



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

INFORMATIONAL ANNEXES FY2023



Table of Contents

ANNEX I. The IMF’s Regional Capacity Development Centers	3
ANNEX II. Minutes of the 24 th Steering Committee Meeting	6
ANNEX III. Steering Committee Members	8
ANNEX IV. IMF AFRITAC East Staff	9
ANNEX V. IMF AFRITAC East Mid-Term Evaluation 2020	14
ANNEX VI. IMF AFRITAC East Completed Activities, FY2023	19
ANNEX VII. Regional Workshops, Webinars and Other Virtual Trainings, FY2023	32
ANNEX VIII. Technical Assistance Reports, FY 2023	35
ANNEX IX. Reports Uploaded to the Extranet, FY 2023	40
ANNEX X. IMF AFRITAC East Planned Activities, FY 2024	43
ANNEX XI. Regional Workshops, Webinars and Other Trainings, FY 2024	58
ANNEX XII. IMF AFRITAC East Budget and Financing	60



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 China, Korea, Poland, Russia, Switzerland, and the Asian Development Bank,). 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.

The [IMF Middle East Center for Economics and Finance](#) was established in Kuwait in 2011. CEF offers a comprehensive program of courses for government officials from 22 Arab countries. It is funded by Kuwait.

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, Mexico, the Netherlands, the United Kingdom, the United States, the Caribbean Development Bank, and the Eastern Caribbean Central Bank.

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, Colombia, the European Union, Luxembourg, Mexico, Norway, Spain, and the Central American Bank for Economic Integration.



ANNEX II. Minutes of the 24th Steering Committee Meeting

IMF AFRITAC East 24th Steering Committee Meeting and Seminars Summing-up

AFRITAC East Steering Committee held its 24th meeting and seminars on July 13 – 14, 2022 in Dar es Salaam, Tanzania. The two-day event was conducted in a hybrid format with virtual and in-person participation.

AFRITAC East Anniversary Celebration

The Steering Committee celebrated the 20-year anniversary of the center, appreciated the community and peer learning enabled by the center.

The committee members emphasized the importance of showcasing achievement and sharing experiences. They welcomed the publication of the anniversary booklet that illustrates the example of achievements of the center and lessons learnt over the past 20 years, as well as the anniversary seminar series. They also welcomed the new AFRITAC East project on assessing lessons learnt to be rolled out across its workstreams.

FY 2022 execution and FY 2023 priorities

The Steering Committee appreciated the continued support during the virtual environment and looking forward to enhanced engagement when travel gradually resumes.

Member countries noted that the COVID-19 pandemic and war in Ukraine have led to policy challenges. In this context, the Steering Committee endorsed the FY 2023 work program and budget, which includes increased activities, particularly in-person engagement.

The committee welcomed the addition of medium-term revenue strategy and debt management advisors to the center. Member countries also requested more support from the IMF on managing climate change related risks.

Funding for Phase V and AFE Governance

The Steering Committee welcomed member countries' agreement reached in January 2022 to maintain equal contributions in Phase V until such a time when there is a conducive atmosphere in the region for member countries to discuss and make binding decisions on this matter.

The committee urged member countries to sign the Letter of Understandings and make contributions as this is essential for closing the current funding gap of Phase V, including through stimulating more contributions from the existing and new donor partners.

The Committee expressed appreciation to the development partners for their continuous support of the center which has been pivotal in capacity development in the region and also noted a remaining funding gap that additional contributions from new and existing donors would be needed.



On governance, the Steering Committee urged member institutions to strengthen communication and coordination with the center to facilitate TA planning and delivery. The Committee encouraged member institutions to provide timely feedback on the support provided by the center and own TA recommendations at the strategic leadership level.

Peer-learning seminars

The thematic seminars on climate change and all the workstreams of the center were well appreciated. This was a unique opportunity for colleagues from different fields—central banks, ministries of finance, revenue authorities, and statistical agencies to exchange views. Member countries noted the importance of climate change in the economies of the region.

