved through transformative reforms that improve transparency and good governance and invest in digitalization tools to improve all aspects of budgeting.

The Group of Twenty (G20) Debt Service Suspension Initiative and IMF programs have helped many countries to maintain critical spending.

In particular, all but one AFE country (Eritrea) received emergency funding through the IMF Rapid Financing Instrument or the Rapid Credit Facility or debt relief through the Catastrophe Containment and Relief Trust.

ACTION PLAN ON THE MID-TERM EVALUATION

There has been good progress in realizing the action plan, which responds to the recommendations of the mid-term evaluation. The main developments in the past year are summarized here; Annex VI gives a more comprehensive description of the action plan and AFE progress toward its goals.

- **Further improve work planning.**

The design of the FY 2022 work plan responds to more careful prioritization to accommodate new needs arising from member country pandemic response measures and evaluation of their capacity to receive support in coming months. Resource allocation decisions are paying systematic attention to member absorptive capacity, the needs of fragile states, and the presence of other DPs. In South Sudan, as previously in Eritrea, the plan in FY 2022 is to concentrate on training rather than TA, and to use the first missions to gauge institutional capacity. The authorities have been continuously involved in the planning. Since the Capacity Development Management and Administration Program (CDMAP) was introduced in August 2020, AFE has also more closely coordinated its work planning with IMF Headquarters.

- **Improve cost-effectiveness and budget management capabilities.** The work plan and budgets for FY 2022 were drawn up in CDMAP, which builds in a costing module. With financial information readily available, CDMAP can be used to monitor sectoral budget execution in real time. Its use also allows AFE, in considering mission design options, to better take costs into account. Meanwhile, the work plan and budget for FY 2021 were flexibly executed remotely, with reallocations and adjustments made as needed.
- **Improve the use of RBM to monitor progress and manage performance.** AFE has adopted the IMF RBM Governance Framework that was updated in August 2020. It outlines how RBM data should be collected and reported in order to inform resource allocation decisions and set strategic objectives and priorities for member country CD. For instance, RBM data have supported some allocation decisions made for Phase V (e.g., allocating fewer resources to monetary operations). Phase V logframes have taken into consideration RBM lessons learned in Phase IV (e.g., setting realistic and achievable targets). To align with the new governance plan, AFE has begun reporting on outcomes

(results) instead of milestones. CDMAP will be used to manage RBM work.

- **Address gaps in AFE governance.**

In September through December 2019 the Director visited all member countries and South Sudan and discussed with Steering Committee members and authorities their roles and how to increase the interaction with and engagement of Steering Committee members on program design and monitoring. From 2020 into early 2021, AFE was able to reach out to some countries virtually to explain the work of AFE, work plans, logframes, and the role of Steering Committee members.

- **Coordinate with other DPs as needed to avoid duplication.**

Despite COVID-19 disruptions, coordination with DPs and regional partners has continued. Their views were sought on CD priorities in member countries to inform the FY 2022 work program. Given travel limitations, AFE organized virtual briefing sessions for DPs in member countries to heighten collaboration on CD work. LTXs also continued to engage virtually with DPs in member countries. General outreach through publications, the website, and the Facebook page also continue.



BUDGET AND FINANCING ISSUES

PHASE IV (2015-21)

Phase IV ended in April 2021 after a one-year extension due to disruption from COVID-19 and related savings in travel costs. In Phase IV, US\$50.3 million was disbursed. (To avoid an overdraft, in April 2021 US\$0.41 million in expenses was paid from Phase V funds.) DPs (the European Commission, United Kingdom, Germany, The Netherlands, Switzerland, and the European Investment Bank) contributed a total of US\$42.5 million, 83 percent of Phase IV funding. Member countries contributed US\$4.2 million, 8 percent. Eritrea, Malawi, Rwanda, and Uganda have made full disbursements. Kenya made four annual disbursements, and Tanzania three. The IMF provided US\$4.0 million, 8 percent of funding, and in addition, interest of more than half a million US\$ from the fund balance has been earned over the period of six years.

PHASE V (FY 2022-26)

The budget for Phase V is US\$59 million as outlined in the program document. DPs are expected to provide about US\$50 million—most of the externally financed budget of about US\$56 million—with member

contributions covering the other US\$6 million, about 10 percent of the total financing needs. The IMF will contribute the remaining US\$3 million. It is expected that, in addition to its financial contribution as a member country, Tanzania, as the host country, will continue to provide office space and seconded administrative staff gratis; neither is included in the budget. Workstream budget envelopes will remain indicative to allow for some flexibility. As in FY 2021, the Phase V program budget includes a strategic budget reserve of 2 percent of the total so that AFE can promptly address unforeseen member country needs as they arise.

Concerted efforts are needed to fill the large financing gap of about \$16 million for Phase V. So far, AFE has secured contributions of US\$27.7 million from five DPs: The Netherlands (US\$5.9 million), the United Kingdom (US\$5.3 million), the European Commission (€4 million, about US\$4.9 million), Norway (US\$4.6 million, including a transfer of remaining funds from the now-closed South Sudan Trust Fund), China (US\$3.5 million), Switzerland (US\$1.0 million), and US\$2.5 million secured from COVID-19 crisis Capacity

Development Initiatives. In addition, Germany has pledged a contribution of €3 million (about US\$3.7 million) and US\$2.5 million from the COVID-19 is being negotiated. So far, US\$7.1 million (including transfers) in partner contributions have already been received and over the course of FY 2022, an additional US\$13.2 million is expected to be disbursed. Therefore, the operations of the first year of Phase V is financed. Discussion of contributions continues with other partners. Securing multiyear funds is essential to allow AFE to enter into long-term financial commitments, for example, hiring highly qualified advisors.

COORDINATION WITH DEVELOPMENT PARTNERS

Despite the limitations imposed by COVID-19, coordination with DPs and regional organizations has continued. In drafting the FY 2022 work program, AFE sought the views of DPs and regional partners on CD priorities in member countries. Due to travel limitations, AFE organized virtual briefing sessions for DPs in member

countries for better coordination of CD work. AFE long-term experts also continued to engage virtually with the DP communities in member countries. As noted previously, AFE also reached out to DPs through interviews, AFE publications, the website, and the Facebook page.

BOX 1. INTERVIEW WITH CEDRIC MEREL, HEAD OF COOPERATION, EUROPEAN UNION (EU) DELEGATION IN TANZANIA

1: HOW IS THE WORK OF AFRITAC EAST INCORPORATED INTO EU POLICY ON DEVELOPMENT COOPERATION?

The EU ensures that the work of AFRITAC East is in line with EU development priorities and policies through regular contacts and yearly Steering Committee meetings. The work of the Center is incorporated into EU policy dialogues and actions through its bilateral and regional support for good governance and democracy, primarily its focus on institutional accountability for efficient use of public resources, transparency of national data, improved public service delivery, and strengthened capacities for gender-sensitive planning and budgeting.

2: TELL US ABOUT THE EU CONTRIBUTION TO AFRITAC EAST PHASE IV (2015-21) AND PLANS FOR THE NEXT PHASE (IF AVAILABLE).

The EU is proud to be one of the main contributors to AFRITAC East's diverse base of member contributions and donor support. The EU has contributed €10 million (about US\$12.2 million) to Phase IV and plans on contributing €4 (about US\$4.9 million) million to Phase V.

3: HOW DOES FUNDING FOR AFRITAC EAST RELATE TO OTHER EU PRIORITIES?

There is good coherence between the work of AFRITAC East and other EU priorities, including at the level of local authorities, such as improving the business and investment climate, skills development, and cooperation in the urban sphere, such as Green Cities. It also contributes to reducing poverty and ensuring that no one is left behind by improving public service delivery and strengthening capacities in gender-sensitive planning and budgeting.

4: WHAT ADDITIONAL PROGRAMS DOES THE EU SUPPORT RELATED TO PUBLIC FINANCE MANAGEMENT, REAL SECTOR STATISTICS, AND REVENUE ADMINISTRATION?

The EU supports various programs in areas related to public finance management, real sector statistics, revenue administration, and regional integration, both national and regional. At the regional level, the EU has recently launched a new joint program with the East African Community to strengthen regional economic integration by advancing implementation of the Customs Union and Common Market Protocols. In particular, the Common Objectives in the Regional Economic Integration program will be instrumental in moving to a full-fledged Customs Union, by supporting more robust information, communication and technology (ICT)-based data exchange protocols for the clearing of goods. Thanks to digital solutions, customs operations will be simpler, quicker, and safer, and this will reduce the costs of cross-border trade. At the national level, the EU complements the work of AFRITAC East member states through a combination of support to national policy reforms, budget support, large-scale capacity-strengthening programs, and by playing a key role in strategic dialogue platforms.

BOX 2. INTERVIEW WITH SAMRITA SIDHU, HEAD OF THE PUBLIC FINANCE AND TAX DEPARTMENT, FOREIGN, COMMONWEALTH & DEVELOPMENT OFFICE (FCDO), UNITED KINGDOM

1: HOW IS THE WORK OF AFRITAC EAST INCORPORATED INTO THE FCDO POLICY ON DEVELOPMENT COOPERATION?

Strengthening tax and public financial management is central to the UK's ambition to help developing countries transition from aid dependency. The recently published UK Integrated Review of Security, Defence, Development and Foreign Policy re-emphasizes the UK's commitment to "support others to become more self-sufficient" and identifies East African countries as important partners for the UK. FCDO support via the Regional Technical Assistance Centers and other thematic funds is a vital part of the UK's effort to achieve these goals. The IMF has built considerable in-house technical capacity and established itself as the leading authority in macroeconomics, public finance, and tax policy and is an important stakeholder in supporting reforms. In particular, the collaborative nature of AFRITAC East as a joint funding effort between the IMF, development partners, and East African recipient countries also promotes closer coordination between external support and member state ownership of reforms, which we see as a key element of sustainable change.

2: TELL US ABOUT THE FCDO CONTRIBUTION TO AFRITAC EAST PHASE IV (2015-21) AND PLAN FOR THE NEXT PHASE (IF AVAILABLE).

In 2018 the UK approved a £21.7 million five-year program to co-finance a number of IMF thematic funds and regional centers that offer targeted support on public financial management and domestic revenue mobilization. The largest single component of this program is funding for AFRITAC East's activities, and over the last two years we have contributed almost £1 million (about US\$1.4 million) to AFRITAC East.

3: HOW DOES FUNDING FOR AFRITAC EAST RELATE TO OTHER FCDO PRIORITIES?

FCDO's support to AFRITAC East complements existing UK support on international capacity building, with a particular focus on public financial management and domestic resource mobilization. These areas will play a key role in helping countries recover from the economic crisis resulting from the COVID-19 pandemic. From a geographical perspective, East Africa is a key region for UK partnership. AFRITAC East supports countries to become self-sufficient while also promoting emerging issues that are a priority for the FCDO, such as gender (e.g., support for gender-responsive budgeting) and climate change.

SECTION III

REPORT ON
ACTIVITIES IN FY 2021
(MAY 2020-APRIL 2021)

A

OVERVIEW AND IMPACT OF THE COVID-19 CRISIS

The pandemic slowed execution of the work plan. The execution rate of activities was 73 percent (67 percent in terms of Field Person Weeks, FPWs). This is the lowest rate ever recorded by AFE. Throughout the year, due to COVID-19-related restrictions, CD was delivered remotely. The crisis provoked by the pandemic led to significant changes in government priorities. AFE's engagement has also been affected by the degree to which authorities were ready to receive virtual support and the quality of their Internet access.

- AFE was agile in responding to changing needs. Of the 159 activities completed, 18 percent were new ones requested by the authorities; on the other hand, 88 activities initially planned (41 percent of the initial total) were either postponed to FY 2022 (26 percent) or cancelled (15 percent).
- The pandemic made it difficult to fill LTX vacancies, which affected CD delivery in some AFE areas. Monetary policy and operations, financial market infrastructure and payment, and forecasting and policy analysis system areas were most affected by the vacancies; less than half of those activities could be accomplished. However, in the

second half of the year (H2) AFE welcomed five new LTXs, in these areas and in customs administration and real sector statistics. This heightened AFE's ability to help member countries manage the strain caused by the COVID-19 pandemic. As a result, the volume of activities increased in H2 and Phase V projects had to be activated in April 2021, earlier than planned, to fund some activities.

- AFE adapted to virtual delivery, but some CD modalities were affected more than others. There was only a 53 percent execution rate for training activities (against 78 percent for technical assistance (TA)) because regional workshops, national training, and attachments, which authorities often prefer, were negatively affected. After the onset of the pandemic, the share of resources dedicated to training was reduced from a previous average of 40 percent to 30 percent in FY 2020 and 33 percent in FY 2021. As a new training and peer learning modality, AFE introduced webinars, which are less demanding of in-person interaction than other forms of training. Virtual peer-learning events and

webinars can also leverage expertise from a wider range of participants, experts, and authorities.

- Access to the Internet affected country coverage. Rwanda and Kenya had high execution rates; the lowest were in Eritrea, Ethiopia, and Malawi, primarily due to connectivity issues. South Sudan had a high execution rate (71 percent) despite connectivity challenges as the authorities gave priority to receiving support for their reform efforts.
- As discussed in the mid-year report, virtual delivery has lengthened missions and increased the workload; it requires both extra preparations and coordination and more time and effort to obtain necessary documents and data. However, the experience has opened up the possibility for more continuous virtual support to complement future in-person missions.

(See Tables 1–3 and Figures 4–5 for activities completed, resources allocated, and execution by country and by sector.)

FIGURE 4. IMF AFRITAC EAST: PLANNED VS. ACTUAL ACTIVITIES, FY 2021

Number of Activities

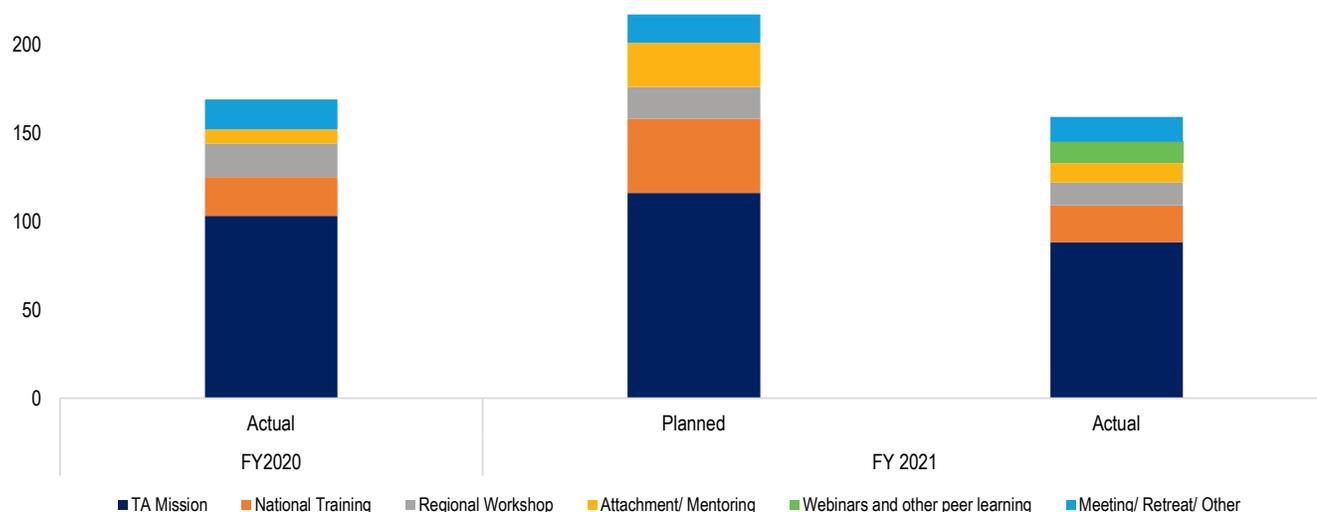
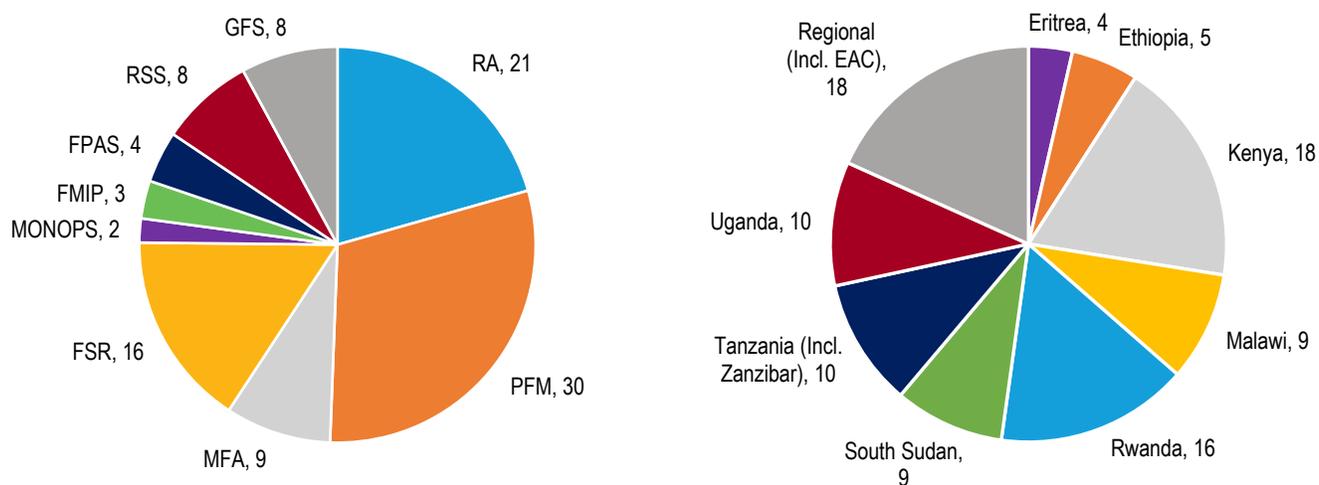


FIGURE 5. IMF AFRITAC EAST: DISTRIBUTION OF RESOURCES BY COUNTRY AND SECTOR, FY 2021



Note: RA = Revenue Administration; MFA = Macroeconomic Analysis; FSR = Financial Sector Supervision and Regulation; MONOPS = Monetary Operations and Policy; FMIP = Financial Market Infrastructure and Payments; FPAS = Forecasting and Policy Analysis System; RSS = Real Sector Statistics; GFS = Government Finance Statistics.

TABLE 1. IMF AFRITAC EAST: ACTIVITIES AND RESOURCES, FY 2021

	FY 2020	FY 2021		
AFE Activities (number)	Actual	Planned	Actual	Execution Rate (%)
Technical Assistance (TA) Mission	103	116	88	76
National Training	22	42	21	50
Regional Workshop*	19	18	13	72
Attachment/Mentoring	8	25	11	44
Webinars and other peer learning			12	
Meeting/Retreat/Other	17	16	14	88
Total Activities	169	217	159	73
Type of Activity				
TA	502	504	392	78
Training	224	360	190	53
Total Field-Person Weeks (FPWs)	726	864	582	67
Modalities				
Resident Advisor	412	449	330	74
Short-Term Expert	270	312	183	59
IMF HQ Staff	25	24	32	131
Attachments	20	80	38	48
Total FPWs	726	864	582	67

*Regional workshops include IMF Institute for Capacity Development training programs.

TABLE 2. IMF AFRITAC EAST: ALLOCATION OF RESOURCES BY SECTOR, FY 2021

	FY 2020	FY 2021		
Sector (in FPWs)	Actual	Planned	Actual	Execution Rate (%)
Revenue Administration	115	181	120	66
Public Financial Management	214	211	175	83
Macroeconomic Analysis	62	74	50	68
Financial Sector Regulation and Supervision	94	95	93	98
Monetary Policy and Operations	71	32	11	36
Financial Market Infrastructures and Payment	24	41	18	44
Forecasting and Policy Analysis System	0	61	25	40
Real Sector Statistics	70	81	45	55
Government Finance Statistics	76	88	46	52
Total	726	864	582	67

TABLE 3. IMF AFRITAC EAST: ALLOCATION OF RESOURCES BY COUNTRY, FY 2021

Country (in FPWs)	FY 2020	FY 2021		
	Actual	Planned	Actual	Execution Rate (%)
Eritrea	76	65	21	32
Ethiopia	65	66	32	48
Kenya	103	130	107	83
Malawi	96	105	52	50
Rwanda	92	86	92	107
South Sudan	0	74	52	71
Tanzania (Including Zanzibar)	84	93	61	65
Uganda	70	86	59	69
Regional (Including EAC)	139	158	106	67
Total	726	864	582	67

BOX 3. THE RESULTS-BASED MANAGEMENT SYSTEM IN PHASE IV

AFE is using the IMF results-based management (RBM) system as the basis for design, monitoring, and evaluation of CD projects. RBM, a comprehensive system, organizes CD projects in logical frameworks (or logframes/ results chains) to set out expected causal relationships between the resources committed to a project and the expected benefits to recipients. It is used to design country-specific objectives and outcomes (i.e., specify results) that guide CD support over the medium and long term.

Member countries in Phase IV made moderate progress in reaching outcomes. Since the RBM system was introduced at AFE in May 2017, members have targeted 364 specific outcomes. The IMF assesses the degree to which outcomes are achieved using a rating scale from 1(not achieved) to 4 (fully achieved). As of April 2021, 55 percent of the outcomes were considered fully or largely achieved, 39 percent partly achieved, and 6 percent not achieved. Member country progress in carrying

out reforms has been slower than expected, mainly due to changes in priorities and absorption capacity issues. More recently, the COVID-19 crisis has reduced the capacity of member countries to both receive support and implement reforms; some AFE areas like financial sector supervision and revenue administration had more reform traction in the first four years of RBM. There was heavy demand for CD in those areas in Phase IV and generally the authorities responded with positive feedback.

FIGURE 6. IMF RESULTS-BASED MANAGEMENT CHAIN

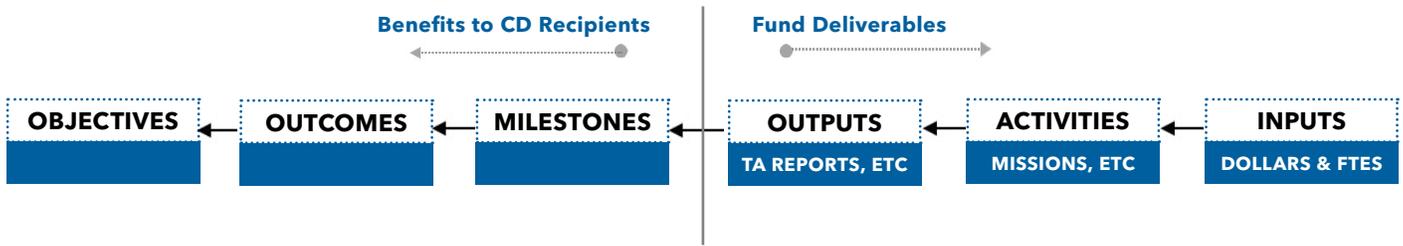
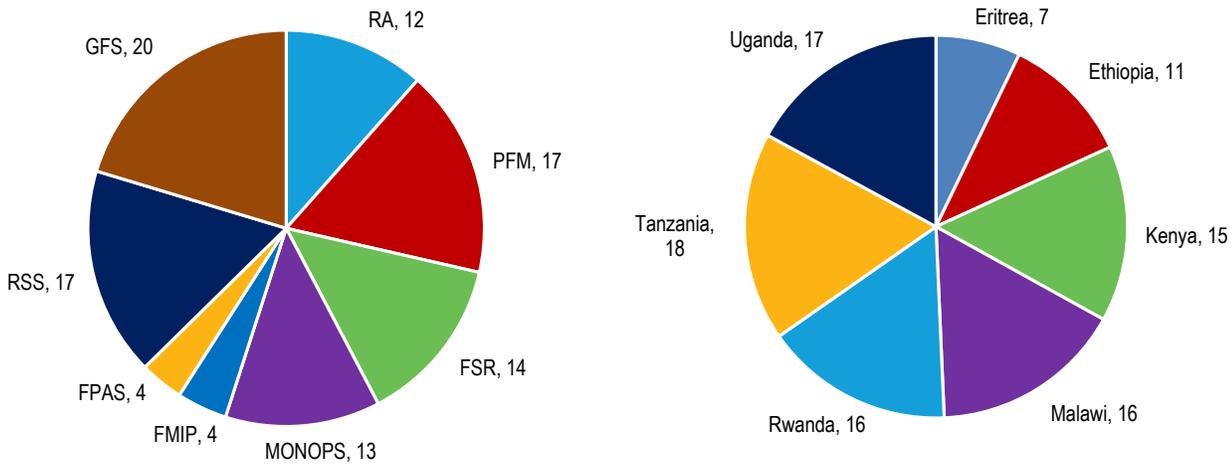


FIGURE 7. DISTRIBUTION OF TARGETED OUTCOMES BY COUNTRY AND SECTOR

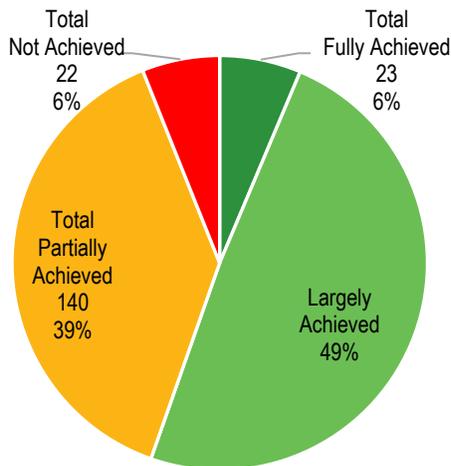
(Percent)



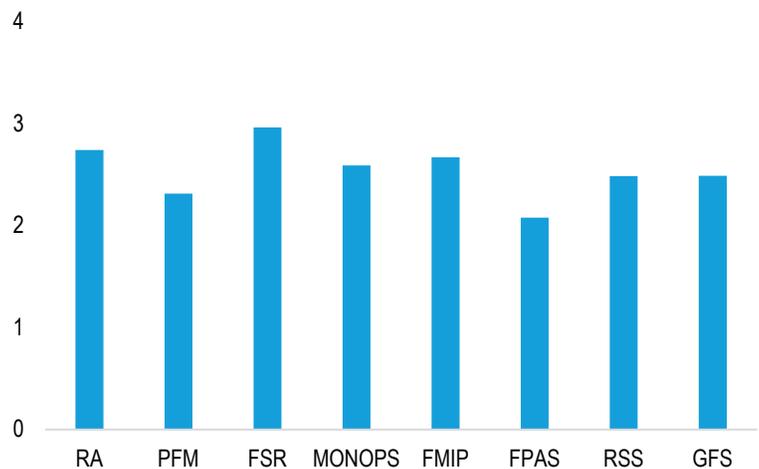
Note: RA = Revenue Administration; MFA = Macroeconomic Analysis; FSR = Financial Sector Supervision and Regulation; MONOPS = Monetary Operations and Policy; FMIP = Financial Market Infrastructure and Payments; FPAS = Forecasting and Policy Analysis System; RSS = Real Sector Statistics; GFS = Government Finance Statistics; ICD = Institute for Capacity Development.

FIGURE 8. PERFORMANCE ON OUTCOMES, PHASE IV

a. Outcomes



b. Average outcome score by sector*



*Completion progress should not be considered comparable because workstream definitions vary considerably.

REVENUE ADMINISTRATION



Berlin Msiska, a national of Zambia, joined AFE in June 2017 as Revenue Administration Advisor. He previously worked for the IMF in the same capacity in West Africa, based in Ghana, and later in AFRITAC South. Berlin is a former Commissioner General of the Zambia Revenue Authority and Permanent Secretary in the Ministry of Finance and National Planning of Zambia.



Kenneth Ochola, a Kenyan national, joined AFE in September 2020 as Resident Revenue Administration Advisor (Customs). Kenneth is a career customs specialist and worked for the Kenya Revenue Authority (KRA) for 29 years in various capacities rising to the position of Acting Commissioner of Customs and Border Control.