During the event, member countries shared experiences and achievements:

- Rwanda shared experience in integrating climate resilience goals in its PFM processes especially at an early planning stage and has scored well in its Climate PIMA assessment. The Steering Committee members expressed their interest in climate capacity development.
- Malawi and Rwanda shared experiences on promoting banking sector resilience through implementing Basel II Pillar II.
- Kenya led the discussions among a number of AFRITAC East countries, including the EAC Secretariat, on progress and challenges in modernizing monetary policy frameworks.
- Kenya shared its experiences on improving macroeconomic statistics and Uganda shared progress and challenges on transitioning the macro-framework from GFS 1986 to 2014.
- Uganda shared experience in implementing the MTRS.
- Uganda and Rwanda shared their experience in sharpening PFM tools for a post COVID-19 recovery.

Next Meeting and Chair

Eritrea has agreed to chair the SC in FY 2023. The SC members agreed that the next year's SC meeting will be held during the first week of July in Dar es Salaam.



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	
H.E. Ms. Semereta Sewasew State Minister, External Economic Cooperation Ministry of Finance	Mr. Fikadu Digafie Vice Governor and Chief Economist National Bank of Ethiopia
KENYA	
Dr. Chris Kiptoo Principal Secretary National Treasury	Ms. Sheila M'Mbijjewe Deputy Governor Central Bank of Kenya
MALAWI	
Dr. MacDonald Mwale Secretary to the Treasury Ministry of Finance and Economic Affairs	Mr. William Matambo 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 Munyana Hakuziyaremye Vice Governor National Bank of Rwanda
SOUTH SUDAN	
Dr. Addis Ababa Othow 1st Deputy Governor Policy and Banking Bank of South Sudan	
TANZANIA	
Dr. Natu El-maamry Mwamba 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



Ms. Xiangming Li, a Chinese national, became the IMF East AFRITAC 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.



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.



Imran Aziz, a national of the United Kingdom, is a PFM advisor at AFRITAC East. He has 20 years' experience in financial management in the public sector, specializing in PFM reform processes, public investment management, budgeting and fiscal risks management. Since 2013 he has worked with the IMF to support over 27 developing and middle-income countries through technical assistance and diagnostic assessments. Prior to this he worked as an advisor based in Ministries of Finance in Uganda, Liberia and Mozambique for over seven years after beginning his career in the UK civil service with HM treasury and DFID.



Matthew Quillinan, an Australian, has over 20 years' experience in a broad variety of Public Financial Management areas, including macro-fiscal forecasting and frameworks, tax and revenue policy and budget preparation and execution. Prior to joining East AFRITAC in February 2020, he worked in a variety of roles in the Australian Treasury and Tax Office, and as a resident macro-fiscal advisor in countries such as the Solomon Islands, Indonesia, The Gambia and Sierra Leone.



Kenneth Ochola, a Kenyan national joined AFE on September 1, 2020, as Resident Revenue Administration Advisor (Customs). With a remarkable 29-year career at the Kenya Revenue Authority (KRA), Ochola held several senior management positions, including Acting Commissioner of Customs and Border Control. His expertise lies in the field of Customs administration, with extensive experience in Customs Policy, Trade Facilitation, Security, and Operations. He has a bachelor's degree in Economics and Business from Kenyatta University, and an MBA in Finance from Leicester University.



Rameck Masaire a Zimbabwean National joined AFE in February 2022 as a Tax Administration Advisor. Rameck holds an Executive Master's Degree in Business Administration and before joining AFE he was working for the Zimbabwe Revenue Authority (ZIMRA) as Acting Commissioner General. Besides ZIMRA Rameck also worked at Ernst & Young as an Executive Director in the Business Tax Advisory Department.



Dumisani E. Masilela has joined the IMF's AFRITAC East office as Revenue Administration Advisor. He is a former Commissioner General of the Eswatini Revenue Service, a position he held for a period of over 11 years. Prior to this he held the position of Principal Secretary in the Ministry of Finance between the period January 2007 and May 2010. An Economist by profession, Mr. Masilela has been integrally involved in the development of policies and has initiated several reforms to ensure the optimal management of public finances in Eswatini. He holds a Master's Degree in Economics from the University of Essex.