AFE adapted to the evolving needs of member countries and continued to strengthen revenue and customs administration to address the impact of COVID-19 and meet the heightened budget pressure it caused. A total of 29 activities were completed (78 percent of the initial workplan), including 1 new added at the request of the authorities. Due to changes in national priorities, 3 activities were postponed to FY22 and 6 activities were cancelled. Between May 2017 and April 2021, 71 percent of the outcomes were fully or largely achieved and 29 percent partly achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

- **Enhanced revenue administration and governance:** Eritrea continues to review its draft tax laws from an administrative perspective and is also drafting explanatory notes. Malawi is analyzing performance of the VAT and assessing compliance risks at sector and segment levels. Ethiopia is preparing a plan for sustainable revenue mobilization. Tanzania (Zanzibar) is drafting a risk management monitoring and evaluation plan. Kenya is undertaking

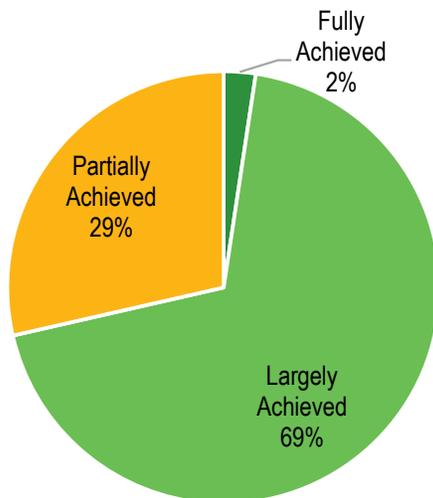
a repeat assessment using a Tax Administration Diagnostic Assessment Tool, and South Sudan is reviewing its information technology system upgrade.

- **Strengthened core tax administration:** Uganda is building audit capacity in telecommunications and Rwanda in the financial and telecommunication sectors. Uganda is also building capacity in matching tax and customs data. Kenya is assessing its laws, regulations, processes, and procedures for collecting the new digital services tax; reviewing and redesigning its high-net-worth-individuals function and assessing management of tax expenditures compliance. Malawi is identifying effective strategies for addressing the informal sector. South Sudan is improving the integrity of the taxpayer register. Tanzania is building capacity to audit the construction sector.
- **Improved core customs administration:** Rwanda is formulating a medium-term revenue strategy that incorporates output from customs diagnosis. Kenya is strengthening its post-clearance audit of extractive industries through capacity

development. Ethiopia is enhancing its data analytics capability to mitigate inherent import risks. EAC secretariat is streamlining regional framework of statistical reporting and performance standards for Single Customs Territory initiative.

FIGURE 9. OUTCOMES ASSESSMENT FOR REVENUE ADMINISTRATION

(May 2017 – April 2021)



PUBLIC FINANCIAL
MANAGEMENT

Amra Srdanovic, a citizen of Bosnia and Herzegovina, joined AFE in June 2019 as a PFM Advisor. She has over 20 years of PFM experience, advising Ministries of Finance.



Imran Aziz, a national of the United Kingdom, joined AFE in June 2019 as a PFM advisor. He has 15 years' experience in public financial management specializing in PFM reform processes, budgeting, and management of fiscal risks.

Reforms to build up PFM practices and capacity continued. In FY 2021, 36 activities were completed (84 percent of the goal), including 11 added at the authorities' request. Due to travel restrictions and changes in national priorities, 15 activities planned were postponed to FY 2022 and 2 were cancelled. Between May 2017 and April 2021, 36 percent of the outcomes were fully or largely achieved, 57 percent partly achieved, and 7 percent not achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

- **Comprehensive, credible, and policy-based budget preparation:** Kenya drafted a budget preparation manual that integrates budget costing and project selection reforms already underway to support spending prioritization when fiscal space is narrowed. Rwanda updated its manual on performance-based budgeting (PBB) to provide practical suggestions for tightening the link between PBB and gender-responsive budgeting and assure the quality of sectoral submission following the full rollout to central government. AFE proposed design changes for

the Rwanda Citizens' Budget Guide and revisions to budget factsheet to communicate to citizens timely and transparently the country's budget strategy. In Tanzania (Zanzibar), strategic budget templates were designed to better link budget costing and program budgets to support the setting of spending priorities. AFE provided support to Uganda to design a framework for managing COVID-19-related expenditures through the budget process to ensure that resources can be effectively monitored and tracked to beneficiaries.

- **Management of public investments:** AFE helped Malawi to build capacity for two new planning institutions on the stages and technical tools required to prioritize projects. The mission drew up a plan for a core team to train government colleagues on techniques for prioritizing projects. A peer learning exchange was facilitated for officials from Tanzania and Uganda, using targeted training modules to support updates of their PIM manuals. In Uganda, a technical guidance note was drafted to support the second phase of the integrated project databank and its integration with other IT systems, and a multiyear



Paul Seeds, a UK citizen, has been with AFE since January 2016. He has 30 years of experience in PFM across 18 countries, including several in East Africa.

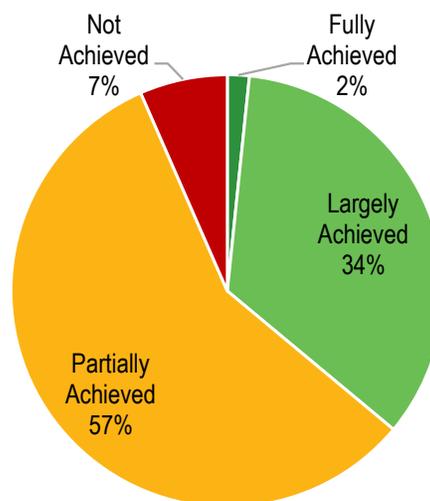
commitment template was piloted for 33 ministries and agencies as part of the multiyear commitment statement submitted annually to Parliament.

- Budget execution and control:** South Sudan is preparing a prioritized PFM reform strategy and has drafted a concept note outlining the priority reform areas and incorporating an immediate action plan covering the next 12-18 months. South Sudan is also reviewing its commitment controls using the Integrated Financial Management and Information System (IFMIS) and has launched a review of its standard chart of accounts to align it with the GFSM 2014 and cash-basis International Public Sector Accounting Standards (IPSAS).
- Coverage and quality of fiscal reporting:** Rwanda benefited from AFE guidance in adopting accrual-basis IPSAS. AFE is also supporting the Kenya National Treasury as it moves toward full IPSAS compliance with the EAC PFM harmonization requirements. Tanzania (Zanzibar) is drawing up
- Asset and liability management:** South Sudan is extending its treasury single account (TSA) and improving its cash management practices; it is now preparing more realistic cash flow forecasts based on the main government priorities and the availability of cash resources.
- Better identification, monitoring, and management of fiscal risks:** Malawi is finalizing its FY 2018/19 consolidated SOE report, deepening analysis of SOE fiscal risks, and exploring ways to further strengthen SOE governance.
- Improved PFM laws and effective institutions:** Rwanda is reviewing the Organic Law on State Finances 2013 and has benefited from joint IMF Fiscal Affairs Department and AFE support on drafting the updated organic law to incorporate PFM reforms and other stakeholder requirements.

a roadmap for adoption of IPSAS accrual norms in close alignment with the Tanzania mainland, which has already achieved compliance.

FIGURE 10. OUTCOMES ASSESSMENT FOR PFM AND MFA

(May 2017 - April 2021)



BOX 4. STRENGTHENING BUDGET PRACTICES IN THE REGION

For the past 20–30 years budget reforms in the region have taken two forms. The first is adoption of medium-term budgeting frameworks (MTBFs). The second is the related area of PBB, which supports expenditure prioritization by determining the policy results to be achieved with the resources available. In particular, the MTBFs (1) link bottom-up costing for current and new policy options; (2) can be compared with a fiscally sustainable resource envelope; and (3) reconcile the difference between (1) and (2) by prioritizing expenditures.

Despite some improvements in how budgets are presented and deliberated, budget credibility remains a persistent problem, as does the creation of new arrears, which are compounded by unrealistic budgeting. Countries that have attempted PBB have found that reform efforts have been undermined by steep budget cuts and supplementary budgets that involve the movement of resources away from intended policy areas. COVID-19 has exacerbated this.

Throughout Phase IV of the program, AFE has supported the intensive reform efforts of five members: Malawi, Kenya, Rwanda, Tanzania (including separate support in Tanzania (Zanzibar)), and Uganda. The results are positive, particularly in Kenya (budget costing) and Rwanda (PBB), and these achievements are now being shared with other member countries through peer learning channels.

KENYA: BUDGET COSTING TEMPLATE AND BUDGET PREPARATION MANUAL

To accommodate the Kenyan government's "Big Four" agenda, a Presidential Directive sought that all budget proposals be costed and effectively challenged to assess the true size of the fiscal space available. AFE supported the Budget Department to identify a methodology for costing current policy (the budget "baseline"). A prototype budget-costing tool was created based on the methodology and over 200 officials from sector ministries were trained and provided feedback about improving its design. With support from the World Bank, the costing tool has been integrated into the national budgeting module, which ministries, departments, and agencies (MDAs) will use to formulate future budget proposals. AFE assisted the National Treasury and Planning (NT&P) in drafting a budget preparation manual, which also benefitted from feedback in a workshop with officials from sector ministries and related agencies (such as the Salaries and Remuneration Board, public investment, and the SOE unit). This manual is in the final stages of senior management approval and the NT&P plans to disseminate it as part of the budget guidelines in the next budget cycle.

RWANDA: A HOME-GROWN PBB APPROACH

In 2018, Rwanda adopted a PBB approach for its National Strategy for Transformation 2017–24, focusing on core policy deliverables to avoid unnecessary complexity. AFE assisted in the design of the approach, which involved jointly developing the structure of budget proposals and in-year reports through a facilitator, bringing together several departments in the

Ministry of Finance and Economic Planning (MINECOFIN). The design was piloted in four main service delivery sectors and published as part of the budget annexes. After feedback from the MDAs, a manual was drawn up with templates for budget preparation, in-year reporting, and IT systems integration. Rwanda is also a front-runner in gender-responsive budgeting (GRB); the manual also has a special chapter on linking the PBB and GRB approaches. With support from the World Bank and based on the PBB manual, the pilot has been expanded to all 16 sectors with government-wide training. The PBB will be published with the documents for the forthcoming budget.

PEER LEARNING: SHARING AND LEARNING FROM REFORM ACHIEVEMENTS

In the past two years AFE has performed an important role in sharing the experiences of Kenya and Rwanda to inform the reforms of other member countries. It has conducted two regional workshops on budget baseline costing at which the Kenya approach was presented and discussed. Members agreed that guidelines similar to the Kenya budget preparation manual should form part of Phase V regional workshops.

A webinar was conducted for five member countries that have adopted PBB reforms in the past 10 years (Malawi, Kenya, Rwanda, Tanzania, and Uganda). The others were very interested in the Rwanda approach and a peer learning network has been created to share experiences in integrating PBB into IT budgeting, execution, and reporting systems. In Phase V this will be made part of webinar and peer learning activities and complemented by country visits.

BOX 5. ADVANCING PFM IN SOUTH SUDAN

In May 2020 AFRITAC East (AFE) welcomed South Sudan as its newest member. Previously South Sudan had benefitted from PFM TA provided by IMF Headquarters and other development partners. Action on the recommendations has been slow and complex.

Following the recent establishment of the high-level PFM Oversight Committee (PFM OC) in June 2020, with 11 PFM priority reform areas identified, an FAD/AFE mission was deployed focusing on advancing the work on 4 priority areas, including: (i) Development of a PFM Reform Strategy (PFMRS); (ii) Streamlining the framework for macrofiscal forecasting and analysis; (iii) development of a Treasury Single Account (TSA), cash management and (iv) the management of chronic expenditure arrears.

Building on the momentum the joint mission created, AFE's first solo PFM mission to South Sudan was planned for December 2020. The challenge was how to bridge the gap between missions and provide continued support to the Ministry of Planning and Finance (MOFP). AFE responded by setting up biweekly virtual meetings with the Undersecretary for Planning and the Treasury team to keep the momentum going through regular MOFP updates on progress. This platform helped to jump-start a series of short-term TSA and cash management reforms recommended by the FAD/AFE mission. The Undersecretary and the team made their commitment evident through regular attendance in spite of their full agendas and numerous logistical challenges, such as having to book well in advance the UNDP conference room, which was the only facility available with stable Internet access. The biweekly meetings also helped to build rapport between



South Sudan officials in a virtual mission

AFE and MOFP counterparts, which is a major concern in delivering TA remotely.¹

A December 2020 remote mission provided the MOFP with practical guidance on improving banking arrangements, compiling an inventory of all government bank accounts, and formulating preliminary cash forecasts in collaboration with a cash management team of staff from the Treasury, Macro, Debt, and Budget departments. The mission conducted remote sessions to train the cash management team in cash planning and forecasting cash flow. A model was presented on how to use historical cash flow patterns for forecasting and incorporate actuals and forecasts in an annual monthly cash plan to inform the spending decisions of the Cash Management Committee and the Minister.

¹ A similar approach using weekly meetings (end-November to mid-January 2021) was recently used in Malawi to advance work on Strengthening SOE Oversight. o advance work on Strengthening SOE Oversight.

In April 2021 AFE supported the digitalization efforts in South Sudan by strengthening IFMIS-based commitment controls and aligning the economic segment of the Standard Chart of Accounts with the GFSM 2014 and other international standards. These reforms are core blocks in building fiscal discipline and reporting in the Government of South Sudan.

Given South Sudan's problems related to the COVID-19 pandemic, limited fiscal space, low technical capacity, and the need to address reform priorities immediately, continued commitment to executing recommended PFM reforms will be vital to the integrity and transparency of its PFM systems.

MACROFISCAL ANALYSIS



Matthew Quillinan, an Australian citizen, joined AFE in February 2020 as macrofiscal analysis advisor. Previously, he worked in a variety of roles in the Australian Treasury and Tax Office and as a resident macrofiscal advisor in, among other countries, the Solomon Islands, Indonesia, The Gambia, and Sierra Leone

Throughout FY 2021, member countries made it a priority to assess the macrofiscal impact of the COVID-19 pandemic and assess and manage associated risks. Several new activities were added in response to requests in support of this work, and several planned missions were changed to focus on the analysis. In this area 12 activities were completed (55 percent of the initial total), including 4 added at the authorities' request, 1 was canceled and 14 postponed to FY 2022, mostly those associated with development and training on macrofiscal frameworks and forecasting, reflecting member countries preference for in-country delivery of these training missions.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

- **Comprehensive, credible, and policy-based budget preparation:** Support was provided to South Sudan to review the macrofiscal forecasting framework, develop and implement a revised framework, and draw up a roadmap for future development. AFE also provided ad hoc support on macrofiscal forecasting to Malawi, South Sudan, and Uganda to assess the impact of COVID-19.

- **Better identification, monitoring, and management of fiscal risks:** AFE support to Malawi and Rwanda as they assessed the macrofiscal impact of different COVID-19 scenarios through customization and training on IMF Fiscal Stress Tools (FST) was later shared with other countries through a regional workshop. One emphasis was assessment and mitigation of the fiscal risks associated with SOEs. SOE health checks and fiscal stress tests were conducted in Kenya, Malawi, and Rwanda to identify SOEs at high risk and determine the potential impact of the COVID-19 shock on specific SOEs and government finances (see Box 6). In Kenya, the SOE health check and stress test analysis led to creation of a framework for developing remedial measures for SOEs, including support for drafting detailed financial evaluation reports on six high-priority SOEs, and continuing support for extending this analysis to additional SOEs. AFE advised Ethiopia as it drew up an initial public sector balance sheet and assessment of associated fiscal risks. Elements of the analysis were incorporated into updated Fiscal Risks Statements (FRSs) in Ethiopia, Malawi, and Rwanda.

BOX 6. ADDRESSING FISCAL RISKS ARISING FROM COVID-19

AFE has previously supported many member countries in developing Fiscal Risks Registers and Fiscal Risks Statements to improve the management of fiscal risks in a range of areas. The COVID-19 pandemic highlighted the importance of this work, while in itself creating a succession of fiscal risks, as well as crystalizing many pre-existing risks, particularly for State Owned Enterprises (SOEs). The assessment, monitoring and mitigation of these fiscal risks became a high priority for member countries through FY 2021. AFE (with other departments in the IMF), provided a broad range of support to many countries in this area.

NEW FISCAL RISK ASSESSMENT TOOLS

In response to the pandemic, over the past year the IMF rapidly added several new tools to the Fiscal Risk Toolkit:

- The COVID-19 Fiscal Stress Test module allows for rapid assessment of macrofiscal implications depending on the stringency and length of containment measures in a country. The module can be customized for particular country circumstances and sectoral impacts.
- The SOE Health Check Tool supports analysis of historical financial information for a portfolio of SOEs, automatically calculating financial

ratios and risk thresholds for each and statistics for an aggregate view of the SOE sector.

- The SOE Fiscal Stress Test Tool extends the historical analysis and provides a method for assessing fiscal risks arising from nonfinancial SOEs. The model quantifies SOE financial performance and its impact on public finances and allows for creation of 6-year baseline financial projections and assessment of the impact of a user-defined shock, such as the economic downturn associated with COVID-19.

ADOPTION AND USE IN AFE COUNTRIES

AFE member countries were early adopters of these tools, and AFE has used their feedback and advice to refine the tools to enhance their usefulness to other countries. Many AFE countries have used the tools to evaluate fiscal risks, with support provided through dedicated missions, training, and workshops. For instance:

- **Rwanda** has used the tools to extend its analysis of fiscal risks, incorporating this analysis into policy making and presentation in an annual FRS. Its first FRS was published in June 2020, with AFE support; the objective was to identify not only Rwanda's fiscal risks but also steps that might

mitigate the risks. The FRS included an initial assessment of the impact of COVID-19, and the COVID-19 FST Module was then used to formulate alternative macrofiscal scenarios, which were then integrated and tested in the detailed MINECOFIN macro model. Also analyzed initially were fiscal risks associated with SOEs, based on both financial health checks and stress tests.

- **Kenya** has focused on the analysis of fiscal risks associated with their large and significant SOE sector. AFE has supported this work through the development of a framework for the assessment of fiscal risks associated with SOEs, including SOE financial health checks and a process for development of mitigation and remediation policy measures in the short and medium term. This facilitated an initial assessment by the authorities of around 50 SOEs, and selection of priority SOEs for deeper analysis. With the support of FAD/AFE, Kenya then undertook detailed financial evaluations of an initial 9 SOEs, which included using the SOE Stress Test Tool to develop detailed short and medium-term baselines to assess both the impact of COVID-19 and longer term structural issues, and associated policy recommendations. AFE is supporting Kenya to extend this analysis to other high priority SOEs.

FINANCIAL SECTOR REGULATION AND SUPERVISION



Courtney Christie-Veitch, a Jamaican citizen, joined the Center in November 2016 from the IMF Caribbean Regional Technical Assistance Center (CARTAC). Before joining the IMF, he worked for the Bermuda Monetary Authority and the Bank of Jamaica.

AFE member countries continued to strengthen Basel II/III implementation, risk-based supervision, and adoption of SSII. The focus in FY 2021 was on strengthening RBS, stress testing, and Basel II/III implementation for banks; enhancing RBS, stress testing, and implementing SSII for insurance companies; and buttressing risk-based capital and liquidity standards for capital market firms. In all, 34 activities were completed (113 percent of the initial total), including 6 new ones added at the request of the authorities. In terms of results, between May 2017 and April 2021, 92 percent of the outcomes were fully or largely achieved, 6 percent partly achieved, and 2 percent not achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

- Bank supervision compliance with international standards: Ethiopia and Uganda are making progress with Basel II/III and strengthening supervisory review stress testing. Malawi is reinforcing Basel II/III

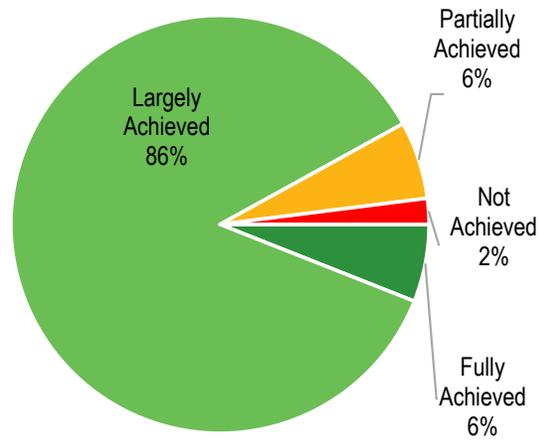
market discipline requirements. Eritrea and South Sudan have reviewed banking supervision manuals and have added financial indicators to better assess risks, corporate governance, and the main oversight functions. AFE worked with Ethiopia, Kenya, Malawi, and Tanzania to enhance RBS processes for assessing corporate governance and other key oversight functions. Cybersecurity guidelines and tools for both off-site and on-site supervision were reinforced for Ethiopia, Kenya, Rwanda, Tanzania, and Uganda. Kenya and Rwanda are working on applying RBS to microfinance institutions (MFIs).

- Insurance supervision compliance with international standards: AFE is working with member countries on a harmonized and proportionate approach to insurance supervision in the region (SSII). Ethiopia, Kenya, Rwanda, Malawi, Tanzania, and Uganda are strengthening pillar I – risk-based capital framework and building supervisory review capacity to assess ORSA processes.

- Securities supervision compliance with international standards: Kenya and Rwanda are enhancing capital and liquidity adequacy assessment processes for securities firms. Kenya, Uganda, Rwanda, and Tanzania are upgrading RBS processes, and adding qualitative and quantitative indicators to assess risks, corporate governance, and other oversight functions in securities firms.

FIGURE 11. OUTCOMES ASSESSMENT FOR FINANCIAL SECTOR SUPERVISION

(May 2017 - April 2021)



BOX 7. FINANCIAL SECTOR REFORMS AND INTERNATIONAL STANDARDS IN EAST AFRICA

In Phase IV, AFE member countries have made significant progress in reforming financial sector supervision and regulation. Central banks are applying RBS and requiring Basel II/III for banks; similarly, insurance regulators are applying RBS to insurers and adopting the Simplified Solvency II approach to insurance supervision; and capital market regulators are upgrading capital and liquidity standards and applying risk-based supervision to securities firms.

Reforms in Phase IV were directed to ensuring that banks have strong capital and liquidity positions that adequately cover their risks and help keep the financial system stable. Malawi has fully implemented Basel II and received TA to implement Basel II changes as required by the Basel III reform agenda. Basel II/III capital standards were drafted for Ethiopia, Tanzania, and Uganda that cover

pillar I credit, market, and operational risks, the pillar II supervisor review process and pillar III market discipline. Stress testing guidelines and draft prudential return forms (consistent with Basel II/III) were also developed for these countries. Kenya and Rwanda received TA to strengthen the pillar II Internal Capital Adequacy Assessment Process (ICAAP) supervisory review process. All countries received TA, some including training on stress testing.

Six countries strengthened insurance supervision by adopting the SSII approach to insurance supervision. Draft directives were provided to these countries on pillar I risk-based capital computation for insurance, credit market, and operational risks and pillar II - ORSA and the supervisory review process, including stress testing.

In Phase IV, AFE provided TA to member countries to build up RBS for banks, insurance companies, and capital market firms.¹ The TA was to (1) ensure more efficient use of supervisory resources to better oversee risks in the banking system; (2) improve financial stability early detection of, and effective and timely responses to insurance sector vulnerabilities; and (3) put in place procedures for supervising market intermediaries and collective investment operators that address the main risks in the securities sector. RBS TA for banks included building up cybersecurity resilience and FinTech and ICT supervisory processes for six countries.

¹ Cross-sector RBS TA is designed to reinforce processes to identify significant activities; identify and measure the main risks in the sectors; evaluate and assess the adequacy and quality of board, senior management, operational management, risk management, internal audit, and compliance functions in all sectors; and assess as appropriate the quality and adequacy of capital earnings and liquidity for all sectors. For securities firms, it also looks at processes to assess conduct, and for insurance firms, processes to evaluate the effectiveness of actuarial review.

Phase IV TA Interventions: Implementation of Basel II/III for Banks, Simplefied Solvency II (SSII) for Insurers and Risk-based Supervision (RBS) Cross Sector.

	Basel I	Basel II - Pillar I	Basel II - Pillar 2	Basel II - Pillar 3	Basel III	SSII - Pillar I	SSII - Pillar 2	RBS - Banks	RBS - Insurance	RBS - Capital Markets	RBS - Micro Finance Firms	Stress Testing - Banks	Stress Testing - Insurance	Cyber Security Resilience
Eritrea	●							●	●					
Ethiopia		●	●	●		●	●	●	●			●	●	●
Kenya		●	●		●	●	●	●	●	●		●	●	●
Malawi		●	●	●	●	●	●	●	●			●	●	●
Rwanda		●	●	●	●	●	●	●	●	●	●	●	●	●
South Sudan								●						
Tanzania		●	●	●	●	●	●	●	●	●		●	●	●
Uganda		●	●	●	●	●	●	●	●	●		●	●	●

● TA Intervention; SSII = Simplefied Solvency II Approach to Insurance Supervision; RBS = Risk-based Supervision

F

MONETARY OPERATIONS AND FINANCIAL MARKET INFRASTRUCTURE AND PAYMENTS



Carel Hugo, a South African national, joined AFE in October 2020 as Resident Advisor on Monetary and Foreign Exchange Operations, and Financial Market Infrastructure and Payments. Callie worked at the South African Reserve Bank for more than 30 years, in several departments and a variety of capacities.

Despite postponement of most of the activities planned for FY 2021, member countries continued their efforts to strengthen monetary policy operations, liquidity forecasting and the transitioning to interest rate-based monetary policy. Member countries also gave priority to initiatives to modernize national payment systems. In all, 6 activities were completed (32 percent of the initial total), 1 was canceled, and 10 were postponed to FY 2022. In terms of results, between May 2017 and April 2021, 56 percent of the outcomes were fully or largely achieved, and 44 percent partly achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

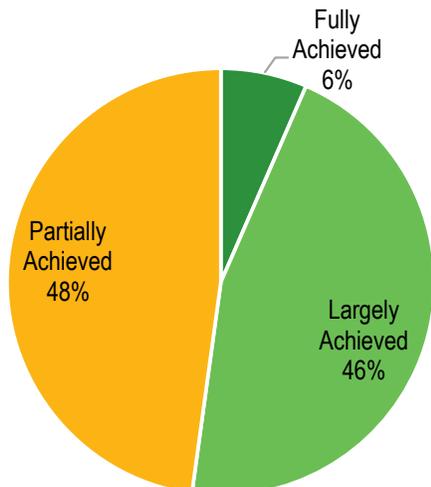
- Monetary and foreign exchange operations: Support to South Sudan emphasized conducting and transmitting monetary policy, with guidance on formalizing a liquidity monitoring and forecasting process and enhancing the toolkit of monetary policy instruments.

- National payment system development and reform: Rwanda benefitted from training on the PFMI for financial market infrastructure, which sought to familiarize National Bank of Rwanda (NBR) staff responsible for FMI operations and oversight and staff of the Capital Markets Authority with the PFMI's risk management and oversight requirements. A secondary goal was to support NBR in enhancing compliance with global standards and building proficiency in self-assessment. The training also covered the responsibilities of regulators and central banks for oversight of FMIs. Similar training was provided to National Bank of Ethiopia staff in the Payment and Settlements and Oversight Departments.

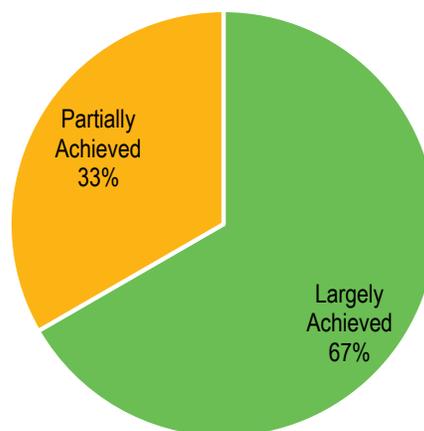
FIGURE 12. OUTCOMES ASSESSMENT FOR MONOPS AND FMI

(May 2017 - April 2021)

a. Monetary Policy and Operations



b. Financial Market Infrastructure



BOX 8. TRAINING: TOWARDS INTERNATIONAL BEST PRACTICE IN FINANCIAL MARKET INFRASTRUCTURES (PFMI)

Building FMI assessment proficiency is a key element of AFE FMI TA. At the request of the National Banks of Rwanda (NBR) and Ethiopia (NBE), AFE hosted two successful virtual national training events on the CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI). The webinars sought to familiarize the staff in the payment system departments of the respective central banks with international standards governing risk management and oversight requirements.

The program covered selected principles, as well as the five responsibilities of central banks, market regulators, and other relevant authorities to ensure the safety and efficiency of financial market infrastructures. To enable FMI assessments in future, the presentations elaborated on the use of the PFMI Disclosure framework and Assessment methodology. In addition to presentations, polling questions

using Mentimeter were deployed for the workshop participants. Thus, while in-person missions were not possible because of the travel restrictions due to the pandemic, the virtual missions turned out to be a workable alternative, save for occasional connectivity challenges and the time differences that dictated awkward working hours for some of the presenters.

Participants noted that the workshop was useful and timely in helping build capacity, particularly as central banks have encountered capacity constraints in FMI due to internal staff rotation programs and, in some cases, resignations. Staff also appreciated the practical guidance on international good practice and the opportunities to discuss some real-life challenges, including on the application of standards and benchmarks, interagency cooperation, oversight of critical service providers, transparency and disclosure.

Further support is requested to build the skills and confidence to undertake actual FMI assessments or to proceed with assessments started, which were terminated particularly because of the Covid-19 pandemic. To encourage more interactive engagement during training programs, online simulations have been tested and will be developed further for upcoming national and regional training events.

FORECASTING AND POLICY ANALYSIS SYSTEM



Carina Selander, a Swedish national, joined AFE in December 2020 as Resident Advisor on Forecasting and Policy Analysis system (FPAS). Carina previously worked at the Swedish central bank, the Riksbank, in different departments and in a variety of capacities. She has several years of TA experience both with the Riksbank and the IMF from her work at Afritac South (AFS) where she was resident advisor on FPAS and Monetary and Foreign Exchange Operations.

Despite the delayed arrival at AFE of the new FPAS advisor and the postponement of activities initially planned for FY 2021, member countries continued working to enhance their FPAS and prepare for transitioning to interest rate-based monetary policy. To build on past progress in FPAS, FY 2021 activities primarily focused on assessing progress of FPAS in member countries previously engaged in this area. In H2, Rwanda, Uganda, and Tanzania engaged in scoping missions, which also resulted in updated work plans and RBM logframes. Both Rwanda and Tanzania have started developing sector analysis and nowcasting procedures and their forecasting processes. In all, 6 activities were completed (43 percent of the initial total), 3 canceled, and 6 postponed to FY 2022. In terms of results, between May 2017 and April 2021, 23 percent of the outcomes were fully or largely achieved, 54 percent partially achieved, and 23 percent not achieved.

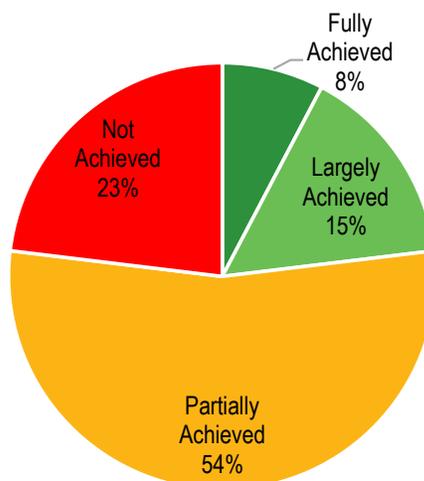
THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE WERE:

- Improved economic analysis and forecasting capabilities at the central banks: Tools and models for forecasting and policy analysis is central to FPAS. However, when the world is struggling to cope with the COVID-19 pandemic, expert judgment becomes very important because models are not well suited to interpret and forecast macro-variables so far from their normal. Therefore, in addition to the scoping aspects, the FPAS missions to Tanzania, Rwanda, and Uganda looked closely at how well tools and models perform, and provided guidance on how to better incorporate expert judgment into the forecast; analyze in depth variables on disaggregate and aggregate levels to help assess gaps and trends.

- FPAS fully integrated into the monetary policy decision-making process: This objective often takes several years to be fully implemented because it calls for structural changes, reallocation of resources, and changes to the decision-making process and other FPAS-related processes. Despite the continuance of the COVID-19 pandemic and its challenges for monetary policy and operations, AFE countries have continued their efforts to advance in this area, guided by previous CD; in particular, Rwanda has made notable progress.
- The outcomes depicted in Figure 13 were achieved under the past AFE-financed FPAS TA projects delivered by ICD over the period of 2016-2020 for the following countries: Malawi, Rwanda, Tanzania, Uganda.

FIGURE 13. OUTCOMES ASSESSMENT FOR FORECASTING AND POLICY ANALYSIS SYSTEM

(May 2017 - April 2021)





REAL SECTOR STATISTICS



Anthony Silungwe, a Zambian national, joined the IMF Statistics Department as an economist in the Real Sector Division in March 2020. Previously, he worked at the Central Statistical Office of Zambia for seven years as a national accounts statistician and at the Ministry of Finance for two years as an economist.



Timmi Rolle Graversen, a Danish national, joined AFE in January 2021 as the Real Sector Statistics Advisor. He had worked for more than 25 years at Statistics Denmark covering various areas of national accounts and was for 10 years Deputy Head of the National Accounts Division, overseeing the units that publish Danish quarterly national accounts and labor market accounts. He also participated in several IMF missions, some in Africa, as a short-term advisor.

In FY 2021, member countries continued to build their capacity to compile data using best practices and improved data sources.

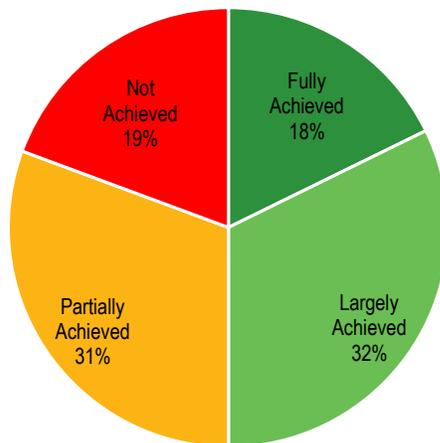
Special attention was devoted to reviewing compilation methods based on new data and improving source data to ensure that periodic benchmark estimates are comprehensive and adequate for compiling improved national accounts and price statistics. During the COVID-19 crisis AFE advised member countries on publishing credible real sector statistics. Delivery of activities was considerably affected by the crisis, but 19 activities were completed (76 percent of the initial total), including 4 new ones added at the authorities' request; 4 activities were postponed to FY 2022, and 6 were cancelled. In terms of results, between May 2017 and April 2021 50 percent of the outcomes were fully or largely achieved, 31 percent partly achieved, and 19 percent not achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2022 WERE:

- National accounts statistics: Malawi worked with supply and use tables for rebased national accounts and published preliminary production-based benchmark estimates for 2017/19. Work will continue to produce expenditure-based GDP, taking into account production side estimates. South Sudan is building capacity to start producing GDP by production estimates; AFE assistance included training compilers of the national accounts and assessment of source data by activity. Tanzania has reviewed the use of GFS and with AFE support is improving the use of VAT and income tax data in the compilation of national accounts.

- Price statistics: Ethiopia received training on methodology for the Index of Industrial Production and for import and export price indices. Kenya reviewed methodology and data quality for import and export price indices. Malawi was supported in updating producer price indices and developed new weights for the Consumer Price Index. Tanzania mainland and Zanzibar designed a prototype for compilation of an Agricultural Producer Price Index. Uganda was supported in finalizing the rebasing of the Construction Cost Price Index; but due to staff changes, the rebasing exercise is expected to continue after the mission.

FIGURE 14. OUTCOMES ASSESSMENT FOR REAL SECTOR STATISTICS
(May 2017 - April 2021)



GOVERNMENT FINANCE STATISTICS



Robert Maate, a Ugandan national, joined AFE in April 2017. He has extensive national and regional work experience in the areas of statistics and macroeconomic policy research, formulation, and coordination.

The efforts of member countries to improve the quality and coverage of fiscal data included expanding coverage of fiscal and public debt beyond the budgetary central government to facilitate formulation of fiscal and public debt policy. In all, 17 activities were completed (61 percent of the initial total), including 2 new ones added in response to authorities' requests. Due to COVID-19-related travel restrictions, 5 activities were postponed to FY 2022 and 8 were cancelled. In terms of results, between May 2017 and April 2021, 47 percent of the outcomes were fully or largely achieved, 50 percent partly achieved, and 3 percent not achieved.

THE MAIN ACHIEVEMENTS BY STRATEGIC OBJECTIVE IN FY 2021 WERE:

- Improvement in the quality of fiscal data:** Rwanda compiled and disseminated fiscal data for the general government (GG) for FY 2018/19 with full coverage of all GG entities. AFE supported Tanzania (Zanzibar) in compiling and expanding coverage to GG fiscal data for FY 2018/19 with training on compilation of fiscal statistics for extrabudgetary units (EBUs). A four-year national capacity development workplan for compiling GFS and public sector debt statistics

(PSDS) using the latest international methodologies was drafted for South Sudan and a national GFS technical working group was established. Malawi compiled data for FY 2018/19 and continues to expand GG coverage by including local governments. Malawi was supported in compiling fiscal data for public corporations. Uganda compiled and disseminated fiscal statistics for the GG for FY 2018/19 and reviewed the macrofiscal framework for migration to Government Finance Statistics Manual 2014 (GFSM 2014). Eritrea compiled annual fiscal data covering the central government for calendar year 2019 and drew up a plan to compile local government statistics. Eritrea enhanced its capacity for compiling fiscal data for EBUs. Ethiopia compiled and disseminated annual BCG fiscal statistics for FY 2018/19 and drafted a plan to expand coverage to EBUs. South Sudan's GFS technical working group was trained on GFSM 2014 concepts for compilation of fiscal and public debt data. Compilers of GFS in Tanzania were supported to adopt the GFSM 2014 (latest methodology). Kenya compiled and disseminated annual GG fiscal statistics for FY 2018/19 and continues to improve data quality.

- **High-frequency fiscal data:** Malawi, Rwanda, and Uganda compiled quarterly BCG fiscal data. Plans were made to expand quarterly data to GG for Uganda. Rwanda compiled quarterly GG data, excluding social security. Eritrea made plans to expand coverage to quarterly data beyond BCG.

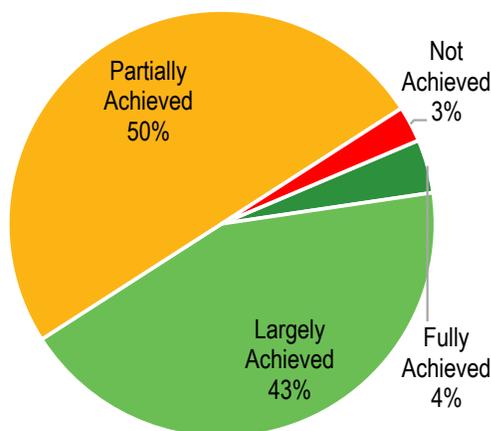
- **Expansion of coverage of the public sector:** Uganda has compiled five-year annual fiscal historical data up to 2017/18 for all public corporations. The compilation will facilitate deeper understanding of the operations of both financial and nonfinancial public corporations. Rwanda and Malawi compiled annual fiscal data for public corporations although Malawi had limited coverage. Eritrea developed plans for compiling fiscal data for the most significant public corporations.

- **Public debt data:** Rwanda compiled quarterly public debt data and expanded coverage to the GG as a step to covering the entire public sector. The quality of the data compiled meets the latest international guidelines. Ethiopia, Kenya,

Malawi, Tanzania and Uganda continued to compile and disseminate quarterly BCG public debt data in the World Bank/IMF joint debt database and reviewed plans to expand coverage to GG. Eritrea and South Sudan initiated compilation of public debt data.

FIGURE 15. OUTCOMES ASSESSMENT FOR GOVERNMENT FINANCE STATISTICS

(May 2017 - April 2021)



BOX 9. FROM NATIONAL DEFINITIONS TO INTERNATIONAL STANDARDS FOR FISCAL DATA

After silence for several years, Eritrea reached out to AFE for collaboration on improving fiscal statistics around 2017. An AFE scoping mission to Asmara appraised the procedures for compiling GFS and public debt data, which included the legal and institutional structure, data sources, compilation practices, and data dissemination. The country developed a four-year results-based management workplan for improving the quality of GFS and PSDS by adopting the GFSM 2014 methodology. The national workplan guided the collaboration between Eritrea and AFE. A national Technical Working Group (TWG) was established with members from the Ministry of Finance (MOF), the National Statistics Office, and the Bank of Eritrea to lead the process of improving the quality of fiscal and public debt data.

The first national workshop that introduced the concepts and definitions of GFSM 2014 methodology was attended by all the GFS TWG members and MOF

senior management—a sign of total commitment to the agenda. During the workshop, senior management of MOF emphasized the importance of timely, reliable, and robust fiscal and public debt statistics for analyzing and formulating fiscal and debt policy. Competent staff were assigned to compile GFS, with focused leadership from the Treasury Directorate. Production of annual BCG data was achieved. The major data source is the Government Accounts System (GAS 3), supplemented by Inland Revenue Department financial reports and other sources. AFE conducted two TA missions annually which equipped staff with skills in fiscal data compilation using the latest international methodology. Compilers benefited from training during AFE regional workshops and learning from the experiences of other countries. They also utilized the AFE exchange program (peer-to-peer reviews) to benchmark with compilation practices in other AFE member countries.

The MoF developed and approved directives to strengthen the legal framework to facilitate financial data reporting, GFS, and public debt data compilation. The country follows the GFSM 2014 methodology to compile annual consolidated central government and quarterly BCG fiscal data. Compilation of fiscal data classified by function of government has been initiated. Steps to expand coverage of fiscal data to the public sector and compile stock data have been developed. Further focus is on compilation of public debt data. Significant progress in compilation of fiscal data has largely been due to the commitment of Eritrean government senior management and MoF compilers. At the time AFE started providing TA to Eritrea, fiscal data was not being shared internally but it is now shared as needed among government entities. This gesture signals a strong hope that fiscal data will also be disseminated to the public in the near future.

WORK ON REGIONAL ISSUES (EAC)

AFC CONTINUES TO SUPPORT REGIONAL INTEGRATION THROUGH THE EAST AFRICAN COMMUNITY (EAC) SECRETARIAT ON:

- **Governance Finance Statistics:** AFC and experts from the IMF Statistics Department conducted a joint regional webinar to support EAC

countries working to meet GFS and PSDS guidelines to harmonize fiscal and public debt statistics for the EAC economic convergence program. The EAC Secretariat was helped to draw up a strategy for compiling the region-wide fiscal and public debt data necessary to move forward the EAC monetary union agenda.

ATTACHMENTS, MENTORING, AND SHARING OF REGIONAL EXPERTISE

ELEVEN ATTACHMENTS WERE FACILITATED IN FY 2021:

- **Revenue Administration:** Two virtual remote attachments were conducted: (1) Malawi Revenue Authority officials participated in a virtual attachment with the Kenya Revenue Authority to learn good practices for promoting staff integrity; and (2) Kenya Revenue Authority officials participated in a virtual attachment with the Norwegian Tax Administration on digital services tax and VAT on digital marketplace supply practices. The attachment was supported by the Norwegian Tax for Development Program funded by the Norwegian Agency for Development Cooperation.
- **Public Financial Management:** AFE held a virtual peer learning workshop for technical staff from five member countries. Using a mix of lectures, country presentations, and interactive group work, it covered five thematic areas for integrating performance budgeting and IT systems. Each country discussed reform areas to speed automation of PBB. Participants showed great interest in continuing cross-country learning through a peer community.
- **Forecasting and Policy Analysis System:** In a series of virtual workshops, Rwanda benefited from an exchange with the Swedish central bank, the Riksbank (details in Box 10).

BOX 10. A UNIQUE OPPORTUNITY: TWO CENTRAL BANKS MEET

In February 2021, AFE and the Riksbank arranged a mini workshop series for the benefit of the Bank of Rwanda (NBR). This unique event gave NBR experts in the forecasting and policy analysis system (FPAS) an opportunity to meet with counterparts at the Riksbank. Modelers and experts in GDP and inflation were able to compare notes. Topics covered by the workshops were: (1) the external sector, (2) the real sector (GDP), (3) inflation, (4) core models, (5) the labor market, (6) the financial market and (7) forecast coordination. The virtual format made it possible for about 17 NBR staff and 10 Riksbank staff to participate.

The NBR experts were exposed to best FPAS international practices: Excel tools, data banks, models, internal forecast meetings and presentations, the structure and organization of the forecasting

team—in effect, the entire forecast and policy process. The workshops helped inspire the NBR to make simple short-term changes, restructure processes and resources, and to set longer-term goals and plan projects to enhance the FPAS at the NBR. The workshops served NBR staff as an eye-opener, expanding their understanding of what FPAS can and should encompass. The workshops conveyed an approach to forecasting that at its core is the foundation on which the whole of FPAS is built, but that is extremely difficult to convey in a standard mission. The engagement with the Riksbank staff equipped the NBR experts with new insight into how they might make best use of their tools, models, and roles within the forecast and policy process. This experience will enable the NBR to move forward with a clearer vision and a deeper understanding of FPAS.

“The mini-workshops provided a forum for monetary policy experts from the RB and NBR to share experiences and best practices. They offered virtual field excursions that allowed NBR’s Forecasting Team members to experience monetary policy analysis in a real-world environment. By listening and exchanging with experts from the world’s oldest central bank (with nearly 30 years of experience with inflation targeting), we were able to see the connections between what we learn in the FPAS workshop and the real world. This unique exposure has allowed NBR’s sector experts, model operators, and forecast coordinators to benchmark their performances against best practices in terms of [the] tools, organization, and processes that underpin monetary policy decision-making. Going forward, the depth and breadth of understanding acquired during the mini-workshops will critically underly our ability to operate across disciplinary and administrative boundaries in a more coherent and productive way to support monetary policymaking at NBR.”

**Patrick Hitayezu, Director, NBR
Research Department**



TRAINING AND WEBINARS

In FY 2021 AFE conducted 11 remote regional workshops and 12 webinars, in addition to 21 national training activities.

- Revenue Administration:** Three workshops were conducted remotely: (1) Developing a compliance improvement plan and a strategy for monitoring and evaluation; (2) updating member countries on the International Survey on Revenue Administration 2020; and (3) a joint AFE and AFRITAC West 2 event on use of appropriate technologies to make tax administration more efficient and mobilize more revenue (details in Box 11).
- PFM:** In collaboration with the EAC Secretariat and the IMF Fiscal Affairs Department (FAD), AFE organized a webinar for senior officials from Malawi, Rwanda, Uganda, and Kenya on policy responses to COVID-19 and the PFM implications. Presentations covered PFM challenges arising from the pandemic, potential sources of fiscal risk, and the main PFM issues in general in the EAC. The discussions centered on presentations by officials on how their countries are responding to the COVID-19 crisis.
- A virtual regional workshop was held for technical staff of Ministries of Finance and the National Treasury across AFE member countries. The workshop supported the drafting of a regional manual on baseline budgeting, to help member countries better channel limited resources to priority needs while safeguarding fiscal sustainability. Technical approaches and tools adopted in the region and the main regional reform priorities were discussed through a mix of lectures, country presentations, and interactive group work.
- AFE and AFRITACs West 2 and South held a regional virtual workshop for over 80 technical staff from PIM units, Ministries of Finance, and planning and public private partnership units in 21 member countries. The workshop covered five PIM thematic areas through a mix of lectures, country presentations and interactive group work. Each country drew up and presented a country reform action plan to refine PIM processes and the relevant laws, discussing how to best use practical tools and IT systems and do what is necessary to build up the institutions in which PIM units operate.
- Macrofiscal Analysis:** In collaboration with the FAD, the Africa Training Institute, and AFRITAC South, AFE conducted a virtual regional workshop on preparing macrofiscal scenarios for the COVID-19 pandemic. The workshop addressed how the risks have changed since the pandemic started, forecasting techniques suitable for the current environment, contingent liabilities and scenarios, and how to use IMF tools to support analysis of the macrofiscal impact of the pandemic.
- Financial Sector Supervision and Regulation:** Seven webinars were held FY 2021: (1) One addressed issues related to the adoption of the SSII approach to insurance supervision, with round-table discussions by CEOs of the Insurance Regulatory Authorities of Kenya and Uganda and the Governor of the Reserve Bank of Malawi, and sharing of an IMF note on insurance supervision and development of actuarial tables; (2) another covered cybersecurity for remote work during the pandemic; others covered (3) banking regulation and supervision during the pandemic; (4) strengthening Basel II/III implementation; (5) enhancing supervision and regulation of finance-related technology

and enhancing approaches to supervisory and regulatory technology; (6) setting cross-cutting financial indicators to assess risks, corporate governance, and oversight functions in banks and insurance companies; and (7) applying RBS to MFIs.

- **Monetary Operations:** A regional workshop was held for member countries on how to carry out monetary policy during the pandemic. The program covered modernizing monetary policy and operations, liquidity forecasting, central bank balance sheets, interest rate benchmarks, and unconventional monetary policies. Of particular interest was peer-to-peer sharing of country experiences during the pandemic with regard to its impact on the economy, policy responses, special liquidity measures, and market functioning.
- **Real Sector Statistics:** Three webinars addressed disruptions and business continuity during the

pandemic: They dealt with (1) the lack of access to price quotations due to lockdowns; (2) how to address national accounts compilation issues so as to minimize disruptions in the release of national accounts statistics; and (3) how to record government support to businesses and households in order to mitigate the impact of the crisis. A workshop on quarterly national accounts-concepts, methods, and data sources was held to support the high-frequency data that has become more important due to the outbreak of COVID-19.

- **Government Finance Statistics:** A regional webinar reviewed best practices for recording government interventions related to COVID-19 in fiscal statistics. In collaboration with the EAC Secretariat, a regional webinar for EAC member countries reviewed progress on the adoption of the EAC GFS/PSDS guidelines. AFE also conducted a regional workshop on improving quality

and expanding coverage of fiscal statistics. The workshop reviewed concepts of social protection, leases, permits, and treatment of related transactions in line with the GFSM 2014 methodology.

Amid the pandemic AFE member countries continued to build capacity through a range of virtual training opportunities offered by the IMF. In FY 2021, 735 officials benefited from IMF training, of whom 40 percent took online courses, 23 percent took AFE training, and others received training from various IMF training vehicles. As in previous years, about one-third of AFE training participants were women. AFE will continue to encourage member countries to nominate women to attend its workshops and webinars.

TABLE 4. IMF AFRITAC EAST, NUMBER OF TRAINING PARTICIPANTS, FY 2021

Country	Africa Training Institute	China-IMF CapDev Center	Joint Vienna Institute	Online Learning	Other IMF Training (non-ITP)*	Other Training	AFE	Total
Eritrea	-	-	-	2	2	-	3	7
Ethiopia	14	2	-	11	16	3	19	65
Kenya	14	-	-	78	23	3	27	145
Malawi	27	-	-	33	19	-	21	100
Rwanda	12	-	-	44	19	9	28	112
South Sudan	16	-	-	20	7	3	8	54
Tanzania	13	-	-	21	25	9	30	98
Uganda	29	-	2	57	25	6	35	154
Total	125	2	2	266	136	33	171	735

Source: ICD Participant and Applicant Tracking System (PATS) and AFE training database.

Note: FY 2021 data is preliminary. *The IMF Institute Training Program (ITP) comprises all training delivered by ICD globally as well as training delivered by other Washington, DC departments. and at the IMF's regional training centers (e.g., ATI, JVI).

BOX 11. CROSS REGIONAL PEER-TO-PEER LEARNING

To facilitate experience sharing beyond AFE member countries, AFE have organized a number of workshops with other regional centers. Among them, is a workshop organized jointly by AFE and AFRITAC West 2 (AFW2), which facilitated peer learning on how to leverage technology to deliver effective taxpayer service and improve compliance. A total of 35 participants from twelve countries participated in the seminar.

Modern taxation requires incorporating digitalization strategies in the tax administration process. Tax administrations served by AFE and AFW2 are increasingly moving to e-administration and using a range of technological

tools, data sources and analytics to enhance taxpayer services and compliance, albeit at varying degrees.

The workshop covered a wide range of ICT innovations that included automation of tax administration processes such as e-registration, e-filing, e-payment, e-invoicing, use of forensic tools, data warehousing and business intelligence tools. Noted that the COVID-19 pandemic has transformed the way tax administrations, taxpayers and other stakeholders operate and relate in the digital environment. Participants agree with the following priorities to harness the benefit of digitalization for revenue administration:

- Develop comprehensive business continuity strategies and test them.
- Strengthen IT capacity to support digitization initiatives.
- Implement integrated Tax Administration systems that provide electronic services to support effective compliance and tax taxpayer services.
- Implement an e-invoicing solution that is integrate with the tax system.

BOX 12. REGIONAL WORKSHOP ON MONETARY POLICY IMPLEMENTATION AMID COVID-19 PANDEMIC

BACKGROUND

In April 2021, AFRITAC East (AFE) hosted a one-week workshop on monetary policy implementation for central banks from the AFE region to share experiences and challenges faced during the Covid-19 crisis. While participating countries— Ethiopia, Kenya, Malawi, Rwanda, South Sudan, Tanzania, and Uganda—have different monetary regimes and financial markets and are at different stages of development, all reported challenges in dealing with the management of liquidity.

To strengthen the participants' understanding of effective monetary policy implementation, the workshop covered several topics including monetary policy and operational frameworks, transmission channels, liquidity monitoring and forecasting, foreign exchange policies and operations, interest rate benchmarks, the assessment of the policy solvency and financial resilience of a central bank's balance sheet, and unconventional measures during COVID-19. Monetary policy convergence in the EAC and the essence of forecasting and policy analysis systems were also discussed. These sessions were followed by country presentations aimed at sharing respective country experiences and challenges with monetary policy implementation during the pandemic.

HIGH-LEVEL CONCLUSIONS FROM THE COUNTRY PRESENTATIONS CAN BE SUMMARIZED AS FOLLOWS:

- Kenya and Rwanda have transitioned to inflation targeting, while Uganda is pursuing inflation-targeting lite. Malawi reported a hybrid of monetary aggregate and inflation targeting. The other participating countries reported varying degrees of transitioning to complete price-based monetary policy frameworks. Excess reserves were reported as a main constraint, resulting in slow progress towards price-based monetary policy frameworks. Operating targets are either reserve money or an interest rate, depending on the monetary policy regime of choice.
- All countries have key central bank rates, ranging from a minimum deposit facility rate (Ethiopia) to formal policy rates used to communicate changes in the monetary policy stance. In most countries, central bank rates form the basis of monetary policy operations.
- Most countries reported shortages of FX due to lower exports and rapid declines in tourism, while imports were negatively impacted by shortages of FX. Global supply chain disruptions were mentioned by most countries impacting both FX markets and domestic economies.
- All countries reported contractions in real GDP.
- Countries also reported challenges with administering physical data surveys. All countries made attempts to collect data electronically.

MAIN MONETARY RESPONSES TO COVID-19 PANDEMIC INCLUDED:

- Announcement of reductions in respective country policy rates, despite prevailing high levels of inflation.
- Continuation of special liquidity measures including the extension of the maturities of liquidity providing facilities, purchases of T-bonds from non-bank institutions, and special facilities for the discounting of T-bills.
- Increase of direct advances by central banks to governments in a few countries.
- Relaxation of central banks regulatory requirements, including reserve requirements and liquid asset ratios in all countries.
- Provision of refinancing facilities to the hotel and tourism industries in some countries and restructuring of lending facilities.
- Lowering of mobile money charges and increasing individual transfer limits to support digital financing platforms ('contactless mobile payments').
- Extension of fiscal measures to mitigate the effects of pandemic on GDP.

SECTION IV

WORK PROGRAM FOR
FY 2022

A

OVERVIEW

The FY 2022 work plan reflects member country needs arising from the COVID-19 pandemic and regional priorities as outlined in the Phase V program document.

The work plan was developed in consultation with the authorities and comments were sought from development partners and regional organizations. Member countries will continue to focus on urgent reforms in areas that are critical to the pandemic response, such as revenue mobilization, expenditure prioritization, fiscal risks, and resilient financial systems. The volume of activities in FY 2022 is expected to be higher than in FY 2021 as member countries and AFE continue to adapt to virtual delivery. A larger share of resources has been allocated to countries that because of IT limitations received less support in FY 2021, like Eritrea, Ethiopia, and Malawi. AFE's newest member, South Sudan, will also receive a significant share of resources to support its reform efforts. In terms of delivery, traction is expected to increase in all AFE areas, especially those affected by LTX vacancies in FY 2021.

However, the slow pace of COVID-19 vaccinations across the region means that there is still considerable uncertainty about FY 2022.