Georgios Genimakis, a Greek national, joined the East Africa Regional Technical Assistance Center (East AFRITAC) in September 2021 as the Resident Advisor in Financial Sector Supervision. He has extensive experience in prudential banking supervision having worked previously as a senior supervisor at the European Central Bank supervising complex cross-border institutions and as an onsite inspector at the Bank of Greece where he conducted diverse inspections in different jurisdictions and participated in critical projects with several international stakeholders. He has also worked for several years for a commercial bank in corporate banking lending. He holds a PhD in Finance, an MSc in Banking and International Finance, an MBA and a Bachelor's degree in Economics.



Callie Hugo, a South African national, joined AFE in October 2020 as Advisor on Monetary and Foreign Exchange Operations and Financial Market Infrastructures. Hugo 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.



Carina Selander, a Swedish national, joined AFE in December 2020 to November 2022 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.



Tiviniton Makeve, a Zimbabwean national, joined in February 2023 as Debt Management Advisor for AFE and AFS. He has over 10 years' experience in sovereign debt management as both practitioner and advisor. From 2014 to 2022, he worked at the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), responsible for planning and coordinating the implementation of capacity building programmes aimed at enhancing sovereign debt and asset management practices of 14 member countries. His main areas of focus were debt transparency, strategy formulation, debt sustainability analysis, bond markets and reserves management. Prior to this role, he worked for the Reserve Bank of Zimbabwe. Tiviniton holds a master's degree in Economics from the University of Zimbabwe and is an Accredited Fellow (in sovereign debt management) of the MEFMI Institute.



Timmi Graversen, a Danish national joined the East Africa Regional Technical Assistance Center 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.



Christelle Groenewald, a South African national, joined the East Africa Regional Technical Assistance Center in February 2023 as the Government Finance Statistics Advisor. She has more than 22 years' experience in public finance at the Central Bank of South Africa (SARB) where she was overseeing the unit responsible for compiling government finance statistics - and public sector debt statistics.



Roderick O'Mahony, an Irish National, was the Center Resident Advisor in Government Finance Statistics between January to November 2022. Mr. O'Mahony has extensive experience in the area of government finance having worked previously as a statistician in the Irish Central Statistics Office Dublin, both in the compilation of the quarterly financial accounts of general government and government accounts classification divisions. Mr. O'Mahony also has considerable experience with the IMF, having worked both as a Short-Term Expert and as a Senior Economist with the Fund's Statistics Department.



AFRITAC EAST LOCAL STAFF



Edina Moshi
Office Manager



William Wakuganda
Local Economist



Evonne Massawe
IT Officer



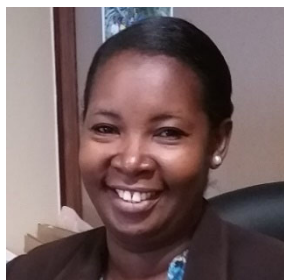
Warda Kassim
Administrative Assistant



Neema Mahenge
Administrative Assistant



Sylvanus Kashinje
Administrative Assistant



Stamili Togwa
Office Attendant



Wilhelm Kinabo
Office Driver



ANNEX V. IMF East AFRITAC Mid-Term Evaluation 2020

Status of Implementation of Action Plan, January 2022

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>Consistent with the practice in previous financial years, developing the FY 2023 work plan involved consultation with authorities, the IMF Headquarters, and development partners. The FY 2023 work plan was shared with authorities before and after the July 2022 Steering Committee meeting and revised continuously throughout the fiscal year. The same participatory process will be used for FY 2024 work plan.</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 2023 work plan was designed to accommodate needs arising from member countries' COVID-19 pandemic response and additional measures to protect their economies from food and oil price shocks exacerbated by the War in Ukraine. Systematic attention was paid to member institutions' absorptive capacity and readiness to receive support in-person and remotely, including the needs of fragile and conflict-affected states and the presence of other development partners (DPs) in resource allocation decisions. AFRITAC East has also strengthened coordination of the work planning process with the IMF Headquarters by adopting CDMAP.</p>	AFRITAC East



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<p>Recommendation 2: Improve AFE's cost-effectiveness and budget management capabilities.</p> <p>2.1 Give the Center Director greater input and authority in budget decisions and operations. The process of budget formulation and management will benefit from the Center Director's intimate knowledge of local operating conditions.</p>	<p>An internal note recently clarified the role of the Center Director and other IMF stakeholders in several areas. The annual budget process is initiated and led by the Center Director, in close consultation and coordination with concerned departments. The Center Director 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 Center Director, allowing him/her to take into account local operating conditions.</p>	<p>The FY 2023 budget was designed and implemented using this new approach. With the introduction of CDMAP, the Center Director has budget management responsibilities in line with the proposed action. The budget for FY 2024 will follow the same process.</p>	<p>AFRITAC East and IMF HQ</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 AFRITAC East's budgets and operations and the availability of recent financial information in CDMAP 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 2023 and FY 2024 were developed in CDMAP, which has built-in costing and budget control modules. RAs are using CDMAP to monitor the budget execution of their projects in real time. The flexibility in the CD delivery modalities (in-person/virtual) and availability of cost data in CDMAP allow RAs to use the most cost-effective modality when designing CD missions. Meanwhile, the center work plan and budget for FY 2023 were executed flexibly, 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 through</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</p>	<p>AFRITAC East adopted the new IMF RBM Governance Framework introduced in August 2020. The new framework outlines how RBM data should be collected and reported to inform resource allocation decisions and the setting of strategic objectives and prioritization for member countries CD. For instance, RBM data has supported some allocation decisions</p>	<p>AFRITAC East</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<p>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>purpose. Efforts in the coming years will also focus on the analysis of data integrity and consistency across projects.</p>	<p>for Phase V (e.g., reducing resources allocated to monetary operations). Phase V logframes have considered RBM lessons learned in Phase IV (e.g., setting realistic and achievable timelines and avoiding targets beyond IMF's control). AFRITAC East is now reporting on outcomes (results) instead of milestones to align with the new RBM governance framework.</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 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>CDMAP was launched in August 2020 and is now fully operational. It is the single resource for RBM work across the Fund and used according to the proposed action.</p>	<p>AFRITAC East and IMF HQ</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<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 during his regular visits to member countries.</p>	<p>The Center Director visited all member countries in FY 2023. She discussed with Steering Committee (SC) members, high-level officials, and development partners how to increase interaction with and engagement in AFRITAC East program design, implementation, and coordination.</p>	<p>AFRITAC East and IMF</p>
<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>	<p>See above</p>	<p>Member countries</p>



Recommendation	Proposed Action(s)	Status of implementation	Responsible
<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 development partners to avoid duplication, where needed.</p>	<p>AFRITAC East will continue to coordinate closely with development partners and to explore ways to do this even more effectively.</p>	<p>Coordination with DPs and regional partners has continued. Their views on CD priorities in member countries were sought to inform the FY 2023 and FY 2024 work programs. Long-term experts also continued to engage with DPs in member countries.</p>	<p>AFRITAC East and DPs</p>
<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 2023 and FY 2024 budgets.</p>	<p>AFRITAC East and IMF HQ</p>



ANNEX VI. IMF AFRITAC East Completed Activities, FY2023

REVENUE ADMINISTRATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Strengthened revenue administration management and governance arrangements	Review of ICT Policy and Strategy (GovTech)	H1	10.67
Ethiopia	Improved customs administration functions	AFE Staff Visit	H2	1.50
		Strengthening Post Clearance Audit	H2	3.00
		Strengthening Post Clearance Audit follow up	H2	2.50
Malawi	Strengthened revenue administration management and governance arrangements	ITAS Msonkhonline Change Management	H2	5.83
		Visit to Malawi	H1	2.00
Rwanda	Improved customs administration functions	Improving Valuation and Classification of goods	H2	3.50
South Sudan	Improved customs administration functions	Attachment on Post Clearance Audit	H2	1.50
		Review and redesign of Customs clearing controls & procedures	H2	5.33
		Review of CD recommendations progress	H2	11.33
	Strengthened revenue administration management and governance arrangements	Review and Redesign of the ICT Function (Governance)	H1	19.83
		Review the ICT policy and strategy	H2	8.33
Tanzania (Incl. Zanzibar)	Improved customs administration functions	Customs risk management and intelligence	H2	7.17
Regional (Incl. EAC)	Improved customs administration functions	AFE Artificial Intelligence in Customs	H2	4.83
		AFE Leveraging Technology to Improve Taxpayer Service and Compliance	H2	3.33
		Review of SCT risk management framework	H1	5.33
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	4.00