Considering this, baseline and contingent work plans—the latter includes projects in reserves—were drawn up (see table 5 and 7). The baseline work plan, which builds in expected increase from the FY 2021 outturns, will need to be managed flexibly to accommodate changing circumstances in member countries, while activities in reserves will be drawn upon for execution as conditions improve or projects in baseline are delayed or canceled. The pandemic containment measures, including travel restrictions, are expected to continue in H1 and well into H2. If travel resumes in H2, more support to countries with Internet connectivity challenges will be provided. AFE will continue to adapt to new CD delivery modalities, including, when appropriate, blending virtual and in-person support to member countries. As in the past year, to reduce the risk from uncertainty related cancellation and postponement, the plan front-loads H1 with activities that can be delivered remotely. Nevertheless, given the outlook for the pandemic in the region and the IT capabilities of some member institutions, there is considerable risk that the work plan will be under-executed. AFE will be more agile and adaptable in managing the work plan than in the past year

to ensure that support to member countries is timely and that new needs are accommodated.

The FY 2022 work plan was drawn up using the new IMF Capacity Development Management and Administration Program (CDMAP).

CDMAP aims to further improve the Fund's CD services to its membership by (1) the simplifying and harmonizing Fund-wide CD processes, and (2) developing a more user-friendly IT system to support the new processes. AFE adoption of CDMAP has brought closer coordination of CD planning with IMF Headquarters, better organization of CD projects, and enhanced visibility of the volume of support to be provided to member countries. The improved design of the CDMAP system will reinforce use of RBM to monitor and evaluate AFE CD work.

FY 2022 marks the beginning of the Phase V program. As explained in the FY 2020 annual report and the Phase V program document, AFE will continue to be active in all current areas of support, but emphasis or delivery modalities in certain sectors will change, some of which began in FY 2021:

- Revenue mobilization is a top priority for all member countries and an area where in recent years demand exceeded AFE's capacity to deliver sustainably. A second revenue administration advisor recruited in FY 2021 allowing for more support to member countries on customs administration issues. The number of

PFM advisors was therefore reduced from four to three, one of whom is specializing in macrofiscal analysis.

- AFE welcomed for the first time an LTX on the forecasting and policy analysis system (FPAS), an area previously coordinated from IMF headquarters through ICD FPAS

TA. Demand for FPAS support is strong and beneficiary central banks have given AFE positive feedback. Another LTX was recruited to support both monetary operations other than FPAS and financial market infrastructures, two areas where Phase IV demand was lower than expected.

TABLE 5. IMF AFRITAC EAST, PLANNED ACTIVITIES, FY 2022

	FY 2021	FY 2022	
Type of Activity (Number)	Actual	Baseline Plan	Contingent Plan****
Single Country CD*	120	159	184
Multicountry CD**	25	16	23
Meeting/ Retreat/ Other	14	14	14
Total	159	189	221
Modalities (Number)			
Duty station-based Work	123	100	107
Field-Based work	0	68	85
Peer-to-peer engagement	23	9	11
Interactive learning and workshops	13	12	18
Total	159	189	221
Resources (Field Person Weeks, FPWs***)			
Single Country CD*	483	619	723
Multicountry CD**	65	46	70
Meeting/ Retreat/ Other	35	40	40
Total	582	705	833

*Single country capacity development (CD) includes TA, national training, and attachments to member countries.

**Multicountry CD includes regional workshops (including ICD training), webinars and support to the EAC.

*** Field Person Weeks, FPWs are based on the total resource working days.

****including projects in reserves.

TABLE 6. IMF AFRITAC EAST: STRATEGIC LOGFRAME, FY 2022

	Eritrea	Ethiopia	Kenya	Malawi	Rwanda	South Sudan	Tanzania (Inc. anzibar)	Uganda	Regional
Revenue Administration									
Strengthened revenue administration, management and governance arrangements		•	•	•	•	•	•		
Strengthened core tax administration functions	•	•	•	•	•	•	•	•	•
Improved customs administration core functions	•	•	•	•	•	•	•	•	
Public Financial Management									
Comprehensive, credible, and policy-based budget preparation	•	•	•	•	•		•	•	•
Improved asset and liability management		•	•			•		•	
Improved public investment management		•		•			•		
Improved coverage and quality of fiscal reporting	•	•	•		•	•	•	•	•
Improved PFM laws and effective institutions	•					•			
Macrofiscal Analysis									
Strengthened identification, monitoring and management of fiscal risks		•		•	•			•	•
Financial Sector Regulation and Supervision									
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	•	•	•	•	•		•	•	
Develop/strengthen regulation of insurance companies and risk-based supervision capability of the insurance supervisor	•	•	•	•	•		•	•	
To strengthen supervision of market intermediaries				•				•	
Develop/strengthen banking regulations and prudential norms						•			•
Develop/strengthen cybersecurity regulations and prudential norms								•	
Monetary Policy and Operations									
Strengthen the reserve management policy framework and management of FX reserves	•								
To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime				•	•		•	•	
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	•	•	•	•	•	•	•	•	
Financial Market Infrastructures & Payments									
National payment system development and reform—enhancing the safety and efficiency of the financial system	•	•	•	•	•		•	•	•
Forecasting and Policy Analysis									
Improve the analytical and forecasting capabilities for monetary policy decision-making			•	•	•		•	•	•
Real Sector Statistics									
Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	•	•	•	•	•	•	•	•	•
Government Financial Statistics									
Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	•	•	•	•	•	•	•	•	•

TABLE 7. IMF AFRITAC EAST: ALLOCATION OF RESOURCES BY SECTOR, FY 2022, FPWS

	FY 2021	FY 2022	
TA Area	Actual	Baseline Plan	Contingent Plan**
Revenue Administration	120	146	178
Public Financial Management and Macroeconomic Analysis	225	203	248
Financial Sector Regulation and Supervision	93	110	116
Monetary Policy and Operations	11	80	87
Financial Market Infrastructures & Payments	18	27	27
Forecasting and Policy Analysis	25	48	57
Real Sector Statistics	45	44	57
Government Finance Statistics	46	41	47
ICD Training*		5	17
Total	582	705	833

*ICD Training is delivered by the IMF Institute for Capacity Development.

** including project in reserves.

TABLE 8. IMF AFRITAC EAST: ALLOCATION OF RESOURCES BY COUNTRY, FY 2022, FPWS

	FY 2021	FY 2022
Country	Actual	Baseline Plan
Eritrea	21	57
Ethiopia	32	44
Kenya	107	99
Malawi	52	92
Rwanda	92	92
South Sudan	52	34
Tanzania (incl. Zanzibar)	61	90
Uganda	59	111
Regional (incl. East African Community)	106	86
Total	582	705

TABLE 9. IMF AFRITAC EAST: RESOURCE DISTRIBUTION BY SECTOR AND COUNTRY, FY 2022, BASELINE

Country	Total	RA	PFM	FSR	MONOPS	FMIP	FPAS	RSS	GFS	ICD
Eritrea	57	19	8	11	12	1	-	3	4	-
Ethiopia	44	10	11	7	7	1	-	5	3	-
Kenya	99	8	46	13	5	3	15	6	4	-
Malawi	92	21	26	16	12	5	3	5	6	-
Rwanda	92	19	30	13	14	1	7	4	4	-
South Sudan	34	13	8	1	5	-	-	3	5	-
Tanzania (incl. Zanzibar)	90	28	11	13	12	1	13	7	6	-
Uganda	111	14	29	31	13	9	5	7	4	-
Regional (incl. EAC)	86	15	35	4	2	5	7	5	7	5
Total	705	146	203	110	80	27	48	44	41	5

Note: RA = Revenue Administration; MFA = Macroeconomic Analysis; FSR: Financial Sector Supervision and Regulation; MONOPS = Monetary Operations and Policy; FMIP = Financial Market Infrastructure and Payments; FPAS = Forecasting and Policy Analysis System; RSS = Real Sector Statistics; GFS = Government Finance Statistics; ICD = Institute for Capacity Development.

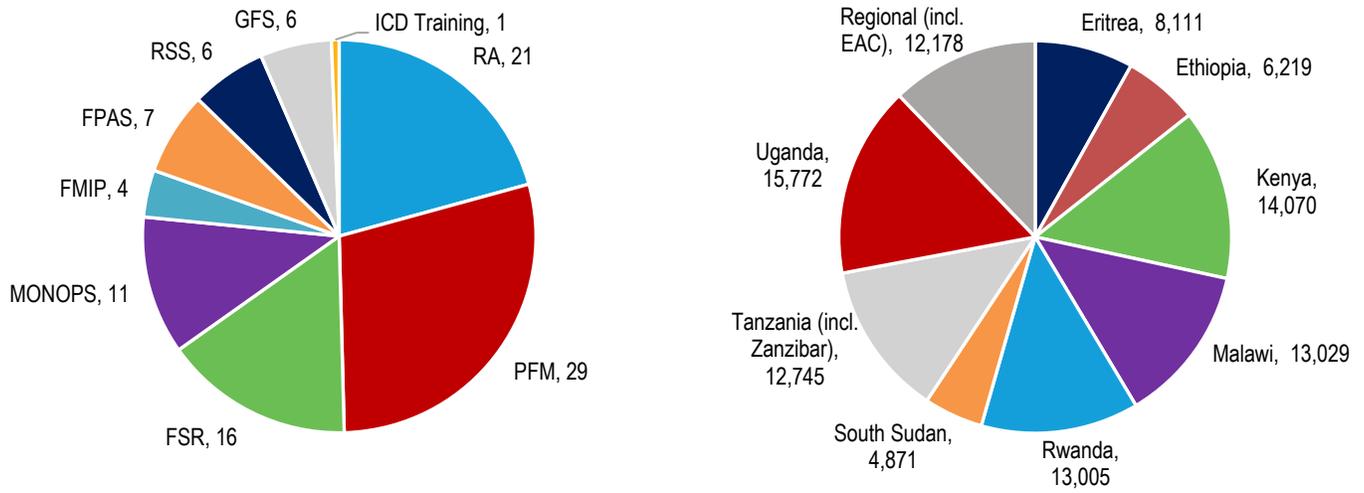
TABLE 10. IMF AFRITAC EAST: NUMBER OF ACTIVITIES BY SECTOR AND COUNTRY, FY 2022, BASELINE

Country	Total	RA	PFM	FSR	MONOPS	FMIP	FPAS	RSS	GFS	ICD
Eritrea	14	4	2	2	2	1	0	1	2	0
Ethiopia	15	3	4	3	1	1	0	2	1	0
Kenya	22	2	7	4	1	1	2	3	2	0
Malawi	25	4	7	4	2	2	1	3	2	0
Rwanda	23	6	5	3	2	1	2	2	2	0
South Sudan	12	3	3	2	1	0	0	1	2	0
Tanzania (incl. Zanzibar)	23	6	3	3	2	1	2	3	3	0
Uganda	25	3	6	6	2	2	1	3	2	0
Regional (incl. EAC)	30	5	8	2	1	2	4	3	4	1
Total	189	36	45	29	14	11	12	21	20	1

Note: RA = Revenue Administration; MFA = Macroeconomic Analysis; FSR: Financial Sector Supervision and Regulation; MONOPS = Monetary Operations and Policy; FMIP = Financial Market Infrastructure and Payments; FPAS = Forecasting and Policy Analysis System; RSS = Real Sector Statistics; GFS = Government Finance Statistics; ICD = Institute for Capacity Development.

FIGURE 16. IMF AFRITAC EAST, RESOURCE ALLOCATION BY SECTOR AND BY COUNTRY, FY 2022

(Percent)



Note: RA = Revenue Administration; MFA = Macroeconomic Analysis; FSR: Financial Sector Supervision and Regulation; MONOPS = Monetary Operations and Policy; FMIP = Financial Market Infrastructure and Payments; FPAS = Forecasting and Policy Analysis System; RSS = Real Sector Statistics; GFS = Government Finance Statistics; ICD = Institute for Capacity Development.

REVENUE ADMINISTRATION

In FY22, support will continue to focus on building up revenue administration functions and governance arrangements in tax and customs. Member countries will be strengthening revenue mobilization processes and efforts in order to recover from the negative impact of the COVID-19 pandemic since it began in 2020. A common concern will be modernizing and digitalizing customs processes and procedures.

BY STRATEGIC OBJECTIVE:

- Strengthened revenue administration management and governance arrangements: Support will be provided to Kenya on drafting a compliance improvement plan; to Malawi on identifying performance indicators; to Rwanda on developing the VAT Gap Model and also on strengthening domestic taxes headquarters function; to Tanzania (Zanzibar) on building capacity in investigation methods and techniques; and to South Sudan on review of information technology system upgrade.
- Strengthened core tax administration functions: Support to Eritrea will focus on improving filing and payment processes on building tax

audit capacity and on developing registration policies, procedures, roles and responsibilities for headquarters and operational units; to Kenya and Tanzania on building debt management capacity; to Tanzania on improving filing and payment processes and building data matching capacity; to Malawi on heightening VAT audit capacity in selected sectors; review of enterprise change management strategy; and training in the development of key performance indicators; to South Sudan on strengthening filing processes and the collection function; to Tanzania (Zanzibar) on refining the dispute resolution process; and to Uganda on building capacity for financial sector audit. In Rwanda, AFE will offer on-job training for tax auditors, with emphasis on techniques of auditing manufacturing companies and telecommunications sector.

- Improved core customs administration functions: AFE will support Eritrea on acquiring capacity for selective risk-based control in Asycuda, on adoption of the World Customs Organization's customs valuation system, and on review and alignment of customs laws with modern standards; Ethiopia in

formulating procedures to control special regimes and in toughening exemptions administration; Kenya on learning how to use new technology for customs management; Malawi on automation of customs processes; and South Sudan on reviewing procedures for alignment with international standards and reviewing the Customs Service Act and the structure of ICT functions to identify what needs to be enhanced to support automation of National Revenue Authority processes. Also, South Sudan will be given practical training on post-clearance auditing.

PUBLIC FINANCIAL MANAGEMENT

In FY 2022, member countries will continue to strengthen their budget costing and public investment practices, expand TSA and cash management, improve financial reporting and controls, and strengthen oversight of the public corporations.

BY STRATEGIC OBJECTIVE:

- Comprehensive, credible, and policy-based budget preparation: Support will focus on integrating costing into budget preparation (Kenya, Malawi, and Tanzania (Zanzibar) and a regional workshop), expanding PBB budget reforms and gender-responsive budgeting (Rwanda and Malawi); and strengthening medium-term budgeting (Rwanda and Eritrea).
- Improved public investment management: Technical tools will be identified to strengthen project appraisal and selection in Malawi and Ethiopia. Continued support will be provided for Tanzania and Uganda on integrating their PIM systems with broader PFM and updating their manuals.
- Improved coverage and quality of fiscal reporting: AFE will support Eritrea in updating coding of institutions according to functional classification, and Ethiopia and Tanzania (Zanzibar) as they draw up detailed plans for migration to Accrual IPSAS. Continued support will be provided to Rwanda and Kenya on assessing the progress in the implementation of Accrual IPSAS roadmap. Support to Uganda's transition to accrual accounting will be provided, including a new activity on reviewing the roadmap and updated Standard Chart of Accounts (SCOA) for implementation of accrual based IPSAS.
- Improved asset and liability management: Support to Ethiopia, Kenya, South Sudan and Uganda will focus on expanding TSA coverage and bolstering cash management practices.
- Strengthened identification, monitoring, and management of fiscal risks: Continued support to Malawi and Rwanda will reinforce their oversight and governance of SOEs and deepen analysis and reporting of fiscal risk.
- Improved PFM laws and effective institutions: AFE will provide training to Eritrea on challenges of IFMIS introduction and implementation and will guide South Sudan on reinforcing its commitment controls using IFMIS system.

MACROFISCAL ANALYSIS

The FY 2022 work plan will continue to support countries in assessing and mitigating fiscal risks and rebalancing to provide more support to macrofiscal development and training.

BY STRATEGIC OBJECTIVE:

- Comprehensive, credible, and policy-based budget preparation: Support for identifying macrofiscal forecasting tools and providing related training, including training in financial programming and policies (FPP), is planned for Eritrea, Ethiopia, the Parliamentary Budget Offices of Kenya and Tanzania, Malawi, South Sudan, and Tanzania (Zanzibar). AFE will advise Rwanda on customizing FPP framework to support continuing training.
- Strengthened identification, monitoring and management of fiscal risks: Support for update and extension of fiscal risk statements is planned for Ethiopia, Kenya, Malawi, Rwanda, and Uganda. Support will be provided for assessing in deep detail the fiscal risks associated with SOEs in Kenya and Rwanda.

FINANCIAL SECTOR REGULATION AND SUPERVISION

The FY 2022 work program will continue to focus on strengthening financial sector regulation and supervision frameworks for the financial sector. This will include strengthening Basel II/III for banks, Simplified Solvency II for insurers, and RBS for banks, insurance companies, and securities firms.

BY STRATEGIC OBJECTIVE:

- Adopt a risk-based supervisory system and upgrade other supervisory processes: AFE support will be provided to Ethiopia, Kenya, Malawi, Rwanda, Tanzania, and Uganda in moving forward with Basel II/III and risk-based supervision, and to Eritrea and South Sudan on applying RBS to banks.
- Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities: AFE will support Eritrea,

Ethiopia, Kenya, Malawi, Rwanda, South Sudan, Tanzania, and Uganda as they build up RBS processes for insurers. Support to strengthen use of the SSII approach to supervising insurance companies will be provided to Ethiopia, Kenya, Malawi, Rwanda, Tanzania, and Uganda

- Enhancing securities regulation and supervision to address the most serious risks: Kenya, Malawi, Rwanda, Tanzania and Uganda will receive support on how to strengthen RBS for securities firms.

MONETARY OPERATIONS AND FINANCIAL MARKET INFRASTRUCTURES AND PAYMENTS

In FY 2022, the focus will continue to be on guiding central banks as they modernize monetary policy, equip toolkits with market-based monetary policy instruments, transition to interest rate targeting, and build capacity to reform national payment systems and comply with international best practices for risk management and oversight of financial market infrastructure.

BY STRATEGIC OBJECTIVE:

- Monetary policy and exchange rate operational frameworks:** AFE will provide support to Eritrea on managing foreign reserves; Ethiopia on foreign exchange policy and monetary policy operations; Malawi and South Sudan on carrying out monetary policy and FX operations; and Rwanda, Tanzania, and Uganda on strengthening monetary policy operational strategies and implementation of FX policy. In Kenya the focus will be on capacity building to enhance the CBK's monetary and operational frameworks and to strengthen liquidity monitoring and forecasting. Regular follow-up training on implementing previous TA mission recommendations will be provided to South Sudan.
- National payment system development and reform:** PFMI training will be provided to Eritrea, Ethiopia, Malawi, Rwanda, and Tanzania. Support to Uganda and Malawi will focus on reviewing NPS law and regulations and oversight frameworks. Kenya will be assisted to strengthen assessment and oversight capacity and to review national payments system law and regulations.

FORECASTING AND POLICY ANALYSIS SYSTEMS

Several AFE countries are in the process of moving to inflation targeting; support will continue to focus on structuring FPAS organization and various processes within FPAS as countries continue to progress in their transition. Efficient organization of the forecasting team, structured work processes, and regular interactions between staff and policy makers are crucial if FPAS is to be successful and thus FPAS TA will put more emphasis on interaction with policy makers. A well-functioning FPAS is central to an inflation targeting under which policy is forward-looking and based on transparency and clear communication.

BY STRATEGIC OBJECTIVE:

- Improved economic analysis and forecasting capabilities at central banks:** Improving economic analysis and forecasting entails a broad range of topics, such as near-term forecasting tools and models, macro models, economic surveys, and expert analysis. It also calls for skills that are linked to how tools, surveys, and models are used to derive a well-informed and well-motivated forecast; that will be a support priority in FY 2022 for Kenya, Malawi, Rwanda, Tanzania, and Uganda.
- FPAS fully integrated into monetary policy decision-making process:** Support in FY22 will focus on streamlining and structuring internal forecasting processes; tightening interactions and feedback loops between forecasting teams and policy makers; aligning forecasts and policy processes with important new data releases and setting both policy calendars and forecast schedules. Support in this area will also be provided to Kenya, Malawi, Rwanda, Tanzania, and Uganda.



REAL SECTOR STATISTICS

Member countries will continue to build the capacity of their staff and to develop and improve the quality of national accounts and price statistics. As in other sectors, implementation of the FY 2022 work plan will likely be affected by the pandemic. Scheduled activities and target outcomes will be continuously reviewed and adjusted as appropriate.

BY STRATEGIC OBJECTIVE:

- **National account statistics:** Planned AFE activities will assist Eritrea, Ethiopia, and South Sudan with compilation techniques for calculating GDP; Ethiopia, Malawi, and Uganda as they make progress on quarterly GDP releases; and Tanzania mainland and Zanzibar, and South Sudan as they review and refine VAT and income tax data for use in national accounts. Support to Kenya and Rwanda will focus on revision policy and analysis.
- **Price statistics:** AFE support to members on price statistics will cover a range of indices. Assistance to Rwanda and Kenya will focus on further development of export and import price indices, and assistance to Ethiopia, Malawi, Tanzania, and Uganda will give priority to aspects of producer price indices.

GOVERNMENT FINANCE STATISTICS

Member countries will continue to improve the quality of fiscal data, including public debt data, expand coverage of fiscal statistics to the public sector, and expand sectoral and instrument coverage of public debt data.

BY STRATEGIC OBJECTIVE AND OUTCOMES:

- Better-quality fiscal data:** AFE member countries will continue to improve the quality of fiscal data to meet GFSM 2014 standards; to that end, source data and the capacity of compilers will be enhanced.
- High-frequency fiscal data:** Supported by AFE advice, Eritrea, Malawi, Kenya, and Tanzania (Zanzibar) are working towards more timely compilation of quarterly BCG fiscal data, Uganda will expand to quarterly GG while Rwanda will expand to full coverage of quarterly GG, which currently excludes social security funds. Eritrea will expand coverage to central government and Ethiopia will initiate compilation of quarterly BCG data.
- Expansion of coverage to the public sector:** Eritrea, Ethiopia, Malawi, Tanzania mainland and Zanzibar will continue to expand coverage to GG; Kenya, Uganda, and Rwanda will continue to ensure full coverage of the public sector while working to publish annual public sector data. South Sudan will initiate compilation of annual BCG data.
- Fiscal framework alignment to GFSM 2014 concepts:** Kenya and Uganda will endeavor to migrate their full macrofiscal framework to GFSM 2014 concepts. Malawi and Rwanda will continue to improve the quality of their macrofiscal data based on GFSM 2014.
- Improvement of public debt data:** Member countries will be extending sectoral and instrument coverage beyond BCG, while Rwanda will be expanding coverage to the public sector.

WORK ON REGIONAL ISSUES

AFE will continue to support further EAC integration:

- **Revenue administration:** Support will be provided to the EAC on statistical reporting and setting performance standards, and for review of the draft plan for single-window and coordinated border management and authorization of economic operators.
- **PFM:** A regional workshop will be conducted as part of FAD/AFE and EAC Secretariat joint efforts on harmonizing PFM in EAC member countries. AFE will draw up an outline for a regional manual on budget baseline costing, discuss it with member countries, revise it to incorporate comments, and hold another workshop when travel resumes that will focus on countries drafting their own chapters of the manual.
- **Government finance statistics:** EAC member countries will be supported in implementing the EAC GFS/PSDS compilation guidelines and in writing additional two chapters of the guidelines on GFS. AFE will support the EAC Secretariat and member countries as they compile EAC-wide fiscal statistics for monitoring economic convergence.

ATTACHMENTS, MENTORING, AND SHARING OF REGIONAL EXPERTISE

Attachments are a CD delivery mode that member authorities highly prize. AFE will continue to support these peer-learning opportunities.

- **Revenue administration:** AFE will facilitate 6 field attachments: (1) Ethiopia, administration of excise taxes; (2) Rwanda, audit of the manufacturing sector; (3) Uganda, transfer pricing; (4) Uganda, building capacity in risk management of imports; and (5) Ethiopia, an additional attachment not yet specified fully.
- **PFM:** A peer learning network has been established for five member countries (Malawi, Kenya, Rwanda, Tanzania, and Uganda) to share their experiences in integrating PBB into IT budgeting, execution, and reporting systems; AFE will facilitate a visit of the peer group to either Rwanda or Uganda. South Sudan will benefit from Kenya's experience in collecting data to support fiscal reporting. Malawi and Rwanda will learn from Seychelles' experience with overseeing SOEs and their governance arrangements.



TRAINING

Fifteen regional workshops/webinars and courses will be organized in FY 2022. Regional workshops and webinars complement in-country support and provide additional opportunities for peer-learning.

- **Revenue administration:** A regional workshop will be dedicated to tax audit methodologies and techniques.
- **PFM:** The annual PFM conference will feature use of IPSAS accounting standards to improve financial reporting. A regional workshop (with AFS and AFW2) on program-based budgeting practices and lessons across the region.
- **Financial Sector Supervision:** Regional workshops will be scheduled on Basel II/III for banks; insurance supervision and RBS for banks, insurance companies and securities firms.
- **Monetary Operations and Financial Infrastructure and Payments:** AFE will host a regional webinar on FinTech innovations.
- **FPAS:** AFE will organize a regional workshop on FPAS to build networks and share experiences. The AFE also aims to, in collaboration with IMF HQ and/or other RTACs, arrange a workshop on FPAS for more senior officials.
- **Real sector statistics:** Regional training will be scheduled on calculating quarterly GDP by production and on CPI compilation.
- **Government finance statistics:** Two regional workshops on resolving GFS and PSDS compilation issues will be conducted for compilers in member countries. It will be an opportunity for exchange of experiences in compiling fiscal data including public debt data.



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

INFORMATIONAL ANNEXES FY 2021



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Annex I: The IMF's Regional Capacity Development Centers



The IMF has a global network of 17 regional centers that coordinate much of its [capacity development](#) work in countries. Tailored to regional priorities, these centers work closely with member countries and development partners to respond quickly to emerging needs. Member and host countries, as well as [external partners](#), help the IMF finance these centers. Their activities are complemented by capacity development financed by the IMF's special [thematic funds](#) and the IMF's own resources.

Africa

The six regional centers in Africa deliver a significant share of IMF capacity development (CD) on the ground. Current external partners include Australia, Canada, China, the European Union, France, Germany, Italy, Japan, Korea, Luxembourg, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom, the African Development Bank, and the European Investment Bank.

AFRITAC East was opened in Dar es Salaam, Tanzania, in 2002, and works with Eritrea, Ethiopia, Kenya, Malawi, Rwanda, South Sudan, Tanzania (including Zanzibar), and Uganda. **AFRITAC West** was established in 2003 in Abidjan, Côte d'Ivoire, and is working with 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 work with Central African Economic and Monetary Community (CEMAC) countries: Gabon, Cameroon, Chad, Republic of Congo, Central African Republic, and Equatorial Guinea, as well as Burundi, the Democratic Republic of Congo, and São Tomé and Príncipe. **AFRITAC South** was established in Mauritius in 2011, and works with Angola, Botswana, Comoros, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, and Zimbabwe—it is co-located and jointly managed with the Africa Training Institute (see below). **AFRITAC West 2**, opened in 2013 in Accra, Ghana, works with the English- and Portuguese-speaking members of the **Economic Community of West African States** (ECOWAS), covering Cabo Verde, The Gambia, Ghana, Liberia, Nigeria, and Sierra Leone.

The **Africa Training Institute (ATI)** opened in Mauritius in June 2013. It conducts hands-on training and regional workshops for officials from 45 sub-Saharan African countries. Its current external partners include Australia, China, Germany, Korea, and the European Investment Bank.



Asia-Pacific

The **Pacific Financial Technical Assistance Center (PFTAC)**, established in Suva, Fiji, in 1993, supports 16 Pacific island countries and territories: 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. External partners include Australia, Canada, the European Union, Korea, New Zealand, the United States, and the Asian Development Bank.

The **IMF-Singapore Regional Training Institute (STI)** was established in Singapore in 1998 as a joint initiative with the government of Singapore. The STI works closely with other IMF capacity development providers in the region, as well as the South East Asian Central Banks (SEACEN) Research and Training Centre. Financing for the STI is provided by Singapore and Japan, with additional support from Australia.

The **IMF Capacity Development Office in Thailand (CDOT)** was established in Bangkok in 2012. Core beneficiary countries are Myanmar, Lao P.D.R., Cambodia, and Vietnam. Select capacity development projects based in CDOT also cover other countries in Southeast Asia and the Pacific Island region. The Bank of Thailand hosts the CDOT Office and Japan provides financial support.

The **South Asia Regional Training and Technical Assistance Center (SARTTAC)**, which began operations in January 2017, is the first center to fully integrate training and technical assistance. Located in New Delhi, India, SARTTAC works with Bangladesh, Bhutan, India, Maldives, Nepal, and Sri Lanka. Member countries finance two-thirds of the center's budget, with additional funding from Australia, the European Union, Korea, and the United Kingdom.

The **China-IMF Capacity Development Center (CICDC)** was launched in April 2018 and trains primarily government officials from China, as well as some from other countries (including those associated with the Belt and Road Initiative). The CICDC is anchored in Beijing, supports activities both inside and outside of China, and is fully funded through the People's Bank of China (PBC).

Europe, the Caucasus, Central Asia, and Mongolia

The **Joint Vienna Institute (JVI)** was established in 1992 by the IMF, Austria (represented by the Federal Ministry of Finance and the Austrian National Bank), and several other international institutions. The oldest of the IMF's regional capacity development centers, the JVI has trained more than 45,000 public officials, many of whom have gone on to senior positions, including central bank governor, minister, prime minister, and one president. Financial support for the JVI is mainly provided by its primary members, Austria and the IMF. In cooperation with the JVI and the Ministry of Finance of Georgia, the IMF has been delivering additional training through the Georgia Training Program to public officials from 11 Caucasus and Central Asian countries.

The **Caucasus, Joint Central Asia, and Mongolia Regional Capacity Development Center (CCAMTAC)**, opened on February 1, 2021. Based in Almaty, Kazakhstan, the CCAMTAC will initially operate virtually. The center will provide technical assistance and peer-to-peer workshops for Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, Turkmenistan, and



Uzbekistan. Financial support is provided by Kazakhstan, CCAMTAC member countries, the IMF, and external partners (currently the Asian Development Bank, Korea, Poland, and Switzerland). Classroom-type training for countries in the Central Asia and the Caucasus region will continue to be largely met by JVI and, for Mongolia, STI.

Middle East

The [Middle East Regional Technical Assistance Center \(METAC\)](#) was established in Beirut, Lebanon, in 2004 and works with Afghanistan, Algeria, Djibouti, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Sudan, Syria, Tunisia, West Bank and Gaza, and Yemen. External partners include the European Union, France, Germany, the Netherlands, and Switzerland.

Western Hemisphere

The [Caribbean Regional Technical Assistance Center \(CARTAC\)](#) was established in Bridgetown, Barbados, in 2001. It serves 23 Caribbean countries and territories: Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Curacao, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Maarten, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and Turks and Caicos. Current external partners include Canada, the European Union, and the United Kingdom.

The [Central America, Panama and the Dominican Republic Regional Technical Assistance Center \(CAPTAC-DR\)](#) launched in 2009 in Guatemala City, Guatemala, and works with Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and the Dominican Republic. Current external partners include Canada, the Central American Bank for Economic Integration, Colombia, the European Union, Luxembourg, Mexico, Norway, and Spain.



Annex II: FY 2021 Outcomes of the Steering Committee Electronic Consultation

(as summarized by Mr. Hervé Joly, previous Center Coordinator)

Electronic consultation outcome

Many thanks to all for your review of the documents and recommendations made to the Steering Committee. There was very broad support indeed for all three recommendations (the proposed FY21 work plan and budget; the extension of Phase IV by a couple of months; and uniform financial contributions by member countries). These recommendations are therefore considered endorsed by the Steering Committee.

We recognize, however, that the situation has changed substantially since we designed our FY21 work plan. At the time this work plan was prepared, Covid-19 had not yet reached our member countries and affected our capacity to deliver, and our member countries' capacity to receive, support. I explain below how we have been trying to address this unexpected situation. The Covid-19 pandemic is a major shock that may also lead to changes in our member countries' priorities, and AFRITAC East will do its best to respond flexibly and quickly to emerging needs. We will therefore stay in close touch with our counterparts in member countries in the coming weeks to assess to what extent the FY21 work plan will need to be adjusted. If it appears in the next few weeks/months that the changes are significant, we will probably need to revert to the Steering Committee to seek broad endorsement of these changes.

In the short term, the Covid-19 situation is expected to lead to some under-execution and under-spending. As a result, the remaining Phase IV funds might allow us to finance activities beyond end-June 2020. My HQ colleagues and I are exploring various options at this stage, including a further postponement by a few months of the start of Phase V. Foremost on our mind will be the need to find a solution that will not delay too much the start of our activities with South Sudan. On this issue too I will revert to the Steering Committee once we have a proposal to submit for endorsement.

East AFRITAC's remote support to its member countries

In the past few weeks, we have been adjusting to a situation in which in-person delivery of our support is not possible. We have explored with the authorities their interest in, and feasibility of, delivering support remotely. I am pleased to report that remote support has actually started and is expected to continue. Here are a few examples of activities delivered or planned for the very near future:

- Revenue administration. Our advisor is involved this week in discussions on revenue mobilization reforms in Ethiopia, together with colleagues from IMF HQ. Activities to support the Kenya Revenue Authority are expected later this month.
- Public financial management. Support to Malawi on public investment management, involving an AFRITAC East advisor and a short-term expert, is ongoing. Support to Uganda on cash management is expected later this month.
- Financial sector supervision. Support to Eritrea, Kenya, Rwanda and Uganda has been delivered or is being planned for the next few weeks
- Government finance statistics. Training was delivered to Tanzania (Zanzibar) last week by our advisor.



- Real sector statistics. Our advisor participated remotely to the delivery of a joint regional training with MEFMI in Kenya.

Remote delivery presents a number of challenges, including connectivity and the ability of our counterparts to gather in one single place for discussions. Some activities are more easily delivered remotely, for instance those involving the review of documents, draft regulations, etc. We are trying to focus now on these low-hanging fruits, bearing in mind that some complementary activities might be needed once mission travel resumes. We are also using the current period to make progress on time-intensive preparatory work for future missions. Finally, we are also brainstorming on different types of activities (e.g., fostering peer-learning among small group of peers, something that we are also exploring among advisors across all AFRITACs).

The current situation has unfortunately delayed the recruitment of new advisors (for monetary operations/payment systems and for the second advisor on revenue administration). As you may recall, we have selected a new FPAS advisor, but it is unclear when she will be able to come to the region. We are not ruling out asking the new experts, once selected, to start working remotely in case mission travel is not possible for several months.



Annex III: Steering Committee Members

AFRITAC East Country Representatives	
Eritrea	
Ms. Martha Woldeghiorghis Director General of Treasury Ministry of Finance	Mr. Temesgen Gebremariam Head, Economics and Statistics Department Bank of Eritrea
Ethiopia	
Ms. Yasmin Wohabrebbi State Minister Ministry of Finance	Mr. Fikadu Digafie Vice Governor and Chief Economist National Bank of Ethiopia
Kenya	
Dr. Julius Muia, PhD, EBS Principal Secretary National Treasury	Ms. Sheila M'Mbijjewe Deputy Governor Central Bank of Kenya
Malawi	
Mr. Chauncy Simwaka Secretary to the Treasury Ministry of Finance, Economic Planning and Development	Dr. Grant P. Kabango Deputy Governor Reserve Bank of Malawi
Rwanda	
Mr. Richard Tusabe Secretary General and Secretary to the Treasury Ministry of Finance and Economic Planning	Hon. Soraya M. Hakuziyaremye Deputy Governor National Bank of Rwanda
South Sudan	
Hon. Johnny O. Damien, First Deputy Governor, Policy and Banking Bank of South Sudan	Ministry of Finance (TBD)
Tanzania	
Mr. Emmanuel M. Tutuba Permanent Secretary and Paymaster General Ministry of Finance and Planning	Dr. Yamungu M. Kayandabila Deputy Governor Bank of Tanzania
Uganda	
Dr. Albert A. Musisi Commissioner Macroeconomic Policy Department Ministry of Finance, Planning and Economic Development	Dr. Charles Abuka Director, Statistics Bank of Uganda



Annex IV: IMF AFRITAC East Staff

	<p>Xiangming Li, a Chinese national, became the IMF AFRITAC East Center Director in August 2020. She has held operational and policy positions across the IMF, including in African Department and previously in the European, Strategy Policy and Review, Fiscal Affairs, Monetary and Capital Markets departments, and in the Institute for Capacity Development. Her work on surveillance, lending, training, and technical assistance spans across Africa, Europe, Asia, and the Caribbean. She also worked with development partners across the world on supporting IMF capacity development.</p>
	<p>Hervé Joly was the IMF AFRITAC East Coordinator between September 2016 and August 2020. He has worked at the International Monetary Fund, 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.</p>
	<p>Paul Seeds from the UK was with the Center since January 2016 to October 2020 as one of the Public Financial Management Advisors. He has taken up a similar role at the Pacific Financial Technical Assistance Centre (PFTAC).</p>
	<p>Amra Srdanovic, a citizen of Bosnia and Herzegovina, joined the Center in June 2019 as a PFM Advisor. She has over 20 years of PFM experience, providing high-level advice to Ministers of Finance, leading and supporting government-wide PFM reforms and developing effective internal control systems while embracing management principles of accountability and transparency. Prior to joining the Center, Amra worked as the IMF Resident PFM Adviser in the Ministry of Finance of Bhutan.</p>



	<p>Imran Aziz, a national of the United Kingdom, has 15 years' experience in financial management in the public sector, specializing in PFM reform processes, budgeting and fiscal risks management. Since 2013 he has worked with the IMF to support over 20 developing and middle-income countries through technical assistance and diagnostic assessments. He was previously the AFRITAC South PFM advisor and also worked as an advisor based in Ministries of Finance in Uganda, Liberia and Mozambique for over seven years.</p>
	<p>Matthew Quillinan, an Australian, has over 20 years' experience in a broad variety of Public Financial Management areas, including macrofiscal forecasting and frameworks, tax and revenue policy and budget preparation and execution. Prior to joining AFRITAC East in February 2020, he worked in a variety of roles in the Australian Treasury and Tax Office, and as a resident macrofiscal advisor in countries such as the Solomon Islands, Indonesia, The Gambia and Sierra Leone.</p>
	<p>Berlin Msiska, a national of Zambia, joined the Center in June 2017 as Revenue Administration Advisor. He 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>Kenneth Ochola, a Kenyan national joined AFE on September 1, 2020 as Resident Revenue Administration Advisor (Customs). Ochola is a career Customs Specialist and has worked for Kenya Revenue Authority (KRA) for the last 29 years in various capacities rising to the position of Acting Commissioner of Customs and Border Control. He has broad experience in Customs Policy, Security and Operations. His most recent posting within KRA prior to joining AFE, was as the KRA Regional Coordinator responsible for Revenue Administration in Southern Region.</p>



	<p>Courtney Christie-Veitch joined AFRITAC East 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 from the University of Wales, Bangor.</p>
	<p>Callie Hugo, a South African national, joined AFE in October 2020 as Advisor on Monetary and Foreign Exchange Operations and Financial Market Infrastructures. Callie worked at the South African Reserve Bank (SARB) for more than thirty years, in different departments and in various capacities. He previously worked for the IMF as short-term expert on monetary policy and financial sector stability.</p>
	<p>Carina Selander, a Swedish national, joined AFE in December 2020 as Advisor on Forecasting and Policy Analysis System (FPAS). Carina holds a PhD degree in Economics and previously worked at the Riksbank at the Markets and Monetary Policy Departments. Carina has also worked as an advisor for AFRITAC South (AFS) covering both Monetary Modeling and Policy Analysis and Monetary and Foreign Exchange Operations.</p>
	<p>Pamela Audi, a Kenyan national, worked at the Center as the Real Sector Statistics Advisor between April 2015 to May 2020. She is the. 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>



	<p>Anthony Silungwe, a Zambian national, assisted AFE temporarily to cover the Real Sector Statistics work between July 1-December 31, 2020. He joined the Real Sector Division of the IMF Statistics Department in Washington in March 2020 as an economist specializing in the national accounts. He has 7-year experience in economic statistics from working for Statistics Zambia. Just before joining the IMF, he worked in the Economic Management Department of Ministry of Finance.</p>
	<p>Timmi Graversen, a Danish national joined the AFE in January 2021 as the Real Sector Statistics Advisor. He has more than 25 years of national accounting experience at Statistics Denmark. He has worked with many areas of the national accounts and was for 10 years the Deputy Head of the National Accounts Division and overseeing the units that compile and publish the Danish Quarterly National Accounts, and the Labor Market Accounts. He has also participated in several IMF missions as a short-term advisor, including in Africa</p>
	<p>Robert Maate joined AFRITAC East 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. He played an important role in the establishment of the East African Monetary Union project by helping coordinate reforms in fiscal, monetary, statistics and financial sector policies at the regional level.</p>



AFE Local Staff



Edina Moshi –
Office Manager



William Wakuganda –
Economist



Evonne Massawe –
IT Officer



Amina Karuma –
Administrative Assistant



Warda Kassim -
Administrative Assistant



Neema Kaduma -
Administrative Assistant



Stamili Togwa –
Office Attendant



Wilhelm Kinabo –
Office Driver



Annex V: IMF AFRITAC East Mid-Term Evaluation 2020

Status of Implementation of Action Plan, June 2021

Recommendation	Proposed Action(s)	Status of implementation	Responsible
<p>Recommendation 1: Build upon improvements made in work planning for the remainder of Phase IV and in the next phase.</p> <p>1.1 Continue a participatory approach in work planning, but make it an iterative process until finalization, rather than limiting authorities' participation to the annual needs assessment only.</p>	<p>When the proposed work plan is sent to the members of the Steering Committee, the agency-specific work plans will be sent by the resident advisors to their counterparts, to keep them informed. Work plans will be sent again to technical counterparts after the Steering Committee meeting, reflecting any changes in the wake of the meeting. The latter communication will also formally launch the scheduling process.</p>	<p>FY 2020 work plans were sent to technical counterparts after the April 2019 Steering Committee meeting. Draft FY21 work plans were sent to the Steering Committee ahead of the Steering Committee meeting. Such process is being maintained. The future work plan is also reviewed with counterparts during each mission.</p>	AFRITAC East
<p>1.2 Establish objectives that can be realistically achieved and reflect targets that are appropriately sequenced, consider other reform needs, provide assessment of other complementary donor programs and consideration for partnerships, and objectively verifiable milestones and indicators.</p>	<p>We will continue to pay great attention to aligning reform recommendations with absorptive capacity, with due recognition of the diversity of countries and institutions. In addition, while addressing technical and capacity challenges should remain at the core of AFRITAC East support, more explicit attention will be paid to complementary reforms of human resources and systems management, when required.</p> <p>Close engagement and coordination with all the main stakeholders will continue</p>	<p>The FY 2021 work plan paid systematic attention to absorptive capacity and the presence of other DPs in resource allocation decisions, and to include the new member, South Sudan. In South Sudan, like in Eritrea before, the plan is to focus initially on training, rather than TA, and to use the first missions to gauge institutional capacity. FY2022 work plan continues the same practice, and incorporated information collected from consultation with development partners.</p>	AFRITAC East
<p>Recommendation 2: Improve AFE's cost-effectiveness and budget management capabilities.</p>	<p>An internal note recently clarified the role of the CC and other IMF stakeholders in several areas. The annual budget process is initiated and led by the CC, in close</p>	<p>The FY 2021 budget was designed and implemented using this new approach. No reallocation issues have arisen in</p>	AFRITAC East and IMF HQ



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<p>2.1 Give the CC greater input and authority in budget decisions and operations. The process of budget formulation and management will benefit from the CC's intimate knowledge of local operating conditions.</p>	<p>consultation and coordination with concerned departments. The CC also manages the implementation of the workplan and the execution of the annual budget and can initiate changes to planned activities or budget lines during the fiscal year to respond to changing circumstances. The budget management rules give a leading role to the CC, allowing him/her to take into account local operating conditions.</p>	<p>the past year. The FY 2022 will follow the same process.</p>	
<p>2.2 Encourage RAs to identify cost-effective measures when designing or reviewing CD activities.</p>	<p>The recent adoption of a detailed chart of accounts for East AFRITAC's budgets and operations and the availability of recent financial information in CD-PORT allow IMF stakeholders, including RAs, to monitor more closely whether the level and composition of spending are consistent with the initial work plan. AFE will explore how to involve RAs more closely in sectoral budget management, including to give them greater incentives to identify cost-effective measures when designing or reviewing CD activities.</p>	<p>The work plan and budgets for FY 2022 was developed in CDMAP, which builds in a costing module. With financial information readily available, CDMAP will be used by RAs to also monitor sectoral budget execution in real time. The use of CDMAP also allows AFE to better taking into account costs in considering tradeoffs in mission design options. Meanwhile, the work plan and budget for FY 2021 was executed remotely in a flexible manner, with reallocations and adjustments made as needed</p>	<p>AFRITAC East</p>
<p>Recommendation 3: Improve the use of RBM to monitor progress and manage performance.</p> <p>3.1 Using process indicators, account for local conditions when identifying objectives to set timelines that are realistic and achievable. There are some milestones that go</p>	<p>The IMF only partly agreed with this recommendation.</p> <p>While some process indicators could be considered to facilitate monitoring, assessment, and attribution, the existing RBM framework can already be (and is) used for this purpose. Efforts in the coming years will also focus on the analysis of</p>	<p>AFE adopted the new IMF RBM Governance Framework introduced in August 2020. The new framework outlines how RBM data should be collected and reported in order to inform resource allocation decisions and the setting of strategic objectives and prioritization for member countries</p>	<p>AFRITAC East</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<p>through requirements beyond the IMF's control. This process should be tracked or documented by an indicator to make it clear that there is this requirement that is the responsibility of the authorities to complete.</p>	<p>data integrity and consistency across projects.</p>	<p>CD. For instance, RBM data have supported some allocation decisions made for Phase V (e.g., the reduction of resources allocated to monetary operations). Phase V logframes have taken into consideration RBM lessons learned in Phase IV (e.g., setting realistic and achievable timelines). AFE will start reporting on outcomes (results), instead of milestones, to align with the new governance framework. CDMAP will be used to manage RBM system.</p>	
<p>3.2 Ensure that CDMAP will be the single resource for RBM work for all IMF staff and improve the user experience of the system from CD PORT.</p>	<p>The Capacity Development Management and Administration Program (CDMAP) will support more efficient and transparent implementation of the CD governance framework by addressing gaps and inconsistencies in processes and systems underlying CD operations across the Fund. It will provide easily-accessible data, supporting better decision-making on CD and strengthening links between CD, surveillance, and lending. More specifically, CDMAP will strengthen the framework for medium-term, country-centered planning and budgeting at the portfolio and country level by streamlining and harmonizing processes and systems across the IMF (including RTACs), better capturing demand, allowing aggregation of workplans across all delivery modalities, and supporting prioritization. It will also facilitate performance results monitoring by</p>	<p>CDMAP was launched in August 2020 and major functions are now operational.</p>	<p>AFRITAC East and IMF HQ</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
	<p>making input and use of data easier for HQ and field-based staff. Improving the user experience, compared to CD-PORT, is an important objective of CDMAP.</p>		
<p>Recommendation 4: Address gaps under the AFE's governance arrangements.</p> <p>4.1 Revisit and revise the complex networks of reporting lines and areas of responsibility among the CC, RA, and AFR.</p>	<p>The IMF partly disagreed with this recommendation. The complex network of reporting lines and areas of responsibility reflects to a large extent the multiplicity of stakeholders; and ensures, amongst other things, that regional experts can benefit from cutting-edge expertise in HQ through direct supervision. However, the CDMAP project is expected to lead to more standardization and harmonization of processes with clearly defined roles under a single system for all CD operations. This should help clarify, and could simplify in some cases, the current network of reporting lines and areas of responsibility. As mentioned above, a recent note already aimed at clarifying roles and responsibilities during the budget process.</p>	<p>From FY 2022</p>	<p>AFRITAC East and IMF HQ</p>
<p>4.2 AFE should continue to be active in engaging country representatives to support SC decision-making and to facilitate communication between representatives and operational staff of the beneficiary government unit.</p>	<p>AFRITAC East and the rest of the IMF, in particular resident representatives, will continue to do their best to explain to the authorities the role of country representatives at the Steering Committee and to encourage the national authorities to facilitate communication and coordination across beneficiary institutions and with other providers of CD. This could be done, in particular, by the coordinator</p>	<p>The Center Director visited all member countries between September and December 2019 and discussed with Steering Committee members and/or high-level authorities their role and how to increase the interaction with, and engagement of, Steering Committee members on program design and monitoring. During early 2021, AFE was able to reach out to some countries virtually to explain the work of</p>	<p>AFRITAC East and IMF</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
	during his regular visits to member countries.	AFE, work plans, logframes and the role of Steering Committee members	
<p>4.3 While possibly not within the scope of this evaluation, the Team also recommends more active involvement among SC members and authorities in the governance, planning, and delivery of CD activities.</p>	<p>Greater interaction with, and greater engagement of, SC members on program design and monitoring, including earlier and more focused reporting and results evaluation, is desirable. SC members of beneficiary countries would ideally be familiar with the entire CD program of their country and actively coordinate with all beneficiary agencies to help ensure the effective use of CD.</p>	See above	Member countries
<p>Recommendation 5: Ensure sustainability in all CD activities after delivery.</p> <p>5.1 Fully implement the impact surveys in all CD activities.</p>	<p>The IMF disagreed with this recommendation. Impact surveys are already conducted for certain forms of training. Extending this to all CD activities would be highly time and resource intensive and might also generate a survey fatigue on the authorities' side. The immediate priority for technical assistance should rather be to implement consistently and thoroughly the new RBM system over several years, so as to gather more reliable data on whether support delivered by the Center is reaching its objectives. External evaluations are also meant to help assess impact.</p>		
<p>5.2 Improve the planning and sequencing of CD activities and coordinate with other</p>	<p>AFRITAC East will continue to coordinate closely with development partners and to</p>	<p>End-of-mission debriefs have continued to be organized virtually in areas of common interest. The views of DPs</p>	<p>AFRITAC East and DPs</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
development partners to avoid duplication, where needed.	explore ways to do this even more effectively.	and regional partners were sought on CD priorities in member countries for the FY 2022 work program. Due to travel limitations, AFE organized virtual briefing sessions for DPs in member countries to strengthen coordination and collaboration in CD work. AFE RAs also continued to engage virtually with the DPs communities in member countries.	
<p>5.3 Monitor any hindrances to flexibility of meeting CD demands created by the new financial reporting system and adjust the system as necessary.</p>	<p>As indicated above, an internal note recently clarified the role of the coordinator and other IMF stakeholders in RTAC budget management. This note will be used in the preparation and execution of the FY 2020 budget. The note recognizes the importance of flexibility to address changes in circumstances and needs and specifies how to manage changes to planned activities or budget lines during the fiscal year. To further enhance flexibility and help address unforeseen needs, the note also recommends the budgeting of a strategic reserve of about 2 percent of the total budget.</p>	<p>See response to 2.1 A strategic reserve was included in the FY 2020 and 2021 budgets and used (e.g., to finance an additional and urgent mission to Eritrea, which was not initially in the work plan in FY 2020).</p>	<p>AFRITAC East and IMF HQ</p>



Annex VI: IMF AFRITAC East Workplan Implementation, FY 2021

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

Revenue Administration					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Develop registration policies, procedures, roles and responsibilities for HQ and Operation Units	Postponed to FY22	0.00
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Development of Explanatory Notes for the Draft Tax Laws	Completed	7.10
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Review from the administrative perspective the implementation of the draft tax laws.	Completed	5.40
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity on use of Tools and Techniques for Big Data Analytics	Completed	4.40
Ethiopia	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management Practices on Imports	Cancelled	0.00
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Developing Post Clearance Audit Capacity	Cancelled	0.00
Ethiopia	Strengthened revenue administration management and governance arrangements	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Presentation to authorities of a combined revenue and policy plan for improved revenue	Completed	1.40
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (customs monitoring of oil exports)	Completed	2.60



Revenue Administration					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Kenya	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Repeat TADAT	Completed	5.00
Kenya	Strengthened core tax administration functions	A larger proportion of taxpayers meet their filing obligations as required by law	Review and redesign of High Net Worth Individuals Function	Completed	4.40
Kenya	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Developing capacity in post clearance audit and risk management	Cancelled	0.00
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Developing a framework on mirror data analysis, matching export data from Kenya's major trading partners against customs import data	Completed	7.90
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Developing capacity in digital services tax practices	Completed	4.60
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Assessment of legislative framework, processes and procedures for the implementation of digital services tax.	Completed	4.40
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Assessment of tax expenditures compliance management	Completed	3.40
Malawi	Improved customs administration core functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Review and Redesign Customs Clearing Controls and Procedures	Cancelled	0.00
Malawi	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Identifying Value Added Tax Compliance Risks	New & Completed	3.10



Revenue Administration					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Malawi	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop effective strategies to address the informal sector	Completed	5.20
Malawi	Strengthened revenue administration management and governance arrangements	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Promoting Integrity within MRA	Completed	5.00
Rwanda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (Customs diagnostic)	Completed	3.10
Rwanda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Hands on Training on Telecommunications Audit	Postponed to FY22	0.00
Rwanda	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity in Auditing Manufacturing Sector for both Customs and Domestic Taxes	Postponed to FY22	0.00
Rwanda	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Guide practically on the full establishment of Headquarters Function in in Domestic Taxes Department	Completed	4.40
Rwanda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Developing financial institutions audit capacity	Completed	3.89
South Sudan	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Orientation on the functions of the Board and Management	Completed	6.80
South Sudan	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Improve the integrity of the taxpayer register.	Completed	4.40
South Sudan	Improved customs administration functions	Foreign trade operators better comply with their reporting and payment obligations	Review and Redesign Customs Clearing Controls and Procedures	Cancelled	0.00



Revenue Administration					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Tanzania (incl. Zanzibar)	Strengthened revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management	(Zanzibar) Developing Risk Management Monitoring and Evaluation Framework	Completed	3.70
Tanzania (incl. Zanzibar)	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening construction sector audit capacity	Completed	4.40
Tanzania (incl. Zanzibar)	Strengthened core tax administration functions	A larger proportion of taxpayers meet their payment obligations as required by law	Developing debt management and collection capacity	Postponed to FY22	0.00
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Capacity in Telecommunications Audit	Completed	4.40
Uganda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management Practices on Imports	Cancelled	0.00
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Data Matching Capacity within Tax and Customs	Completed	4.40
Uganda	Strengthened revenue administration management and governance arrangements	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	HQ led MTRS follow up mission	Cancelled	0.00
Regional (Incl. EAC)	Improved customs administration functions	Trade facilitation and service initiatives better support voluntary compliance	Development a framework of statistical reporting and performance standards	Completed	4.40
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Update member countries on ISORA 2020	Completed	1.40
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	Completed	2.60



Revenue Administration					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on developing a compliance improvement plan and strategy of monitoring and evaluation	Completed	4.10
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	2.00
TOTAL					120



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Improved coverage and quality of Fiscal Reporting	The chart of accounts and budget classifications are aligned with international standards	Follow up on multi-dimensional CoA and reporting templates	Postponed to FY22	0.00
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Strengthening MTEF and Budget Documentation	Postponed to FY22	0.00
Ethiopia	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	Completed	4.30
Ethiopia	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Placeholder: Training on IPSAS implementation	Postponed to FY22	0.00
Ethiopia	improved budget execution and control	Budget execution and controls are strengthened	Placeholder: Training on risk based and performance audit	Cancelled	0.00
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	A framework for developing remedial measures for SOEs	Completed	2.40
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Assessing and Managing Fiscal Risks	Completed	8.00
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Support to Budget Costing and Project Stock taking	Completed	7.20



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Follow Up: Support to Budget Costing and Project Stock taking	New & Completed	3.40
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Follow Up: Support to Budget Costing and Project Stock taking	New & Completed	3.80
Kenya	Improved Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Expanding the TSA and strengthening cash management practices	Postponed to FY22	0.00
Kenya	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS implementation, including development of IFMIS for accrual accounting	Completed	7.60
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Developing Guidelines for SOE Financial Evaluations	New & Completed	2.00
Kenya	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	Completed	4.30
Kenya	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	Completed	4.30
Malawi	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Developing a capital budget baseline and project prioritization tool.	New & Completed	5.20
Malawi	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Follow up: Developing a capital budget baseline and project prioritization tool.	Complete	2.40