REVENUE ADMINISTRATION

Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	4.00
	Strengthened core tax administration functions	AFE/AFW2 Regional Workshop on Technology to Improve Service and Compliance	H2	4.50
		EAC Workshop on Harmonization of tax procedures	H1	1.67
Tanzania (Incl. Zanzibar)	Improved customs administration functions	Customs risk management and intelligence	H2	7.17
Grand Total				110.17

PUBLIC FINANCIAL MANAGEMENT

Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Comprehensive, credible, and policy-based budget preparation	Training on Budget Costing and Macro-fiscal forecasting.	H2	4.83
	Improved coverage and quality of fiscal reporting	National training on functional classification (COFOG) and GFSM2014 (economic segment)	H1	4.67
Ethiopia	Improved public investment management	Strengthening Project Appraisal and Selection	H2	3.00
Kenya	Comprehensive, credible, and policy-based budget preparation	Implementing the Budget Preparation Manual	H1	4.83
		Training of Trainers Budget Preparation Manual	H1	11.00
	Improved coverage and quality of fiscal reporting	Next steps in migrating to accrual IPSAS and review of Consolidated Financial Statements for SC	H1	8.33
	Strengthened identification, monitoring, and management of fiscal risks	HQ Mission: Fiscal risk committee	H1	4.00
		Operationalizing the Fiscal Risk Committee	H1	8.00
Malawi	Improved public investment management	Strengthening Project Appraisal and Selection	H1	4.17
	Strengthened identification, monitoring, and management of fiscal risks	Strengthening SOE oversight FY23	H2	5.67



PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Rwanda	Comprehensive, credible, and policy-based budget preparation	Developing and Automating a Budget Costing framework	H1	4.50
		Strengthening the MTEF and Budget Costing Framework	H1	3.67
		Updating the Budget Outlook Paper	H1	7.33
	Fiscal policies and associated institutional frameworks consistent with progress towards SDGs - SDG	Rwanda - AFE - Climate sensitive selection and appraisal (FY23)	H2	2.33
		Rwanda - HQ-Led - Climate Change Fiscal Risks	H2	2.67
	Improved coverage and quality of fiscal reporting	Quality review to support phased implementation of IPSAS Accrual	H2	8.33
	Improved PFM laws and effective institutions - BLF	Quality review of the Ministerial Order in line with the 2022 Organic Law on Public Finance	H2	10.50
		Update of the financial regulations in line with the 2022 Organic Law on Public Finance NEW	H2	6.33
South Sudan	Comprehensive, credible, and policy-based budget preparation	Further development of the macro-fiscal forecasting framework and macro-fiscal reporting	H1	4.50
		Macro-fiscal forecasting and budget resource envelope FY23 December	H2	3.00
		AFE: Support to expenditure forecasting and budget costing	H2	7.33
	Improved Asset and Liability Management	Follow-up mission to further improve TSA arrangements and strengthen cash management practices	H1	5.67
		Follow-up on progress of TSA and cash management reforms	H1	3.67
		Further follow-up on progress of TSA and cash management reforms	H2	4.00
Uganda	Comprehensive, credible, and policy-based budget preparation	Strengthening the Multi-year commitment Statement	H2	4.67
		Updating the Quarterly GDP forecasting framework	H2	2.33
	Improved public investment management	Public Investment Management Assessment (HQ)	H1	2.33



PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
	Strengthened identification, monitoring, and management of fiscal risks	AFE Training on Public Corporation Fiscal Risk Tools	H2	2.50
		Strengthening SOE oversight peer learning visit to Seychelles and Kenya	H2	5.33
Regional (Incl. EAC)	Comprehensive, credible, and policy-based budget preparation	2022 - Workshop 1 - LT Fiscal Sustainability and Climate Change related Fiscal Risks	H1	1.50
		2022 - Workshop 2 - Fiscal Risks and Guarantees	H2	1.50
		AFE Regional Workshop: Budget Baseline Costing Regional Guidelines	H2	2.50
		Regional Workshop on Climate Change Budgeting (LTX)	H2	1.50
	Improved coverage and quality of fiscal reporting	Annual EAC Workshop FY23	H1	4.50
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	6.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	6.00
Tanzania (Incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	Tanzania (TZA) Zanzibar: Strengthening the Performance Budgeting Architecture	H2	3.33
		Tanzania (TZA): Training of Budget Analysts	H2	1.67
	Improved coverage and quality of fiscal reporting	National training to strengthen the capacity to assess compliance with Accrual IPSAS	H1	6.00
	Improved fiscal policies and institutional frameworks to combat climate change and its impacts (SDG 13) - CLM	Strengthening the oversight of SOE investments	H2	2.33
Grand Total				186.33



FINANCIAL SUPERVISION AND REGULATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Develop/strengthen banks' regulation and supervision frameworks - BRS	Eritrea Dec FY23 RBS capacity built through training	H2	1.67
		Eritrea Feb FY23 mobile money transfer activities	H2	1.33
		RBS capacity built through training	H1	2.17
Ethiopia	Develop/strengthen banks' regulation and supervision frameworks - BRS	Ethiopia Aug FY23 Training on recovery plan assessment	H1	1.00
		Ethiopia Jan FY23 Basel II/III implementation - Pillar I	H2	4.33
		Ethiopia Oct FY23 training on risk-based supervision (RBS) and Basel II/III	H1	1.67
Malawi	Develop/strengthen banks' regulation and supervision frameworks - BRS	Systemic risk and Domestic Systemically Important Banks (D-SIBs)	H1	1.50
Rwanda	Develop/strengthen banks' regulation and supervision frameworks - BRS	Review of the framework/procedure on IRRBB and provide training	H1	2.67
South Sudan	Develop/strengthen banks' regulation and supervision frameworks - BRS	Analysis of audited financial statements of banks	H1	2.67
	Develop/strengthen cybersecurity regulations and supervisory frameworks - CRS	South Sudan Feb FY23 regulatory and supervisory approaches regarding cyber risks	H2	4.00
Uganda	Develop/strengthen insurance companies' regulation and supervision frameworks - ICS	Uganda Oct FY23 regulatory reporting under IFRS 17	H1	3.33
Regional (Incl. EAC)	Demonstrate a baseline understanding and articulate specific CD needs in Financial Supervision and Regulation topics - FSB	AFE FY23 Backstopping for Banking Supervision and Regulation Advisor (Genimakis)	H1	4.33
	Develop/strengthen insurance companies' regulation and supervision frameworks - ICR	AFRITAC East - Regional training on IFRS 17	H1	6.00
	Develop/strengthen the securities and derivatives regulatory and supervisory framework - SDR	Regional Mar FY23 seminar on systemic risk in capital markets	H2	6.67
		Regional Sep FY23 seminar on RBS AFE 20th Anniversary	H1	0.83
		Seminar on AML/CFT supervision AFE 20th Anniversary	H1	0.83



FINANCIAL SUPERVISION AND REGULATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Develop/strengthen insurance companies' regulation and supervision frameworks - ICS	Tanzania Feb FY23 IFRS 17 implementation	H2	5.67
	Develop/strengthen intermediaries and fund management regulation and supervision - IFM	CFDs and implementation of an appropriate regulatory/supervisory regime	H1	4.00
Grand Total				58.67