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Malawi	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Reviewing IT systems to support Program Based Budgeting.	Postponed to FY22	0.00
Malawi	Improved budget execution and control	Budget execution and controls are strengthened	Reviewing system controls in the new IFMIS	Cancelled	0.00
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Strengthening SOE Oversight	Completed	7.60
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment SOE risk reporting - Seychelles	Postponed to FY22	0.00
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Designing changes to the Citizens Guide to the Budget	Completed	4.60
Rwanda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Next Steps in PBB Rollout	Completed	3.60
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Assessment of draft PBB annex to the Finance Law	New & Completed	3.40
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	Completed	5.60
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Review of the Organic Law on State Finances and Property	New & Completed	8.70



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Drafting of the new Organic Law on State Finance	New & Completed	6.20
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Assessing and Managing Fiscal Risks from SOEs	New & Completed	5.00
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment on strengthening SOE oversight and governance	Postponed to FY22	0.00
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on IPSAS accrual implementation	Postponed to FY22	0.00
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	IFMIS controls and the PFM cycle	Completed	6.60
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Expenditure arrears, and commitment controls	Postponed to FY22	0.00
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	Developing concept note for the PFM Reform Strategy	New & Completed	2.60
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Institutional appraisal and review of PFM Strategy	Completed	6.00
South Sudan	Improved Asset and Liability Management	Cash flow forecasts for central government is more accurate and timely	Expanding the TSA and strengthening cash management practices	New & Completed	4.10
South Sudan	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on collation of fiscal data for fiscal reporting	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Training on new elements of the Public Investment Management Operating Manual.	Completed	4.60



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Tanzania (incl. Zanzibar)	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: Developing an IPSAS Roadmap	Completed	3.00
Tanzania (incl. Zanzibar)	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: Follow up Developing an IPSAS Roadmap	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Budget Costing and Analysis for Program Based Budgeting	Completed	3.00
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Follow-up on Budget Costing and Analysis for Program Based Budgeting	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Zanzibar: Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	Completed	4.30
Tanzania (incl. Zanzibar)	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on QA process and consolidation tools for production of Annual Financial Statements	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	Completed	2.30
Uganda	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Integrating the Project Data Bank with other IT systems	Completed	3.60
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Recording multiyear project commitments for presentation in budget documents for	Completed	3.40



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
			comparison with the MTBF.		
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	Postponed to FY22	0.00
Uganda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	Completed	4.30
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment to support the recording and valuing assets and liabilities	Postponed to FY22	0.00
Uganda	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	Completed	2.30
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Tracking COVID-19 Related Expenditure	New & Completed	11.70
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Management of multi-year commitments, commitment controls and arrears	Postponed to FY22	0.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar: Strengthening PFM Systems for an Effective COVID-19 response	New & Completed	1.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Budget Baseline Costing (Repeat workshop)	Completed	4.80
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Annual EAC PFM Workshop	Postponed to FY22	0.00



Public Financial Management					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	5.50
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
TOTAL					175

Macroeconomic Analysis					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Completing the development of the new macrofiscal forecasting framework and medium term fiscal framework	Postponed to FY22	0.00
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	Postponed to FY22	0.00
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	National training on financial programming and policies	Postponed to FY22	0.00



Macrofiscal Analysis					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Ethiopia	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Developing and documenting the fiscal strategy	Postponed to FY22	0.00
Ethiopia	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Updating the fiscal risk statement and incorporating new information in the fiscal risk registry	Completed	2.50
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	National training on financial programming and policies	Postponed to FY22	0.00
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Reviewing the uptake of the PBO revenue model and developing further accordingly	Postponed to FY22	0.00
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	A framework for developing remedial measures for SOEs	Completed	2.40
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Assessing and Managing Fiscal Risks	Completed	9.00
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Developing Guidelines for SOE Financial Evaluations	New & Completed	2.00
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Incorporating debt sustainability tools in the macrofiscal forecasting framework	Postponed to FY22	0.00



Macrofiscal Analysis					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and advancing the fiscal risk statement and fiscal risk registry	Completed	1.50
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Scoping the development of forecasting tools with the new PBO	Postponed to FY22	0.00
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Developing a financial programming and policies training spreadsheet using Rwandan data	Postponed to FY22	0.00
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and improving the fiscal risk statement and fiscal risk registry	Completed	4.10
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Assessing and Managing Fiscal Risks from SOEs	New & Completed	7.70
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and improving the fiscal risk statement and fiscal risk registry	New & Completed	2.50
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Scoping and mapping the further development of the MOPED macrofiscal forecasting framework	Completed	3.00



Macrofiscal Analysis					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Training on fiscal risk analysis and fiscal risk disclosure	Cancelled	0.00
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Advancing the development of the PBO macrofiscal forecasting tool	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Zanzibar: Training on financial programming and revenue forecasting	Postponed to FY22	0.00
Uganda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Reviewing the use of the new GFSM 2014 macrofiscal forecasting framework and improving and adjusting as required	Postponed to FY22	0.00
Uganda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macrofiscal framework that supports budget preparation	Tracking COVID-19 Related Expenditure	New & Completed	4.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop (Fiscal transparency/Fiscal Risks)	Postponed to FY22	0.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Participation in FAD/AFE/AFS Workshop	New & Completed	1.50



Macrofiscal Analysis					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
			on Assessing COVID-19 Related Fiscal Risks		
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	2.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Macrofiscal Risks During COVID-19	New & Completed	2.20
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Participation in the 9th EAC PFM workshop	Postponed to FY22	0.00
Regional (Incl. EAC)	Training (ICD)	Participants demonstrate that they have effectively acquired knowledge	ICD training course on inclusive growth	Completed	3.90
TOTAL					50.3



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Provide assistance on implementing RBS for banks - Review RBS Manual	Completed	3.20
Eritrea	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Provide assistance to the authorities on implementing RBS for non-banks - Review RBS Manual	Completed	2.20
Ethiopia	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Assist the authorities in implementing RBS and RBC for Insurers	Completed	3.80
Ethiopia	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	Completed	2.00
Ethiopia	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Assist the authorities in implementing RBS for banks	Completed	3.20



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Kenya	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	Completed	3.60
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening Risk-based Supervision for banks	Completed	2.60
Kenya	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Secondary markets regulatory framework is in place that is compliant with international standards	Strengthening Risk-based Securities Supervision	Completed	3.20
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening RBS for micro finance firms	Completed	2.60
Malawi	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b)	Strengthening Risk-based Supervision for Banks	Completed	1.00



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
		Flexibility of reporting system improved			
Malawi	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Assist the authorities in implementing Basel III	Completed	2.20
Malawi	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed, and Insurance Supervisors takes actions if insurers breach the requirements	Strengthening the implementation of Simplified Solvency II approach to insurance supervision to include COVID-19 stress tests	Completed	3.80
Rwanda	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening and Integrating Supervisory Processes for Banks	Completed	2.00
Rwanda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	Completed	2.60
Rwanda	Improved financial stability via early detection of and effective and timely	Risk-based capital requirements are imposed and Insurance Supervisors	Enhancing RBC and RBS for Insurers	Completed	3.80



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	responses to insurance sector vulnerabilities.	takes actions if insurers breach the requirements			
Rwanda	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	Completed	1.20
South Sudan	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Enhancing RBS for Banks.	Completed	4.00
South Sudan	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Strengthening RBS for Insurance Companies	Cancelled	0.00
South Sudan	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Banking Supervision Mission	New & Completed	1.00
Tanzania (incl. Zanzibar)	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b)	Strengthening and Integrating Supervisory Processes for Banks	Completed	1.60



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
		Flexibility of reporting system improved			
Tanzania (incl. Zanzibar)	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	Completed	3.60
Tanzania (incl. Zanzibar)	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	Completed	3.80
Tanzania (incl. Zanzibar)	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	Completed	3.20
Uganda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation – Enhancing Supervisory Review – Stress Testing	Completed	3.20
Uganda	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed, and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	Completed	3.80
Uganda	More Efficient use of supervisory resources to	Bank risk assessment frameworks strengthened:	Enhancing RBS for Banks.	Completed	2.60



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	better oversee key risks in the banking system	a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved			
Regional (Incl. EAC)	To implement a risk-based supervision system and upgrade other supervisory processes	Risk-based processes and manuals are implemented	Attachment-Placeholder	Cancelled	0.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	3.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Banking Supervision	Completed	4.80
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Financial Sector Supervision	Completed	3.80
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional Webinar on Cybersecurity of Remote Work During the COVID-19 Pandemic	New & Completed	2.00



Financial Sector Regulation and Supervision					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional Webinar on Banking Regulation and Supervision during the COVID-19 Pandemic	New & Completed	2.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening Risk-based Supervision and Basel II (Pillar II) stress testing supervisory processes for banks	New & Completed	1.80
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening Risk-based Supervision for micro finance firms	New & Completed	1.80
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening ORSA and Risk-based Supervision Processes for Insurance Firms (Development of Actuarial Tables)	New & Completed	1.80
TOTAL					92.8



Monetary Policy Operations					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Monetary Policy Implementation and Operations	Postponed to FY22	0.00
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	Postponed to FY22	0.00
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	Cancelled	0.00
Malawi	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	Postponed to FY22	0.00
Regional	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework	The central bank has an operational strategy consistent with the monetary framework and	Monetary Policy Implementation and Operations	Completed	6.80



Monetary Policy Operations					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	within the monetary regime of choice	the country circumstances			
South Sudan	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	Completed	4.60
Tanzania (incl. Zanzibar)	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	Postponed to FY22	0.00
TOTAL					11.4



Financial Market Infrastructure and Payments					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	National payment system development and reform—enhancing the safety and efficiency of the financial system	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 systems	Assist with development of regulations to support the NPS law	Postponed to FY22	0.00
Ethiopia	National payment system development and reform—enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	PFMI training in country	Completed	5.10
Kenya	National payment system development and reform—enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	Assist with/ review FMI self assessment	Postponed to FY22	0.00
Malawi	National payment system development and reform—enhancing the safety and efficiency of the financial system	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	Oversight policy framework is developed, adopted and publicly disclosed	Postponed to FY22	0.00
Rwanda	National payment system development and reform—enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	PFMI training in country	Completed	5.10
South Sudan	National payment system development and reform—enhancing the safety and	The authorities put in implementation a national payment	Scoping/diagnostic mission for initial engagement	Postponed to FY22	0.00



Financial Market Infrastructure and Payments					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	efficiency of the financial system	strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems			
Uganda	National payment system development and reform—enhancing the safety and efficiency of the financial system	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	Assist with development of regulations to support the NPS law	Postponed to FY22	0.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	4.86
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Postponed to FY22	0.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Licensing and regulatory requirements for electronic money	Postponed to FY22	0.00
Regional (Incl. EAC)	Training (ICD)	Participants demonstrate that they have effectively acquired knowledge	Financial development and financial inclusion	Completed	3.00
TOTAL					18.06



Forecasting and Policy Analysis (FPAS)					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Kenya	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Postponed to FY22	0.00
Kenya	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	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Malawi	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Malawi	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	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	Postponed to FY22	0.00
Rwanda	Developing and implementing a Forecasting and Policy Analysis System	Improved economic analysis and forecasting capabilities at the CB	Bilateral workshop series	Completed	2.00



Forecasting and Policy Analysis (FPAS)					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	(FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes				
Rwanda	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	FPAS fully integrated into the monetary policy decision-making process	Developing A Forecasting and Policy Analysis System (FPAS) at the National Bank of Rwanda	Completed	2.00
Rwanda	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	FPAS fully integrated into the monetary policy decision-making process	Developing a Forecasting and Policy Analysis System (FPAS) at the National Bank of Rwanda	Completed	5.00
Tanzania (incl. Zanzibar)	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Tanzania (incl. Zanzibar)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of	FPAS fully integrated into the monetary policy decision-making process	Scoping and developing the FPAS Framework at the Bank of Tanzania	Completed	7.00



Forecasting and Policy Analysis (FPAS)					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	monetary policy and exchange rate regimes				
Uganda	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Completed	6.50
Regional (Incl. EAC)	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Regional (Incl. EAC)	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	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Forecasting and Policy Analysis (FPAS)	Cancelled	0.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Postponed to FY22	0.00



Forecasting and Policy Analysis (FPAS)					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
TOTAL					24.5



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Training on concepts and methods for compiling CPI	Cancelled	0.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Reviewing QGDP-E estimates and staff training on compilation methods.	Postponed to FY22	0.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Import and export price indices: Training on methodology, sampling and reporting.	Completed	3.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Index of industrial production: Training on methodology, sampling and reporting	Completed	2.30
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate	Import and export price indices: Reviewing methodology and updating weights	Completed	3.60



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
		data and statistical outputs			
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Supporting compilation of balanced 2017 SUT	Completed	3.60
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	(i) Integrating the 2017 benchmark estimates and compiling revised annual GDP series and (ii) Review and assist to compile annual GDP by production and expenditure for 2017	Completed	3.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Aligning QGDP-P estimates to the new 2017 base year	Cancelled	0.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate	CPI: Developing new weights.	Completed	2.70



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
		data and statistical outputs			
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment (CPI): Peer learning on - special cases e.g. treatment of seasonal products, secondhand goods; and data validations.	Cancelled	0.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Compiling rebased IIP and PPI (by Dec 2019)	Completed	2.70
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Review and further development of current account estimates by sectors.	Cancelled	0.00
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training: GDP compilation and assessment of source data.	Completed	3.60
South Sudan	Strengthen macroeconomic and financial statistics compilation and	Data are compiled using appropriate statistical techniques, including to deal with data sources,	Developing estimates of agricultural activities.	Postponed to FY22	0.00



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	dissemination for decision making	and/or assessment and validation of intermediate data and statistical outputs			
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Training on concepts and methods for compiling CPI	Cancelled	0.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Source data are adequate for the compilation of these macroeconomic statistics	Improving use of VAT and income tax data to compile quarterly and annual GDP.	Completed	2.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Developing PPI-agriculture: Supporting analyses of new data.	Completed	2.60
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Zanzibar - Developing methodology for compiling agriculture PPI.	Completed	2.60
Uganda	Strengthen macroeconomic and financial statistics compilation and	Data are compiled using appropriate statistical techniques, including to	AFE: Prices: Updating and improving PPI for	Postponed to FY22	0.00



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	dissemination for decision making	deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	food and accommodation services.		
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Finalizing the update of construction cost price indices.	Completed	1.80
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the coverage and scope of the latest manual/guide	Review and further improvement of QGDP-E compilation.	Postponed to FY22	0.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Quarterly national accounts workshop - Concepts, methods and data sources aligned to the latest manual.	Completed	3.30
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	PPI compilation workshop - concepts, methods and data sources.	Cancelled	0.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	1.50



Real Sector Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	2.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Consumer Price Index and Producer Price index business continuity	New & Completed	0.60
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Recording of government support to businesses and households	New & Completed	0.60
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Quarterly and annual national accounts business continuity	New & Completed	0.60
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Ad-hoc advice of real sector statistics business continuity	New & Completed	2.50
TOTAL					44.6



Government Finance Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and expanding coverage to General government	Completed	3.00
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Expanding coverage of COFOG data to General Government	Cancelled	0.00
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	Postponed to FY22	0.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage to General government	Cancelled	0.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Improving quality of general government data	Cancelled	0.00
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	Postponed to FY22	0.00



Government Finance Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Improve quality of public sector data	Completed	3.00
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training for finance officers including at county level	Cancelled	0.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage of fiscal data to General Government	Completed	3.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Higher frequency data have been compiled and/or disseminated internally and/or to the public	Compile financial balance of GG and expand coverage of public debt data to General Government	Cancelled	0.00
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	Postponed to FY22	0.00
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	Completed	2.60
Rwanda	Strengthen macroeconomic and financial statistics compilation and	Source data are adequate for the	Improve quality of public sector fiscal data	Completed	2.60



Government Finance Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	dissemination for decision making	compilation of these macroeconomic statistics			
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	1. The legal and institutional environment is conducive to compiling macroeconomic and financial statistics; the relevance and practical utility of existing macroeconomic and financial statistics are monitored; Management processes are in place to monitor the quality of macroeconomic and financial statistics; and Institutional Integrity, Transparency, and Ethical Practices meet statistical standards	Appraisal of compilation practices and developing workplan	Completed	2.60
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	5. Data are compiled using the coverage and scope of the latest manual/guide	Training on fundamentals on compilation of BCG fiscal data	Completed	3.00
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	Postponed to FY22	0.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and	Data are compiled using the classification of the latest manual/guide	Expand coverage to General government	Cancelled	0.00



Government Finance Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
	dissemination for decision making				
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Training on compilation of fiscal data for the general government	Complete	3.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Zanzibar: Training and Expanding coverage of fiscal data to General Government	Completed	3.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Zanzibar: Compile financial balance and expand coverage of public debt data to General Government	Completed	3.00
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler on compilation of high frequency data	Postponed to FY22	0.00
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	Completed	3.00
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Expand coverage of fiscal data to public sector	Cancelled	0.00



Government Finance Statistics					
Beneficiary	Strategic Objective	Outcome	Activity Title	Activity Status	Resources (FPWs)
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Addressing data quality improvement challenges	Completed	3.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	fundamentals in compiling public sector debt statistics	Cancelled	0.00
Regional (Incl. EAC)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Develop plans for compiling EAC fiscal data for EAC convergence criteria	Completed	2.60
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	Completed	2.00
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	Completed	2.00
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar on GFS recording of COVID 19 related fiscal transactions	New & Completed	2.60
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar on implementation of EAC GFS/PSDS Guidelines	New & Completed	2.00
TOTAL					46



Annex VII: Regional Workshops, Webinars and Other Virtual Trainings, FY 2021

All workshops are done virtually

#	Area	Workshop Title	Start Dates	End Dates
1	Revenue Administration	Developing a compliance improvement plan and strategy of monitoring and evaluation	October 10, 2020	October 18, 2020
2	Revenue Administration	Update member countries on ISORA 2020	October 19, 2020	October 20, 2020
3	Revenue Administration	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	April 26, 2021	April 30, 2021
4	Macroeconomic Analysis	Preparing the Macroeconomic Scenarios during COVID-19	October 26, 2020	October 30, 2020
5	Public Financial Management	Budget Baseline Costing	December 7, 2020	December 11, 2020
6	Real Sector Statistics	Quarterly National Accounts-Concepts methods data sources	March 8, 2021	March 12, 2021
7	Financial Sector Regulation and Supervision	Regional workshop on Banking Supervision	March 22, 2021	March 26, 2021
8	Financial Sector Regulation and Supervision	Regional workshop on Financial Sector Supervision	March 5, 2021	March 12, 2021
9	Monetary Policy and Operations	Monetary Policy Implementation amid the Covid-19 Pandemic	April 26, 2021	April 30, 2021
10	Government Finance Statistics	Addressing data quality improvement challenges	March 1, 2021	March 5, 2021



AFRITAC East / ICD Courses FY 2021

	Course Title	Start Date	End Date	Location
1	Financial development and financial inclusion	February 22, 2021	February 24, 2021	Virtually
2	Inclusive Growth	April 26, 2021	April 30, 2021	Virtually

Workshops with Advisors as Resource Persons FY 2021

	Area	Course Title	Dates	Location
1	Macroeconomic Analysis	Participation in FAD/AFE/AFS Workshop on Assessing COVID-19 Related Fiscal Risks	May 12, 2020	May 12, 2020

Regional Webinars FY 2021

#	Sector	Activity Title	Dates
1	Public Financial Management	Strengthening PFM Systems for an Effective COVID-19 response	October 30 – November 6, 2020
2	Financial Sector Regulation and Supervision	Cybersecurity of remote work during the Pandemic	July 9, 2020
3	Financial Sector Regulation and Supervision	Regional Webinar on Regulatory and Supervisory Responses during the Pandemic	July 2, 2020
4	Financial Sector Regulation and Supervision	Regional Webinar on Banking Regulation and Supervision during the COVID-19 Pandemic	July 2, 2020
5	Financial Sector Regulation and Supervision	Strengthening Supervision and Regulation of FinTech	October 26 - 27, 2020
6	Financial Sector Regulation and Supervision	Strengthening Supervisory Processes and Tools to Assess Financial Sector Risks	March 5-12, 2021
7	Real Sector Statistics	Consumer Price Index and Producer Price index business continuity	September 17, 2020



#	Sector	Activity Title	Dates
8	Real Sector Statistics	Recording Government Support to Businesses and Households in National Accounts	August 27, 2020
9	Real Sector Statistics	Quarterly national accounts workshop - Concepts, methods and data sources aligned to the latest manual	August 27, 2020
10	Real Sector Statistics	Ad-hoc advice of real sector statistics business continuity	September 17, 2020
11	Government Finance Statistics	GFS Recording of transactions RE: COVID-19 fiscal measures	June 16, 2020
12	Government Finance Statistics	EAC implementation of EAC GFS/PSDS guidelines	September 16, 2020

National Trainings FY 2021

#	Sector	Activity Title	Dates	Beneficiary
1	Revenue Administration	Developing financial institutions audit capacity	May 25 – June 9, 2020	Rwanda
2	Revenue Administration	Strengthening construction sector audit capacity	February 17 – March 2, 2021	Tanzania (Zanzibar)
3	Revenue Administration	Develop Capacity in Telecommunications Audit	October 28 – November 10, 2020	Uganda
4	Revenue Administration	Develop Data Matching Capacity within Tax and Customs	December 1-18, 2020	Uganda
5	Public Financial Management	Designing changes to the Citizens Guide to the Budget	May 21 – 31, 2020	Rwanda
6	Public Financial Management	Assessment of draft PBB annex to the Finance Law	April 21-29, 2021	Rwanda
7	Public Financial Management	IFMIS controls and the PFM cycle	March 29 - April 15, 2021	South Sudan
8	Public Financial Management	Training on new elements of the Public Investment Management Operating Manual	September 28 – October 7, 2020	Tanzania (Zanzibar)



#	Sector	Activity Title	Dates	Beneficiary
9	Financial Sector Regulation and Supervision	Basel II/III Implementation	August 24-28, 2020	Ethiopia
10	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for banks	March 22-April 2, 2021	Ethiopia
11	Financial Sector Regulation and Supervision	Strengthening Basel II/III implementation for banks	September 14-18, 2020	Tanzania
12	Financial Market Infrastructures and Payments	Self-Assessment of Financial Market Infrastructure	January 25-27, 2021	Rwanda
13	Financial Market Infrastructures and Payments	Towards compliance with the CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI)	March 29-31, 2021	Ethiopia
14	Forecasting and Policy Analysis	Forecasting and Policy Analysis (FPAS)	March 1-5, 2021	Uganda
15	Real Sector Statistics	Import and export price indices: Training on methodology, sampling and reporting	February 22-26, 2021	Ethiopia
16	Real Sector Statistics	Index of industrial production: Training on methodology, sampling and reporting	October 5-9, 2020	Ethiopia
17	Real Sector Statistics	National training: GDP compilation and assessment of source data	January 11-15, 2021	South Sudan
18	Government Finance Statistics	Training and expanding coverage to General government	February 1-5, 2021	Eritrea
19	Government Finance Statistics	Training and Expanding coverage of fiscal data to General Government	October 22-30, 2020	Malawi



#	Sector	Activity Title	Dates	Beneficiary
20	Government Finance Statistics	Training on compilation of fiscal data for the general government	February 15-19, 2021	Tanzania (Zanzibar)
21	Government Finance Statistics	Zanzibar: Training and Expanding coverage of fiscal data to General Government	April 26-30, 2021	Tanzania (Zanzibar)
22	Government Finance Statistics	Training on fundamentals on compilation of BCG fiscal data	February 2-12, 2021	South Sudan



Annex VIII: Technical Assistance Reports, FY 2021

Country	Report	Mission Members	Mission Dates
Revenue Administration			
Ethiopia	COVID-19 and Medium-term Revenue Mobilization Plan TP and RA	Berlin Msiska	May 7-16, 2020
Rwanda	Training on Developing financial institutions audit capacity	Martin Roche	May 25- June 9, 2020
Eritrea	Review from the administrative perspective the implementation of the draft tax laws	Berlin Msiska, Michael Smithson, Diana Bunting, Michael Smithson	June 17 - 26, 2020
Eritrea	Development of explanatory notes for the draft Income tax law	Berlin Msiska	June 29-July 8, 2020
Tanzania (Zanzibar)	Developing Risk Management Monitoring and Evaluation Framework	Stephen Wilcox	August 3-14, 2020
Malawi	Remote Revenue Administration HQ Mission	Berlin Msiska, Kenneth Ochola, Muyangwa, Priscilla Banda	September 1-15, 2020
AFRITAC East	Developing a compliance improvement plan and strategy of monitoring	Berlin Msiska, Kenneth Ochola, Stephen Wilcox	October 12-16, 2020
Uganda	Developing Capacity in Telecommunications Audit	Berlin Msiska, Christoher Mwogeza	October 28 – November 10, 2020
Kenya	Assessment of digital services tax legislative framework procedures and practices	Michael Smithson	October 21- November 3, 2020
Malawi	Promoting Integrity within MRA (Remote Attachment to KRA)	MRA officials	October 14-16, 2020
Uganda	Develop Data Matching Capacity within Tax and Customs	William Tait	December 1-18, 2020
Kenya	Developing capacity in digital services tax practices	Michael Smithson	December 7-11, 2020



Country	Report	Mission Members	Mission Dates
Kenya	Review and redesign of high net worth individual's function	Fawzia Cassiem	January 11-28, 2021
Kenya	Improving Customs Administration in the Extractive Industries Sectors	Gilles Montagnat-Rentier, Bernard Sanya, Kenneth Ochola, Robert Veltri, Ian James Scott, and Birger Lunke	January 18-February 15, 2021
Kenya	Developing a framework for mirror data analysis matching export data from Kenya's major trading partners with imports	Kenneth Ochola, Anne-Marie Geourjon, Emilie Caldeira	January 27-March 2, 2021
Malawi	Develop effective strategies to address the informal sector	Elizabeth Meyo	February 3-16, 2021
South Sudan	Improving the Integrity of the Taxpayer Register	Alice Owuor	February 15-March 4, 2021
Tanzania	Strengthening construction sector audit capacity	Eutycus Kamau	February 15-March 4, 2021
Kenya	Repeat TADAT	Rebecca A. Sparkman, Maimbo Christobel Nyanga, Berlin Msiska, Doris Akol, Berni Smith, Nara Monkam, Denise Edwards	March 3-17, 2021
South Sudan	Review of the Information Technology System Upgrade	Berlin Msiska Yakomba Yavwa	April 6-19, 2021
Kenya	Assessment of Tax Expenditures Compliance Management	Berlin Msiska, Stephen Wilcox	April 7-20, 2021
Ethiopia	Developing capacity on use of tools and techniques for data analytics	Peter Poulin	April 12-25, 2021
EAC	Developing of a framework of statistical reporting and performance standards	Jenkins Darryn James	April 14-27, 2021
Regional Workshop	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	Berlin Msiska, Yakomba Yavwa	April 19-23, 2021



Country	Report	Mission Members	Mission Dates
Public Financial Management			
Kenya	IPSAS implementation including development of IFMIS for accrual accounting	Amra Srdanovic, Paul Seeds, Peter Murphy	May 18-29, 2020
Rwanda	Assessing the performance budgeting pilot and updating the draft manual for the	Imran Aziz, Gerhard Steger	May 1-20, 2020
Rwanda	Designing changes to the Citizens Guide to the Budget	Imran Aziz, Gerhard Steger, William Wakuganda	May 21-31, 2020
Uganda	Reviewing the Integrated Project Data Bank and technical guide on integration with other IT Systems	Imran Aziz, Arturo Navarro, Robert Muwanga, Martin Darcy	May 1- 15, 2020
Kenya	Budget Preparation Manual	Imran Aziz, Gerhard Steger, Samuel Moon	June 15-July 9, 2020
Kenya	A Framework for Designing Remedial Measures for State Owned Enterprises	Matthew Quillinan, Imran Aziz, Tjeerd Tim	June 15-July 9, 2020
South Sudan	Public Financial Management Reform Priorities	Richard Allen, Nino Tchelishvili, Jehann Jack, Paul Seeds, Amra Srdanovic, Matthew Quillinan	June 8- 26, 2020
Rwanda	Strengthening financial reporting through implementation of IPSAS Accrual based IPSAS	Amra Srdanovic; Paul Seeds, Francois van Schaik	July 13-31, 2020
Malawi	Developing a capital budget baseline and project prioritization tool	Imran Aziz, Martin Darcy, William Wakuganda	August 31-September 11, 2020
Tanzania (Zanzibar)	Developing a Roadmap for the implementation of IPSAS Accrual Accounting	Amra Srdanovic, Paul Seeds	August 24-September 4, 2020
Tanzania	Training on new elements of the Public Investment Management Operating Manual	Imran Aziz, Martin Darcy, William Wakuganda	September 28-October 7, 2020



Country	Report	Mission Members	Mission Dates
Kenya	Budget Preparation Manual	Imran Aziz, Samuel Moon	September 30-October 9, 2020
Tanzania	Budget Costing and Analysis and integrating into Program Budget Framework	Imran Aziz, William Wakuganda	October 12-16, 2020
Rwanda	Review of the Organic Law on State Finances and Property (Draft)	Yugo Koshima, Benoit Chevauchez, Amra Srdanovic	October 19-November 19, 2020
Uganda	Setting a Framework for Monitoring COVID-19 Spending	Fazeer Rahim, Alok Verma, Imran Aziz, Matthew Quillinan, McDonald Michael	October 11-30, 2020
South Sudan	Development of PFM Reform Strategy Concept Note	Peter Muir	November 14 – 27, 2020
AFRITAC East, West and South	Organizing to Deliver Peer learning Regional Webinar Report on Public Investment Management	Imran Aziz, Robert Clifton, Kubai Khasiani, Eduardo Aldunate, Martin Darcy and Onintsoa Harilala	November 2- 6, 2020
AFRITAC East	Performance Budgeting and IT Systems - Peer Learning report	Imran Aziz, Samuel Moon	November 16- 20, 2020
Kenya	Support to Budget Costing and Project Appraisal	Imran Aziz, Gerhard Steger, Samuel Moon	November 21- December 5, 2020
Rwanda	Analyzing and Managing Fiscal Risks from State-Owned Enterprises	Bryn Battersby, Amra Srdanovic, Imran Aziz, Matthew Quillinan, Phil Barry	November 9-27, 2020
South Sudan	Expanding the TSA and Strengthening Cash Management Practices	Amra Srdanovic, Per-Olof Jonsson	December 2-24, 2020
AFRITAC East	Budget Baseline Costing Regional Webinar Report	Imran Aziz, Gerhard Steger,	December 7-11, 2020



Country	Report	Mission Members	Mission Dates
Uganda	Strengthening the Multi-Year Commitment Statement	Imran Aziz, William Wakuganda	January 18-29, 2021 and March 8-19, 2021
Malawi	Strengthening Oversight and Governance	Amra Srdanovic, Imran Aziz, Tjeerd Tim, William Wakuganda	February 1-26, 2021
Kenya	Fiscal Risk Assessment	Richard Gordon, Jehann Jack, Imran Aziz and Matthew Quillinan	February 6-19, 2021
Rwanda	PFM Law	Yugo Koshima, Benoit Chevauchez	February 20-March 1, 2021
South Sudan	Strengthening the Commitment Controls Using IFMIS and Reviewing the Standard Chart of Accounts	Amra Srdanovic, Peter Murphy	March 29-April 13, 2021
Kenya	Developing Guidelines for SOE Financial Evaluations (<i>In progress</i>)	Imran Aziz, Matthew Quillinan	March 10-April 10, 2021
Malawi	Developing a project quality and prioritization framework (<i>In progress</i>)	Imran Aziz, Martin Darcy and William Wakuganda	April 12-20, 2021
Rwanda	Assessment of the draft PBB Annex to the Finance Law (<i>In progress</i>)	Imran Aziz and Gerhard Steger	April 21-30, 2021
Macrosiscal Analysis			
Ethiopia	Public Sector Balance Sheet and Oversight of State-owned Enterprises	Alexander F. Tieman, Iana Paliova, Matthew Quillinan, Michelle Stone, Frank Liu, Patrick Ryan	June 22-July 8, 2020
Kenya	A Framework for Designing Remedial Measures for SOEs	Matthew Quillinan, Imran Aziz, Tim Tjeerd	July 13-31, 2020
Rwanda	Modelling the Impact of COVID-19	Bryn Battersby, Matthew Quillinan	August 25-31, 2020
Uganda	Support HQ on Developing a Framework to Monitor Expenditure Related to COVID-19	Fazeer Sheik Rahim, Imran Aziz, Matthew Quillinan, Alok Kumar, Lewis Murara	October 16-29, 2020



Country	Report	Mission Members	Mission Dates
AFRITAC East	Regional Workshop on Preparing the Macroeconomic Scenarios during COVID-19	Imran Aziz, Fazeer Sheik Rahim, Alok, Alok Kumar, Matthew Quillinan	October 26-30, 2020
Rwanda	SOE Health Check and Stress Test Capability	Bryn Battersby Philip Barry	November 12-25, 2020
Tanzania	Revising the Macroeconomic Forecasting Framework	Matthew Quillinan	March 10-26, 2021
Monetary Policy Operations			
South Sudan	Draft a formal monetary policy operational strategy	Carel Hugo, Victor Andrei	January 18-22, 2021
Financial Sector Regulation and Supervision			
Tanzania	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	Bernhard Mayr	May 18-25, 2020
Uganda	Enhancing Supervisory Review Process	Rodolfo Wehrhahn	May 18-25, 2020
Rwanda	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	Otieno Omondi	May 25-June 1, 2020
Tanzania	Enhancing RBC and RBS for Insurers	Courtney Christie-Veitch	May 25-June 1, 2020
Malawi	Enhancing Supervisory Review Process (ORSA) Stress testing Impact of COVID-19	Rodolfo Wehrhahn	May 28-June 4, 2020
Ethiopia	Developing RBC framework for Insurers (Pillar I)	Otieno Omondi	June 3-10, 2020
South Sudan	Regulatory and Prudential Framework	Courtney Christie-Veitch, David Shapiro	June 15-July 3, 2020
AFRITAC East	MCM Regional Webinar on Regulatory and Supervisory Responses during the Pandemic	Courtney Christie-Veitch	July 2, 2020



Country	Report	Mission Members	Mission Dates
AFRITAC East	Regional Webinar on Cybersecurity of remote work during the Pandemic	Courtney Christie-Veitch	July 9, 2020
Rwanda	Strengthening Cybersecurity resilience for banks	Thomas Farrell, Courtney Christie-Veitch	August 10-14, 2020
Kenya	Strengthening Cybersecurity Resilience for Banks	Thomas Farrell, Courtney Christie-Veitch	August 15-21, 2020
Ethiopia	Strengthening Cybersecurity Resilience for Banks	Thomas Farrell	August 22-28, 2020
Uganda	Strengthening Cyber Resilience for banks	Helen Murphy, Courtney Christie-Veitch	August 22-28, 2020
Tanzania	Strengthening Cyber Resilience for banks	Helen Murphy, Courtney Christie-Veitch	August 29-September 4, 2020
Rwanda	Strengthening Supervisory Processes for Banks ICT SupTech/RegTech	Courtney Christie-Veitch	September 7-20, 2020
Kenya	Strengthening Risk-based Supervision for Insurance Companies	Bernhard Mayr	August 12-16, 2019
Kenya	Strengthening Risk-based supervision for insurance Companies Follow up	Courtney Christie-Veitch	September 23-27, 2019
Rwanda	Operationalizing Macro Prudential Policy Framework - Enhancing Stress Testing	Courtney N. Christie-Veitch	October 21-25, 2019
Rwanda	Training on Strengthening Basel Core Principles Implementation	Courtney N. Christie-Veitch, Tijs Merlijn de Bie	January 11-22, 2021
Eritrea	Strengthen Financial Soundness and Other Indicators to Assess Risks in Bank	Luis Romero	February 22-March 1, 2021



Country	Report	Mission Members	Mission Dates
Ethiopia	Training on Strengthening Supervisory Processes on Stress Testing for Banks	Tijs Merlijn de Bie	February 18-22, 2021
Ethiopia	Training on Strengthening Supervisory Processes to Assess Corporate Governance	Michael Andrews	February 22-26, 2021
Kenya	Strengthening Risk-based Securities Supervision	Matthew Sullivan	February 20-28, 2021
Kenya	Strengthening Risk based Supervision Processes for Microfinance Companies	Tijs Merlijn de Bie	February 23-March 4, 2021
AFRITAC East	Developing and Implementing Framework for Conducting Basel Core Principles	Courtney N. Christie-Veitch	March 22- 26, 2021
Tanzania	Training on Strengthening Supervisory Processes to Assess Corporate Governance	Courtney N. Christie-Veitch, Luis Romero	March 1-12, 2021
Eritrea	Review RBS Framework and Provide risk assessment workbook with indicators for non-banks	Bernhard Mayr	February 22-March 1, 2021
Malawi	Basel II/III Implementation Strengthening Market Discipline Transparency	Tijs Merlijn de Bie	February 26-March 6, 2021
AFRITAC East	Strengthening Supervisory Processes and Tools to Assess Financial Sector Risks	Matthew Sullivan, Bernhard Mayr, Tijs Merlijn de Bie	March 5-12, 2021
AFRITAC East	Developing and Implementing Framework for Conducting Basel Core Principles	Roland Raskopf, Michael Andrews	March 22-28, 2021
Malawi	Strengthening Risk-based Supervision for Banks	Michael Andrews	March 15-21, 2021



Country	Report	Mission Members	Mission Dates
Rwanda	Strengthening RBS for securities firms	Matthew Sullivan	March 19-28, 2021
Tanzania	Strengthening Risk-based Supervision for banks; governance and oversight functions	Michael Andrews	March 3-12, 2021
Rwanda	Training on Strengthening Supervisory Processes to Assess Risks Corporate Governance	Courtney N. Christie-Veitch, Matthew Sullivan	April 5-16, 2021
Kenya	Strengthening Risk based Supervision Processes for Microfinance Companies	Tijs Merlijn de Bie	April 15-24, 2021
Financial Market Infrastructures and Payments			
Rwanda	Training in Country: Self-Assessment of Financial Market Infrastructure	Carel Hugo, Biagio Bossone, Faith Stewart	January 25-27, 2021
Forecasting and Policy Analysis (FPAS)			
Rwanda	Forecasting and Policy Analysis (FPAS)	Jan Vlcek, Thomas Harjes	November 30-December 11, 2020
Uganda	Reviewing forecast performance and FPAS components (<i>In review</i>)	Carina Selander, Nils Maehle, Alexander Borodin	February 25-March 5, 2021
Rwanda	FPAS Customized Training	Carina Selander, Jan Vlcek	February 15-March 26, 2021
Tanzania	Scoping and Developing the FPAS Framework at the Bank of Tanzania	Carina Selander, Magnus Lindskog	April 28 – May 11, 2021
Real Sector Statistics			
Malawi	Supporting compilation of balanced 2017 SUT	Artashes Shaboyan	July 7-18, 2020
Malawi	Compiling updated IIP and PPI	Katherine Pegler	July 20-August 7, 2020
Ethiopia	Prices: Index of industrial production: methodology	Andrew Baer	October 5-9, 2020
Kenya	Import and export price indices - Reviewing methodology and updating weights	Mauro Politi	October 19-30, 2020



Country	Report	Mission Members	Mission Dates
Tanzania	General government sector - Supporting analysis of improved GFS data	Anthony Silungwe	October 19-30, 2020
Malawi	Prices: CPI - Developing new weights	David Fenwick	October 19-28, 2020
Uganda	Finalizing the update of construction cost price indices	Katherine Pegler	November 2-11, 2021
Malawi	Integrating 2017 Benchmark Estimates and Compiling Revised Annual GDP	Artashes Shaboyan	December 14-18, 2020
Tanzania (Zanzibar)	Developing Methodology for Compiling Agriculture PPI	Derek Bird	January 18- 29, 2021
Malawi	Compiled Annual GDP by production and expenditure for 2017	Artashes Shaboyan	January 25-29, 2021
Tanzania	Improving VAT and income tax data to compile quarterly and annual GDP	Anthony Silungwe	January 25- February 5, 2021
Tanzania	Developing PPI-agriculture - Supporting analyses of new data (Draft)	Derek Bird	April 12-21, 2021
Government Finance Statistics			
South Sudan	Appraisal Compilation Practices for GFS and Public Sector Debt Statistics	Robert Maate	July 13-17, 2020
East African Community	Progress on harmonization of fiscal and debt data	Robert Maate	July 27 – 31, 2020
South Sudan	Appraisal of compilation practices and developing workplan	Robert Maate	July 2020
Rwanda	Fiscal data quality improvement	Robert Maate	September 14-18, 2020
Tanzania	Training (in-country): GFS & PSDS	Robert Maate	September 24- October 8, 2020
Malawi	Training (in-country): Improving Quality of GG Fiscal Data	Robert Maate	October 22-30, 2020
Uganda	Improving the quality of fiscal and debt data for the General Government	Robert Maate	November 9-13, 2021
Tanzania	Compilation of fiscal data for the general government (Draft)	Robert Maate	January 25- 29, 2021
South Sudan	(Remote Train) AFE: Training (in-country): Government Finance Statistics	Robert Maate	February 8-12, 2021



Country	Report	Mission Members	Mission Dates
Rwanda	Compile fiscal statistics for SOEs and expand coverage of public debt data to General Government	Robert Maate	February 22-26, 2021
Kenya	Improve quality of public sector data	Robert Maate	March 29- April 2, 2021
Tanzania (Zanzibar)	Zanzibar: Training and Expanding coverage of fiscal data to General Government	Robert Maate	April 26-30, 2021



Annex IX: Reports Uploaded to the Extranet, FY 2021

Country	Report Title	Mission Dates
Eritrea	Provide Training to the authorities on implementing RBS for banks	April 23-27, 2018
Eritrea	Compilation of Budgetary Central Government (concepts classification in GFSM 2014)	July 3-13, 2018
Eritrea	Risk Based Supervision Framework for banks	April 27- May 6, 2020
Eritrea	Development of Explanatory Notes for the Draft Tax Laws	June 17-26, 2020
Eritrea	Development of explanatory notes for the draft Income tax law	June 29-July 8, 2020
Ethiopia	Supporting Compilation of BCG data	November 3-14, 2018
Ethiopia	A Medium-Term Reform Strategy to Modernize Customs Administration	November 26-December 7, 2018
Ethiopia	Supporting the improvement of data quality (Sectorization coverage)	January 28-February 1, 2019
Ethiopia	Technical Note on Government Finance Statistics	October 21-November 1, 2019
Ethiopia	Extending the Coverage of the TSA and Strengthening Cash Management Practices	February 3-14, 2020
Ethiopia	Review of the information Technology Strategy	November 11-29, 2019
Ethiopia	Facilitating Compliance and Mobilizing Revenue for the Mid-Term	February 12-25, 2020
Ethiopia	COVID-19 and Medium-term Revenue Mobilization Plan TP and RA	May 7- 16, 2020
Kenya	Improvement of quality for general government and public-sector data	March 18-27, 2019
Kenya	National Training and Strengthening of the Public Investment Management Unit	February 7-21, 2019
Kenya	Improving the quality of fiscal and public debt data in Kenya	October 7-16, 2019
Kenya	Building a revenue forecasting framework with the PBO	December 2-6, 2019
Kenya	Desk Review of the final documents on SCOA and policy guidelines on the valuation of assets and liabilities	January 13-22, 2020
Kenya	Review of the preliminary rebased CPI and PPI	January 27-31, 2020
Kenya	Review of the preliminary rebased GDP series (base year 2016)	February 17-28, 2020



Country	Report Title	Mission Dates
Kenya	Updating of Producer Price Index (PPI)	February 24-28, 2020
Kenya	Strengthening Liquidity and Capital Supervisory Processes for Securities Firms	April 6-10, 2020
Kenya	Strengthening Customs Post Clearance Audit Risk Management and Case Selection	April 15-28, 2020
Kenya	Strengthening Domestic Taxes Risk Management & Audit case selection	April 22-28, 2020
Kenya	IPSAS implementation including development of IFMIS for accrual accounting	May 18-29, 2020
Kenya	Budget Preparation Manual	June 15-July 9, 2020
Kenya	A Framework for Designing Remedial Measures for SOEs	July 13-31, 2020
Kenya	Updates to the Budget Preparation manual	September 30-October 9, 2020
Kenya	Assessment of Digital Services Tax Legislative Framework Procedures & Practices	October 21-November 3, 2020
Kenya	Updates to the Budget Preparation manual	November 21-December 5, 2020
Kenya	Import and export price indices - Reviewing methodology and updating weights	October 19-30, 2020
Malawi	Technical Assistance Note on GFS	April 2-17, 2019
Malawi	Compilation of the supply table	November 18-29, 2019
Malawi	Technical Assistance Note on GFS	November 20-29, 2019
Malawi	Government Finance Statistics- compilation of EBUs and PSDS quality improvement	February 10-14, 2020
Malawi	Developing a Project Prioritization Tool	March 30-April 10, 2020
Malawi	Developing a project prioritization framework	August 31-September 11, 2020
Malawi	Identifying Value Added Tax Compliance Risks	September 1-15, 2020
Malawi	National Accounts: Review and Assist to Compile Annual GDP by expenditure	December 14-18, 2020
Rwanda	Reviewing the Supervisory Manuals for On-site and Off-site Examination of Non-Bank Financial Institutions (Insurance Companies)	October 29-November 2, 2018
Rwanda	Strengthening SOE Oversight and Reporting	January 20-31, 2019
Rwanda	Government Finance Statistics-COFOG and data quality improvement	September 9-13, 2019
Rwanda	Strengthening RBC and IFRS Implementation for Insurance	December 16-20, 2019



Country	Report Title	Mission Dates
Rwanda	Expansion of coverage of fiscal and debt data to the public sector	January 13-17, 2020
Rwanda	Next steps in Performance Based Budgeting	May 1-20, 2020
Rwanda	Designing changes to the Citizens Guide to the Budget	May 21-31, 2020
Rwanda	Developing financial institutions audit capacity	May 25-June 9, 2020
Rwanda	Strengthening financial reporting through implementation of IPSAS Accrual based IPSAS	July 13-31, 2020
Rwanda	Fiscal data quality improvement	September 14-18, 2020
South Sudan	Laying the Foundation for Effective Revenue Administration	February 25-March 9, 2020
South Sudan	Public Financial management reform priorities	June 8-26, 2020
Tanzania	Strengthening RBS processes (Integrating Basel II / Pillar II RBS and CAMELS)	July 23 - 30, 2019
Tanzania	Updating the Public Investment Management Operating Manual	September 28 – October 7, 2020
Tanzania	National accounts: General government sector - Supporting analysis of improved GFS data	October 19-30, 2020
Tanzania (Zanzibar)	Government Finance Statistics expanding coverage to GG	August 5-16, 2019
Tanzania (Zanzibar)	Zanzibar - Updating and Further Developing the Zanzibar Financial Programming Framework	December 16-20, 2019
Tanzania (Zanzibar)	GFS - Compilation of Fiscal Data	March 28-30, 2020
Tanzania (Zanzibar)	Developing Risk Management Monitoring and Evaluation Framework	August 3-14, 2020
Tanzania (Zanzibar)	Developing a Roadmap for IPSAS Accrual Accounting	August 24-September 4, 2020
Tanzania (Zanzibar)	AFE: COVID-19 Budget Costing and Analysis and integrating into Program Budget Framework [WFH]	October 12-16, 2020
Uganda	Government Finance Statistics Mission: Towards Dissemination of High Frequency Fiscal Data to Support Fiscal Policy Analysis and Formulation	December 10-20, 2018
Uganda	Oil Revenue Management	July 23-August 5, 2019
Uganda	Enhancing Basel II / III Framework	July 31-August 7, 2019
Uganda	Government Finance Statistics-expand coverage to public sector & improve PSDS quality	September 16-27, 2019



Country	Report Title	Mission Dates
Uganda	Reporting project commitments for better decision making	January 27- February 7, 2020
Uganda	Strategic Investment Prioritization for a COVID 19 Response	April 13-30, 2020
Uganda	Expanding TSA Coverage and Strengthening Cash Management	April 16-29, 2020
Uganda	Integrated the Project Data Bank with other IT systems	May 1-15, 2020
Uganda	Oil Revenue Management	July 23- August 5, 2019
Uganda	Developing Telecommunication Sector Audit Capacity	October 28-November 10, 2020



Annex X: IMF AFRITAC East Work Plan, FY 2022

Revenue Administration					
Country	Objective	Activity Name	Timing	Status	FPWs
East African Community	Improved customs administration core functions	Review framework and implementation of Regional risk management, compliance and enforcement and post clearance procedures	H2	Reserve	3.0
Eritrea	Strengthened core tax administration functions	Develop registration policies, procedures, roles and responsibilities for HQ and operational units	H1	Baseline	1.3
		Developing Tax Audit Capacity	H2	Baseline	6.0
		Strengthening filing and payment processes	H1	Baseline	6.0
	Improved customs administration functions (SDG 17.1) - CAD	AFE Capacity development in Risk Management	H2	Baseline	6.0
Ethiopia	Strengthened core tax administration functions	Field Attachment on Administration of Excise Tax	H1	Baseline	0.8
	Strengthened revenue administration management and governance arrangements	Developing framework to control special regimes and exemptions	H1	Baseline	3.0
		Mirror Data Analysis	H2	Reserve	6.0
Improved customs administration functions (SDG 17.1) - CAD	AFE Framework to control special regimes and exemptions strengthened	H1	Baseline	6.0	
Kenya	Strengthened core tax administration functions	Capacity Building in Debt Management	H1	Baseline	4.7
	Strengthened revenue administration management and governance arrangements	Developing Compliance Improvement Plans	H2	Reserve	6.0
	Improved customs administration functions (SDG 17.1) - CAD	Coordinated Border Management	H2	Reserve	6.0
		Review penalty regime and develop sanctions map	H1	Baseline	3.0
Malawi	Strengthened core tax administration functions	Developing VAT Audit Capacity in Selected Sectors	H1	Baseline	6.0



Revenue Administration					
Country	Objective	Activity Name	Timing	Status	FPWs
	Strengthened revenue administration management and governance arrangements	Training in the development of KPIs	H2	Baseline	6.0
	Improved customs administration functions (SDG 17.1) - CAD	Review Customs procedures and automation	H1	Baseline	6.0
		Training in tax investigations techniques & targeting	H2	Baseline	3.0
Rwanda	Strengthened core tax administration functions	Field Attachment on Audit of Manufacturing Sector	H1	Baseline	0.8
		Hands on Training on Telecommunications Sector Audit	H2	Baseline	1.3
		Training on Developing of VAT Gap Model	H1	Baseline	6.0
	Strengthened revenue administration management and governance arrangements	Strengthening Domestic Taxes Headquarters Function	H1	Baseline	1.3
	Improved customs administration functions (SDG 17.1) - CAD	Developing framework for Mirror Data Analysis	H2	Baseline	6.0
		Review penalty regime and develop sanctions map to improve compliance	H1	Baseline	3.0
South Sudan	Improved customs administration functions (SDG 17.1) - CAD	Review and redesign of Customs clearing controls & procedures	H1	Baseline	6.0
	Strengthened core tax administration functions (SDG 17.1) - TAD	Re-engineering of Business Processes and Development of Technical Requirements	H1	Baseline	6.0
		Review the Implementation of VAT	H2	Reserve	6.0
	Strengthened revenue administration management and governance arrangements (SDG 17.1) - RAM	Review of Information Technology System Upgrade	H1	Baseline	1.3
Tanzania	Improved customs administration core functions	Developing effective intelligence and investigation functions	H2	Baseline	3.0



Revenue Administration					
Country	Objective	Activity Name	Timing	Status	FPWs
	Strengthened core tax administration functions	Develop Capacity in Investigation Methods and Techniques (Zanzibar)	H1	Baseline	5.3
		Developing Data Matching Capacity	H1	Baseline	6.0
		Developing Debt Management and Collection Capacity	H1	Baseline	1.3
		Strengthening the Filing and Payment Processes	H1	Baseline	6.0
	Strengthened revenue administration management and governance arrangements	Strengthen Dispute Resolution Process (Zanzibar)	H1	Baseline	6.0
Uganda	Improved customs administration core functions	Improved valuation capacity	H1	Baseline	6.0
		Strengthen risk management	H2	Reserve	3.0
	Strengthened core tax administration functions	Developing Financial Sector Audit Capacity	H1	Baseline	6.0
		Field Attachment on Transfer Pricing	H1	Baseline	1.5
Regional	Improved customs administration functions (SDG 17.1) - CAD	Risk Management & Intelligence	H1	Baseline	2.2
		Post Clearance Audit	H2	Baseline	2.2
	Strengthened core tax administration functions (SDG 17.1) - TAD	Regional Workshop on Developing Audit Capacity	H1	Baseline	3.0
		Regional Workshop on Leveraging Technology to Improve Taxpayer Service and Compliance	H2	Reserve	1.3
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	8
TOTAL					177.5



Public Financial Management					
Country	Objective	Activity Name	Timing	Status	FPWs
Eritrea	Comprehensive, credible, and policy based budget preparation	Further development of the macrofiscal forecasting framework	H2	Baseline	2.7
		National Training on FPP	H2	Reserve	5.3
		Training on Budget Preparation, Project Appraisal and Monitoring and Evaluation	H2	Reserve	1.5
	Improved coverage and quality of fiscal reporting	Detailed coding of institutions according to functional classification (COFOG)	H1	Baseline	5.3
	Improved PFM laws and effective institutions - BLF	National training - challenges of IFMIS introduction and implementation	H2	Reserve	3.0
Ethiopia	Comprehensive, credible, and policy based budget preparation	Scoping the development of the macrofiscal forecasting framework	H1	Baseline	1.5
	Improved asset and liability management	Strengthening TSA and Cash Management	H1	Baseline	1.3
	Strengthened identification, monitoring, and management of fiscal risks	Updating the fiscal risk statement and including new information in the fiscal risk registry	H2	Baseline	3.0
	Improved coverage and quality of fiscal reporting - FRP	Roadmap for improving financial reporting and implementing IPSAS accrual standards	H2	Reserve	5.3
	Improved public investment management - PIM	Linking Budgeting and Project Appraisal	H1	Baseline	5.3
Kenya	Comprehensive, credible, and policy based budget preparation	Implementing the Budget Preparation Manual	H1	Baseline	8.0
		AFE: PBO - Reviewing the PBO Macrofiscal Model	H1	Baseline	3.0
	Improved asset and liability management	Strengthening TSA and Cash Management (Postponed from FY21)	H1	Baseline	5.3
	Improved coverage and quality of fiscal reporting	Review Consolidated Financial Statement for State Corporations (Accrual Basis)	H1	Baseline	8.0
	Comprehensive, credible, and policy-based budget preparation - BPR	Improving fiscal risk analysis of SOEs, PPPs and updating the fiscal risk statement	H1	Baseline	8.0
		SOE Financial Evaluations	H1	Baseline	2.0
		HQ Mission: Developing a strategy for SOE oversight at the NT	H1	Baseline	12.0



Public Financial Management					
Country	Objective	Activity Name	Timing	Status	FPWs
Malawi	Comprehensive, credible, and policy based budget preparation	(PBO) Training on macroeconomic forecasting analysis	H2	Baseline	1.5
		Integrating Performance Budgeting and IT systems	H1	Baseline	5.3
		Updating the macrofiscal framework and incorporating debt sustainability tools	H1	Baseline	2.7
	Strengthened identification, monitoring, and management of fiscal risks	Strengthening SOE analysis including development of the financial factsheets for five high risk SOEs (PLACEHOLDER)	H2	Baseline	5.3
		Attachment SOE risk reporting - Seychelles (from FY21)	H2	Baseline	0.8
		Updating the fiscal risk statement and fiscal risk registry	H2	Baseline	4.5
	Improved public investment management - PIM	Strengthening Project Appraisal and Selection	H1	Baseline	5.3
Rwanda	Comprehensive, credible, and policy based budget preparation	Developing FPP Spreadsheet using Rwandan data	H1	Baseline	5.3
		Performance Based Budgeting and the Medium Term Budget Framework	H2	Reserve	5.3
	Improved coverage and quality of fiscal reporting	Assessment of the progress in the IPSAS implementation roadmap	H1	Baseline	8.0
	Strengthened identification, monitoring, and management of fiscal risks	Expand the scope of Public Enterprises covered by the Health and stress test and introducing non-financial performance metrics	H1	Baseline	8.0
		Attachment on strengthening SOE oversight and governance (from FY21)	H2	Baseline	0.8
		Updating the fiscal risks statement and fiscal risk registry	H2	Baseline	8.0
South Sudan	Improved PFM laws and effective institutions - BLF	Improving commitment controls using IFMIS (PLACEHOLDER)	H2	Reserve	5.3
	Improved coverage and quality of fiscal reporting - FRP	Attachment on collation of fiscal data for fiscal reporting (from FY21)	H2	Baseline	0.8
	Improved asset and liability management - ALM	Expanding the coverage of the TSA and strengthening the cash management practices	H1	Baseline	5.3
		Training on macrofiscal forecasting and analysis	H1	Baseline	1.5