MONETARY POLICY AND OPERATIONS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Strengthen efficient implementation of monetary policy under the existing regime - MPR	Ethiopia AFE MCMCO FY23 Operationalization of monetary policy instruments	H2	4.67
South Sudan	Establish a baseline and articulate specific medium-term CD needs in Central Bank Operations topics - BCB	South Sudan Sep FY23 Enhancement of monetary policy operational framework	H1	1.17
Regional (Incl. EAC)	Enhance capacity on latest developments in international standards and best practice in central bank operations - BPC	AFE/AFS/AFW2 Nov FY23 Modernization of Monetary Policy Operations & Fin Market Development	H2	3.33
		AFS/AFE/AFW2 Workshop on Repo Market Development	H2	1.33
		EAC Mar FY23 Workshop Harmonization Monetary Policy Operations	H2	4.33
	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	AFE June 2022 Support to the EAC Forecasting and Policy Analysis System workshop	H1	1.33
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Develop market infrastructure and capacity for cost-effective financing - CCF	Tanzania April FY23 LCBM Diagnostic - Hybrid-In-person	H2	2.17
		Tanzania Apr FY23 LCBM Diagnostic - Hybrid-Virtual	H2	1.00
	Strengthen the implementation of FX operations given the existing monetary policy and FX regime - FXM	Tanzania Sep FY23 Foreign exchange market intervention policy	H1	2.33
Grand Total				25.67



FINANCIAL MARKET INFRASTRUCTURE				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Strengthen efficient implementation of monetary policy under the existing regime - MPR	Ethiopia AFE MCMCO FY23 Operationalization of monetary policy instruments	H2	2.50
South Sudan	Demonstrate a baseline understanding and articulate specific CD needs in Payments and Infrastructure topics - BPI	South Sudan Aug FY23 Operationalization of National Payment System Department	H1	4.50
		South Sudan Sept FY23 Implications of issuing a CBDC	H2	0.83
Uganda	Develop/reform financial market infrastructures, including payments system - FMI	Uganda FY23 Enhancing NPS Regulatory and Oversight Frameworks and Build Oversight Capacity	H2	0.33
Regional (Incl. EAC)	Make a fully informed decision on whether to issue retail CBDC and, if so, incorporate design features that support public policy objectives and ensure an efficient, resilient, and competitive payment system - BDC	AFS/AFE/AFW2 Regional Webinar FY23 Digital Money	H1	3.33
Grand Total				11.50



FORECASTING AND POLICY ANALYSIS SYSTEM				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Kenya	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Kenya M1 FY23 - Refining the quarterly projection model at the Central Bank of Kenya	H1	3.33
		Kenya M2 Apr FY23 Refining the Business Surveys and Nowcasting Framework at the CBK	H2	6.17
Malawi	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	M1 FY23 Customizing the QPM and adjusting the FPAS at the RBM	H2	5.83
Rwanda	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Rwanda Dec FY23 M1 Strengthening the nowcasting framework and forecast process at the BNR	H2	5.83
Regional (Incl. EAC)	Enhance capacity on latest developments in international standards and best practice in central bank operations - BPC	AFE/AFS/AFW2 Nov FY23 Modernization of Monetary Policy Operations & Fin Market Development	H2	1.17
	Enhance capacity on latest developments in international standards and best practice in monetary and macroprudential policies - BPM	Joint FPAS Seminar on central bank Communication (basic and advanced level)	H1	4.67
	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	AFE June 2022 Support to the EAC Forecasting and Policy Analysis System workshop	H1	4.33
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Making use of the FPAS toolbox at the BoT (M1 FY23)	H1	8.83
Grand Total				44.17