Public Financial Management					
Country	Objective	Activity Name	Timing	Status	FPWs
	Strengthened fiscal policies and frameworks - FPF	Further development of the macrofiscal forecasting framework and macrofiscal reporting	H2	Reserve	5.3
Tanzania	Comprehensive, credible, and policy based budget preparation	(PBO) Further development of the macrofiscal framework and macrofiscal reporting	H1	Baseline	2.5
		(ZAN) Training on FPP & Revenue Forecasting	H2	Reserve	1.5
		Tanzania (TZA) Zanzibar: Integrating Performance Budgeting and IT systems	H2	Baseline	2.7
	Improved coverage and quality of fiscal reporting	ZANZIBAR - Migration from cash basis to Accrual basis of Accounting	H1	Baseline	5.3
	Improved public investment management - PIM	Training on new elements of the Public Investment Management Operating Manual	H2	Reserve	5.3
Uganda	Comprehensive, credible, and policy based budget preparation	Strengthening the Multi-year commitment Statement	H1	Baseline	5.3
	Improved asset and liability management	Strengthening TSA and Cash Management (PLACEHOLDER)	H2	Reserve	5.3
	Improved coverage and quality of fiscal reporting	Attachment to support the recording and valuing assets and liabilities (from FY21)	H2	Reserve	0.8
	Strengthened identification, monitoring, and management of fiscal risks	Reviewing and updating the Fiscal Risk Statement	H1	Baseline	5.3
	Improved coverage and quality of fiscal reporting - FRP	Review Accrual IPSAS manual to align with the GoU computerized financial management environment	H2	Baseline	5.3
		Quality assurance of the Non-current assets module, Inventory Management Module and the Financial Investments Module	H1	Baseline	5.3
		Management of expenditure arrears (PLACEHOLDER)	H2	Baseline	5.3
		Review the Roadmap and updated SCOA for Implementation of Accrual Based IPSAS	H1	Baseline	2.0
Regional	Improved coverage and quality of fiscal reporting - FRP	Regional Workshop Migration to IPSAS Accounting standards (cash and accrual-based) (PLACEHOLDER)	H2	Baseline	5.5



Public Financial Management					
Country	Objective	Activity Name	Timing	Status	FPWs
		Annual EAC Workshop	H2	Baseline	5.0
	Comprehensive, credible, and policy-based budget preparation - BPR	Peer Learning Workshop: Integrating Performance Budgeting and IT systems (Regional practices note)	H2	Baseline	2.3
		Peer Learning Workshop: Performance Based Budgeting	H1	Baseline	3.0
		Regional Workshop: Budget Baseline Costing Regional Guidelines	H2	Baseline	3.0
	Strengthened identification, monitoring, and management of fiscal risks - FRK	Regional Workshop on Fiscal Risk Analysis	H1	Baseline	4.5
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	12
TOTAL					247.5

Financial Sector Supervision					
Country	Objective	Activity Name	Timing	Status	FPWs
Eritrea	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	RBS Strengthen insurance risk assessment and insurers' self assessment and reporting processes	H1	Baseline	5.3
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	RBS Capacity built through training to implement revised manual and processes	H2	Reserve	2.5
		RBS Capacity built through training to implement revised risk assessment, matrix and risk methodologies	H1	Baseline	5.3
Ethiopia	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	RBS - Strengthen risk assessment and ORSA processes for Insurers	H1	Baseline	2.7



Financial Sector Supervision					
Country	Objective	Activity Name	Timing	Status	FPWs
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Basel II/III Strengthen Supervisory review (ICAAP) processes	H1	Baseline	2.7
		RBS Strengthen systemic risk assessment practices	H1	Baseline	2.0
Kenya	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Strengthen the implementation of Simplified Solvency II for Insurers	H1	Baseline	2.5
	To implement risk-based supervision (RBS) system and upgrade other supervisory processes.	Training on the theoretical aspects of LCR, NSFR and leverage ratio of a bank	H1	Baseline	5.3
		Adoption of regulatory and supervisory technologies - Managing evolving digital financial services risks with focus being cyber resilience	H1	Baseline	2.5
	Strengthen AML/CFT supervisory processes.	Training on offsite and onsite AML and CFT supervision.	H2	Baseline	2.7
Malawi	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Strengthening the implementation of ORSA	H1	Baseline	2.7
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Strengthen Basel III implementation	H2	Baseline	5.3
		Strengthen Systemic and other risk assessment practices	H1	Baseline	5.3
	To strengthen supervision of market intermediaries	Strengthen RBS implementation for securities market firms	H1	Baseline	2.7
Rwanda	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Strengthen ORSA and supervisory review process	H1	Baseline	2.7
		RBS - Capacity building through further training on risk-based supervision	H2	Baseline	5.3



Financial Sector Supervision					
Country	Objective	Activity Name	Timing	Status	FPWs
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	RBS - Strengthen Systemic risk and other risk assessment practices	H1	Baseline	5.3
South Sudan	Develop/strengthen banking regulations and prudential norms - BRP	Risk Self-assessment processes developed and implemented	H1	Baseline	0.7
		Risk-based Supervision Training Programme Developed and Implemented	H1	Baseline	0.7
Tanzania	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Strengthen risk (self) assessment processes for insurers	H1	Baseline	2.7
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	RBS Strengthen credit risk assessment processes	H1	Baseline	5.3
		Strengthen Basel II/III Pillar II Supervisory Review Process	H2	Baseline	5.3
Uganda	Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Strengthen ORSA and supervisory review	H1	Baseline	2.7
	To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Basel II - Strengthening supervisory review process (ICAAP)	H1	Baseline	6.0
		RBS - Strengthening ICT supervisory processes	H1	Baseline	6.3
		RBS - Strengthening Systemic Risk Monitoring	H1	Baseline	6.0
	To strengthen supervision of market intermediaries	Strengthen risk (self) assessment and reporting processes	H1	Baseline	2.7
	Develop/strengthen cybersecurity regulations and prudential norms - CSR	Cybersecurity Mission	H1	Baseline	7.3
Regional	Develop/strengthen banking regulations and prudential norms - BRP	Strengthen Basel II/III Implementation in East Africa	H2	Reserve	3.7



Financial Sector Supervision					
Country	Objective	Activity Name	Timing	Status	FPWs
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	4
TOTAL					116.2

Monetary Policy and Operations					
Country	Objective	Activity Name	Timing	Status	FPWs
Eritrea	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary policy implementation	H2	Baseline	7.0
	Strengthen the reserve management policy framework and management of FX reserves - FXR	Foreign reserves management	H2	Baseline	4.7
Ethiopia	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary Policy Operations	H1	Baseline	7.0
	Strengthen efficient implementation of FX operations given the monetary policy and FX regime - FXO	Foreign exchange policy and markets	H2	Reserve	7.0
Kenya	– To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime.	Training on monetary policy and operational frameworks	H2	Baseline	4.5
Malawi	To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime	Foreign Operations and FX Policy Implementation	H1	Baseline	4.5
	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary Policy Implementation and Operations Mission	H1	Baseline	7.0
Rwanda	To develop the capacity of the authorities to implement FX operations efficiently and in a	FX Operations and FX Policy Implementation Mission	H2	Baseline	7.0



Monetary Policy and Operations					
Country	Objective	Activity Name	Timing	Status	FPWs
	manner consistent with their chosen monetary policy and FX regime				
	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary Policy Implementation Mission	H2	Baseline	7.0
South Sudan	Strengthen efficient implementation of monetary policy under the existing regime - MPR	MONOPs TA mission	H2	Baseline	4.7
Tanzania	To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime	FX Foreign Operations and FX Policy Mission	H2	Baseline	4.5
	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary Policy Implementation Mission	H2	Baseline	7.0
Uganda	To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime	FX Operations and FX Policy Implementation Mission	H2	Baseline	5.3
	Strengthen efficient implementation of monetary policy under the existing regime - MPR	AFE Monetary policy implementation	H2	Baseline	8.0
TOTAL					87.2



Financial Market Infrastructure and Payment					
Country	Objective	Activity Name	Timing	Status	FPWs
Eritrea	Develop/reform financial market infrastructures, including payments system - FMI	PFMI training	H1	Baseline	1.3
Ethiopia	Develop/reform financial market infrastructures, including payments system - FMI	PFMI training	H1	Baseline	1.3
Kenya	Develop/reform financial market infrastructures, including payments system - FMI	Review of NPS law and regulations, oversight framework and PFMI training on self-assessments	H2	Baseline	3.0
Malawi	To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system	PFMI training	H1	Baseline	3.0
		Review of Oversight Framework	H1	Baseline	1.7
Rwanda	Develop/reform financial market infrastructures, including payments system - FMI	PFMI training	H2	Baseline	1.3
Tanzania	Develop/reform financial market infrastructures, including payments system - FMI	FMI mission	H1	Baseline	1.3
Uganda	To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system	Review of oversight framework and compliance with global standards	H2	Baseline	6.0
		AFE Uganda PFMI training	H1	Baseline	3.0
Regional	Develop/reform financial market infrastructures, including payments system - FMI	Webinar - Fintech innovation	H1	Baseline	3.3
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	4
TOTAL					27.3



Forecasting and Policy Analysis System					
Country	Objective	Activity Name	Timing	Status	FPWs
East African Community	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	EAC secretariat FY22	H1	Baseline	0.7
Kenya	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Enhancing FPAS tools and models	H1	Baseline	7.5
		Improving the FPAS process, nowcasting tools, models and sector analysis	H2	Baseline	7.5
Malawi	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Review of FPAS framework in light of new IMF-program	H2	Baseline	2.5
Rwanda	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Strengthening Monetary Policy communication	H2	Baseline	6.0
		Structuring the forecast process and clarifying expert roles and responsibilities	H1	Baseline	0.7
Tanzania	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Enhancing the FPAS tools and models	H2	Baseline	5.0
		Reviewing and enhancing the FPAS tools models	H1	Baseline	7.5
Uganda	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	FPAS Enhancing the analytical and modeling framework for fiscal and external sector	H1	Baseline	4.7
		FPAS Enhancing the analytical and modeling framework for fiscal and external sector	H2	Reserve	7.0
Regional	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	FPAS Workshop FY22	H2	Baseline	2.2
		EAC workshop FY22	H2	Reserve	1.3
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	4
TOTAL					56.5



Real Sector Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
Eritrea	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Eritrea - TA - PRC - Assessment of compilation system and source data	H2	Baseline	2.5
		Eritrea - Training - GDP - Compilation of GDP by production and source data assessment	H2	Reserve	3.0
Ethiopia	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Ethiopia - TA - GDP - Annual and Quarterly GDP Expenditure compilation	H1	Baseline	2.3
		Ethiopia - TA - GDP - Review of annual and quarterly GDP Expenditure	H1	Baseline	2.3
		Ethiopia - TA - PPI -Development of construction price index	H2	Reserve	2.5
Kenya	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Kenya - TA - NAC - National Accounts and COVID 19	H1	Baseline	2.3
		Kenya-TA-PPI- Further development of XMPI	H1	Baseline	2.2
		Kenya – NA – Review of GDP rebasing	H1	Baseline	1.5
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Malawi - TA - NAC - Development of publication policy, revision and metadata	H1	Baseline	2.3
		Malawi - TA - NAC - Development of QGDP	H2	Reserve	2.7
		Malawi - TA - PRC - CPI Update	H1	Baseline	1.3
		Malawi - TA - PRC - Designing new IIP and PPI bulletin	H1	Baseline	1.3



Real Sector Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
Rwanda	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Rwanda - TA - NAC - Development of revision policy for national accounts statistics	H1	Baseline	1.5
		Rwanda - TA - PPI - Development of weights and Sample size for XMPI	H2	Baseline	2.5
South Sudan	Strengthen compilation and dissemination of real sector statistics- national accounts - NAC	South Sudan - TA - NAC- Source data assessment for administrative data: VAT and Income Tax data	H2	Reserve	2.7
		South Sudan - TA - GDP - Assistance compilation techniques for producing AGDP by production estimates.	H2	Baseline	2.7
Tanzania	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Tanzania - TA - NAC - Zanzibar Reviewing of VAT data	H2	Reserve	2.7
		Tanzania - TA - NAC TZ Further improvement of VAT/Income tax data for use in national accounts.	H1	Baseline	2.3
		Tanzania - TA - PPI - Zanzibar Agriculture PPI	H1	Baseline	2.2
		Tanzania - TA - PRC - Tanzania CPI	H1	Baseline	2.2
Uganda	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Uganda - TA - GDP- Review and further improvement of QGDP-E compilation	H1	Baseline	2.7
		Uganda - TA - PRC - Finalize rebasing of construction price index	H2	Baseline	2.2
		Uganda - TA- PPI - Updating and improving PPI for food and accommodation services	H1	Baseline	2.2
Regional	Strengthen compilation and dissemination of real sector statistics- national accounts - NAC	AFE - Training - GDP - Quarterly GDP by production	H1	Baseline	1.3



Real Sector Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	4
TOTAL					57.3

Government Finance Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
East African Community	Strengthen compilation and dissemination of fiscal statistics - GFS	EAC/AFR - TA - GFS&PSDS - AFE - Develop framework for reporting of EAC fiscal and public debt data	H1	Baseline	1.7
Eritrea	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Eritrea / AFR - Peer-to-Peer Learning - AFE - Mentoring and training compilers	H1	Baseline	1.5
		Eritrea / AFR - TA - GFS - AFE - Expanding coverage of fiscal data to the General Government	H1	Baseline	2.2
		Eritrea / AFR - Training - GFS&PSDS - AFE - Compilation of public debt data	H2	Reserve	1.5
Ethiopia	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Ethiopia / AFR - Peer-to-Peer Learning - AFE - Mentoring compilers and benchmarking on compilation practices	H1	Reserve	1.5
		Ethiopia / AFR - TA - GFS - AFE - Expanding coverage of fiscal data to the General Government	H2	Baseline	2.5
Kenya	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical	Kenya / AFR - TA - GFS&PSDS - AFE - Improving quality of fiscal and public debt data for the public sector	H1	Baseline	2.2
		Follow-up Kenya / AFR - TA - GFS&PSDS - AFE - Improving quality of fiscal and public debt data for the public sector	H2	Baseline	1.5



Government Finance Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
	infrastructure, source data, serviceability and/or metadata				
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Malawi / AFR - TA - GFS - AFE - Improving quality of fiscal and public debt data for the general government	H1	Baseline	2.3
		Malawi / AFR - TA - GFS&PSDS - AFE - Improving quality of high frequency data	H2	Baseline	3.3
Rwanda	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Rwanda / AFR - TA - GFS - AFE - Improving quality of fiscal and public debt data for the general government	H2	Baseline	1.3
		Rwanda / AFR - TA - GFS&PSDS - AFE - Improving quality of fiscal and public debt data for the general government	H1	Baseline	2.3
South Sudan	Strengthen compilation and dissemination of fiscal statistics - GFS	South Sudan / AFR - TA - GFS - AFE - Improving quality of high frequency data	H2	Baseline	2.7
		South Sudan / AFR - Training - GFS - AFE - Expanding coverage of fiscal data to the General Government	H1	Baseline	2.0
Tanzania	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Tanzania / AFR - TA - GFS - AFE - Zanzibar - Improving quality of fiscal and debt data for the general government	H1	Baseline	2.2
		Tanzania / AFR - TA - GFS&PSDS - AFE - Expanding coverage of fiscal data to the General Government	H2	Baseline	1.5
		Follow-up Tanzania / AFR - TA - GFS - AFE - Zanzibar - Improving quality of fiscal and debt data for the general government	H2	Baseline	2.7
Uganda	Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to	Uganda / AFR - TA - GFS - AFE - Improving quality of public corporations fiscal data	H2	Baseline	2.5



Government Finance Statistics					
Country	Objective	Activity Name	Timing	Status	FPWs
	internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata	Uganda / AFR - TA - GFS&PSDS - AFE - Improving quality of fiscal and public debt data for the General government	H1	Baseline	1.5
Regional	Strengthen compilation and dissemination of fiscal statistics - GFS	AFR - Training - AFE - GFS&PSDS - Workshop for AFE countries	H2	Reserve	2.3
		AFR - Training - AFE - GFS&PSDS - Workshop for AFE countries	H2	Baseline	1.5
	AFE Governance	Corporate work and RBM Governance	H1/H2	Baseline	4
TOTAL					46.7



ICD Training					
Country	Objective	Activity Name	Timing	Status	FPWs
Regional	Participants effectively acquire knowledge and skills taught in the Financial Sector Surveillance (FSS) course and use them subsequently on the job or in their interaction with the Fund. - FSS	OT22.302V - Financial Sector Surveillance	H2	Reserve	5.3
	Participants effectively acquire knowledge and skills taught in the Fiscal Sustainability (FS) course and use them subsequently on the job or in their interaction with the Fund. - FSU	OT21.304V - Fiscal Sustainability-AFE	H1	Baseline	4.5
	Participants effectively acquire knowledge and skills taught in the Financial Programming and Policies (FPP) course and use them subsequently on the job or in their interaction with the Fund. - FPP	AFE- Financial Programming and Policies	H2	Reserve	7.0
TOTAL					16.8



Annex XI: Regional Workshops and Other Training, FY 2022

#	Area	Workshop Title	Proposed Timing
1	Revenue Administration	Developing Audit Capacity	H1
2	Revenue Administration	AFE Risk Management & Intelligence	H1
3	Revenue Administration	Leveraging Technology to Improve Taxpayer Service and Compliance	H2
4	Revenue Administration	Strengthen Basel II/III Implementation in East Africa	H2
5	Public Financial Management	Peer Learning Workshop: Integrating Performance Budgeting and IT systems (Regional practices note)	H2
6	Public Financial Management	Peer Learning Workshop: Performance Based Budgeting	H1
7	Public Financial Management	Budget Baseline Costing Regional Guidelines	H2
8	Public Financial Management	Migration to IPSAS Accounting standards (cash and accrual-based)	H2
9	Public Financial Management	HQ: Annual EAC Workshop	H2
10	Macroeconomic Analysis	Fiscal Risk Analysis	H1
11	Financial Sector Supervision	Strengthen Basel II/III Implementation in East Africa	H2
12	Financial Market Infrastructure and Payments	Webinar - Fintech innovation	H1
13	Forecasting and Policy Analysis	EAC FPAS workshop	H1
14	Forecasting and Policy Analysis	A joint regional FPAS workshop with AFS	H2
15	Real Sector Statistics	Regional workshop	H1
16	ICD Regional Training	RESERVE - AFE- Financial Programming and Policies	H2
17	ICD Regional Training	RESERVE -AFE - Financial Sector Surveillance	H2
18	ICD Regional Training	AFE Fiscal Sustainability	H1



National Trainings FY 2022

#	Area	Training Title	Country
1	Revenue Administration	Training in tax investigations techniques & targeting	Malawi
2	Revenue Administration	Training in the development of KPIs	Malawi
3	Revenue Administration	Hands on Training on Telecommunications Sector Audit	Rwanda
4	Revenue Administration	Training on Developing of VAT Gap Model	Rwanda
5	Public Financial Management	Training on Budget Preparation, Project Appraisal and Monitoring and Evaluation	Eritrea
6	Public Financial Management	National training - challenges of IFMIS introduction and implementation	Eritrea
7	Public Financial Management	Training on new elements of the Public Investment Management Operating Manual	Tanzania
8	Public Financial Management	Training of a core team on the new IPSAS Manual	Uganda
9	Macrofiscal Analysis	National Training on FPP	Eritrea
10	Macrofiscal Analysis	(PBO) Training on macroeconomic forecasting analysis	Malawi
11	Macrofiscal Analysis	Training on macrofiscal forecasting and analysis	South Sudan
12	Macrfiscal Analysis	Training on FPP & Revenue Forecasting	Tanzania (Zanzibar)
13	Financial Sector Supervision	Capacity built through training to implement revised manual and processes	Eritrea
14	Financial Sector Supervision	RBS Capacity built through training to implement revised risk assessment, matrix and risk methodologies	Eritrea
15	Financial Sector Supervision	RBS - Capacity building through further training on risk-based supervision	Rwanda
16	Financial Sector Supervision	Risk-based Supervision Training Programme Developed and Implemented	South Sudan
17	Financial Market Infrastructure and Payments	FMIP Training	Eritrea
18	Financial Market Infrastructure and Payments	FMIP Training	Ethiopia
19	Financial Market Infrastructure and Payments	FMIP Training	Kenya



#	Area	Training Title	Country
20	Financial Market Infrastructure and Payments	FMIP Training	Malawi
21	Financial Market Infrastructure and Payments	FMIP Training	Rwanda
22	Financial Market Infrastructure and Payments	FMIP Training	Uganda
23	Real Sector Statistics	GDP - Compilation of GDP by production and source data assessment	Eritrea
24	Government Finance Statistics	AFR - Training - GFS&PSDS - AFE - Compilation of public debt data	Eritrea
25	Government Finance Statistics	Peer-to-Peer Learning - AFE - Mentoring and training compilers	Eritrea



Annex XII: IMF AFRITAC East Budget and Financing

AFRITAC East Phase 4: FY 2016—FY 2021

Multilateral - Regional Centers: Progress Report

As of April 30, 2021 (in US Dollars).

Project	Phase Summary			FY2021*		Execution (%)
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	
Public Financial Management	13,051,173	13,986,741	13,888,840	1,514,402	1,386,764	92%
Revenue Administration	5,741,144	6,107,676	5,991,047	787,867	605,287	77%
Banking Supervision and Regulation	5,864,678	5,582,017	5,509,032	555,727	544,658	98%
Monetary Policy Operations	3,413,760	2,471,006	2,471,006	92,700	61,802	67%
Financial Market Infrastructures	1,268,972	1,283,303	1,249,213	304,197	190,727	63%
Forecasting and Policy Analysis System	301,424	151,137	110,921	258,201	110,921	43%
Real Sector Statistics	4,711,401	4,943,437	4,933,002	412,395	345,320	84%
Government Finance Statistics	4,296,275	4,630,087	4,630,087	351,283	311,696	89%
Financial and Fiscal Law	104,448	149,160	149,160	-	-	-
Admin Project	1,598,246	964,651	965,545	105,663	95,565	90%
Customized Training	3,044,675	1,804,604	1,804,604	64,149	-	-
Training project	1,134,368	1,206,305	1,206,305	82,500	70,858	86%
Governance and Evaluation	1,141,307	631,592	631,592	-	-	-
Financial Integrity Group	149,003	184,117	184,117	-	-	-
Strategic Budget Reserve	698,576	-	-	80,665	-	-
Sub Total	46,519,450	44,095,833	43,724,471	4,609,749	3,723,599	81%
Trust Fund Management	3,256,362	3,086,708	3,060,713	322,682	260,652	81%
Total	49,775,812	47,182,541	46,785,184	4,932,431	3,984,251	81%
IMF Expenses	3,703,989	4,019,003	4,019,003	441,051	313,431	71%
Total	53,479,801	51,201,544	50,804,187	5,373,482	4,297,682	80%

* Includes Phase IV residual expenses, transfers and credits incurred in FY2021 but were charged in FY2022.

US\$0.41 million in expenses in April 2021 were paid from Phase V funds.



AFRITAC East Phase 4: FY 2016—FY 2021
Multilateral - Regional Centers: Financial Contributions
 As of June 30, 2021.

Agreement Information					Contribution Received		Contribution Expected (U.S. Dollars)	
Partners/Members	Signed Date ^{1/}	Currency	Amount	U.S.Dollars	Agreement Currency	U.S.Dollars	Requested	Future Contributions ^{2/}
Partners				42,518,522		41,927,369	-	-
European Commission	1/3/2018	EUR	10,000,000	12,061,271	10,000,000	12,003,266	-	-
European Commission	10/4/2013	EUR	6,000,000	6,913,016	5,694,000	6,913,016	-	-
European Investment Bank	4/19/2018	EUR	200,000	237,180	200,000	237,180	-	-
Germany	9/29/2017	EUR	2,500,000	2,945,335	2,500,000	2,791,100	-	-
Germany	11/26/2018	EUR	2,500,000	2,636,865	2,500,000	2,839,800	-	-
Netherlands	11/6/2015	EUR	5,000,000	5,476,992	5,000,000	5,483,086	-	-
Switzerland	7/27/2015	USD	1,000,000	1,000,000	1,000,000	1,000,000	-	-
United Kingdom	12/12/2018	GBP	1,400,000	1,747,597	1,400,000	1,250,038	-	-
United Kingdom	10/11/2017	GBP	2,250,000	2,971,866	2,250,000	2,973,983	-	-
United Kingdom	6/12/2015	GBP	4,500,000	6,528,400	4,500,000	6,435,900	-	-
Members				4,740,000		4,241,359	498,641	-
Eritrea	10/17/2016	USD	790,000	790,000	790,000	790,000	-	-
Kenya	3/27/2018	USD	790,000	790,000	632,000	632,000	158,000	-
Malawi	3/30/2016	USD	790,000	790,000	790,000	790,000	-	-
Rwanda	7/15/2016	USD	790,000	790,000	790,000	790,000	-	-
Uganda	3/14/2016	USD	790,000	790,000	767,036	767,036	22,964	-
Tanzania	2/28/2018	USD	790,000	790,000	472,323	472,323	317,677	-
Partners and Members Total				47,258,522		46,168,728	498,641	-
Internal Transfers ^{3/}								
European Investment Bank				1,381		1,381	-	-
Germany				10,822		10,822	-	-
Netherlands				6,094		6,094	-	-
United Kingdom				70,873		70,873	-	-
Internal Transfers Total				89,170		89,170	-	-
Under Negotiation								
Ethiopia				790,000	790,000			
Under Negotiation Total				790,000				
IMF				3,488,285		4,019,003	-	-
Grand Total ^{4/}				51,625,977		50,276,901	498,641	-
Program Document Budget				53,479,800				
				-1,853,823				

1/ May also refer to agreements that are under negotiation and approval date for Capacity Development Partnership agreements (e.g. flexible/umbrella agreements).

2/ The future contributions amount is set to zero for completed installments.

3/ Refers to transfers from one program phase to another (e.g. phase rollovers).

4/ Total contributions received excludes earned interest of US\$0.55 million, which was used for covering expenses of the program.



**AFRITAC East Phase 5: FY 2022—FY 2026
Multilateral - Regional Centers: Financial Contributions**

As of June 30, 2021.

Partners/Members	Signed Date ^{1/}	Currency	Amount	U.S.Dollars	Agreement Currency	U.S.Dollars	Requested	Future Contributions ^{2/}
Partners				24,958,233		6,899,338	2,425,124	16,073,216
China	7/13/2018	USD	3,500,000	3,500,000	-	-	-	3,500,000
European Commission	6/10/2021	EUR	4,000,000	4,851,600	-	-	-	4,851,600
Netherlands	11/25/2020	EUR	5,000,000	5,945,303	3,000,000	3,623,190	2,425,124	-
Norway	12/3/2019	NOK	40,000,000	4,363,382	20,000,000	2,246,282	-	2,441,376
Switzerland	12/18/2019	CHF	1,000,000	1,017,708	1,000,000	1,029,866	-	-
United Kingdom	12/12/2018	GBP	4,230,000	5,280,240	-	-	-	5,280,240
Members ^{3/}	Pending	USD		6,000,000		-	-	-
Partners and Members Total				30,958,233		6,899,338	2,425,124	16,073,216
Internal Transfers ^{4/}								
Norway				242,108	-	242,108	-	-
COVID 19 Crisis Capacity Development Initiative				2,500,000	-	-	2,500,000	-
Internal Transfers Total				2,742,108		242,108	2,500,000	-
Under Negotiations								
Germany	Pending	EUR	3,000,000	3,637,687	-	-	-	3,637,687
COVID 19 Crisis Capacity Development Initiative				2,500,000	-	-	-	2,500,000
Under Negotiations				6,137,687		-	-	6,137,687
IMF				2,960,000		2,960,000		
Grand Total				42,798,028		10,101,446	4,925,124	22,210,903
Program Document Budget				58,972,248				
				(16,174,220)				

1/ May also refer to agreements that are under negotiation and approval date for Capacity Development Partnership agreements (e.g. flexible/umbrella agreements).

2/ The future contributions amount is set to zero for completed installments.

3/ The distribution of member contribution is being discussed among member countries.

4/ Refers to transfers from one program phase to another (e.g. phase rollovers).