REAL SECTOR STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Strengthen compilation and dissemination of macroeconomic and financial statistics	Ethiopia - TA - PPI -Development of construction price index	H1	3.17
Kenya	Strengthen compilation and dissemination of real sector statistics- national accounts - NAC	Kenya - TA - NAC - Institutional Sectors - FY23	H2	1.50
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics	Malawi - TA - NAC - FY23	H1	2.33
		Malawi - TA - GDP - FY23 - Expenditure	H2	2.67
		Malawi - TA - PRC - Import and Export price indices (XMPI)	H2	3.17
Rwanda	Strengthen compilation and dissemination of Institutional Sector Accounts - ISA	Rwanda - TA - NAC- FY23 - Institutional Sectors	H2	2.67
	Strengthen compilation and dissemination of macroeconomic and financial statistics	Rwanda - TA - PPI - Development of weights and Sample size for XMPI	H2	3.17
South Sudan	Strengthen compilation and dissemination of real sector statistics- national accounts - NAC	South Sudan - TA - GDP - 2021 GDP by Expenditure	H1	4.50
		South Sudan - Training - NAC- Training on Supply and Use Table.	H1	2.67
Uganda	Strengthen compilation and dissemination of macroeconomic and financial statistics	FY22 Split- Uganda- TA- GDP- Review and further improvement of QGDP E-Compilation	H1	1.17
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
	Strengthen compilation and dissemination of Consumer Price Statistics - CPP	AFE - Training - PPI	H2	2.67
	Strengthen compilation and dissemination of real sector statistics- national accounts - NAC	AFE - Training - GDP - national accounts for beginners	H2	2.67
Tanzania (Incl. Zanzibar)	Strengthen compilation and dissemination of macroeconomic and financial statistics	Tanzania - TA - NAC - Zanzibar - Promoting use of administrative data in national accounts	H1	2.67
		Tanzania - TA - NAC FY23 Promoting the use of administrative data	H1	2.67
	Strengthen compilation and dissemination of real sector statistics - prices - PRC	Tanzania - TA - PRC - Agricultural PPI - FY23 TZ	H2	3.17
Grand Total				44.83



GOVERNMENT FINANCE STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Strengthen compilation and dissemination of macroeconomic and financial statistics	Eritrea / AFR - TA - GFS - AFE - Establish fiscal stats	H1	2.17
Ethiopia	Strengthen compilation and dissemination of macroeconomic and financial statistics	Ethiopia / AFR - TA - PSDS - AFE - Further development of fiscal stats	H2	2.50
		Ethiopia / AFR - Training - GFS - AFE - GFSM 2014 framework	H1	4.67
Kenya	Strengthen compilation and dissemination of macroeconomic and financial statistics	Kenya / AFR - TA - GFS - AFE - Expand fiscal stats	H2	6.00
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics	Malawi / AFR - TA - GFS - AFE - Expand fiscal stats	H2	2.00
		Malawi / AFR - TA - GFS&PSDS - AFE - Increase fiscal and debt coverage	H1	1.33
Rwanda	Strengthen compilation and dissemination of macroeconomic and financial statistics	Rwanda / AFR - TA - GFS - AFE - Further expansion of fiscal stats	H1	1.17
South Sudan	Strengthen compilation and dissemination of macroeconomic and financial statistics	South Sudan / AFR - TA - GFS - AFE - Develop fiscal stats	H1	2.33
Uganda	Strengthen compilation and dissemination of macroeconomic and financial statistics	Uganda / AFR - TA/Train - PSDS - AFE - Expand debt statistics reporting	H1	2.33
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Strengthen compilation and dissemination of macroeconomic and financial statistics	Tanzania / AFR - TA - GFS - AFE - Expand fiscal stats	H1	4.83
		Tanzania / AFR - TA/Train - PSDS - AFE _ Zanzibar Expand debt statistics reporting	H2	2.50
Grand Total				35.83



DEBT MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Formulate and implement a medium-term debt management strategy (MTDS) - MTD	Ethiopia Dec FY23 Discussion with the authorities	H1	1.00
Malawi	Develop market infrastructure and capacity for cost-effective financing - CCF	Malawi FY23 Pre-mission discussions with the authorities	H2	1.17
Uganda	Develop market infrastructure and capacity for cost-effective financing - CCF	Uganda FY23 Pre-mission discussions with the authorities	H1	1.67
Regional (Incl. EAC)	Develop capacity and improve knowledge and skills on latest developments in international standards and best practices in debt management - BPD	MEFMI-WB-IMF Apr FY23 Medium Term Debt Management Strategy (MTDS) Workshop	H2	-
		MEFMI-WB-IMF Feb FY23 Debt Sustainability Analysis (DSA) workshop for LICs in AFE & AFS	H2	1.17
		Regional Workshop on Govt Securities Operations Planning and Execution	H2	-
	Formulate a reform plan for public debt management - DMR	AFE Member States TA Discussions with Authorities on Workplan	H2	3.33
		AFS Member States TA Discussions with Authorities on Workplan	H2	3.33
Tanzania (Incl. Zanzibar)	Develop market infrastructure and capacity for cost-effective financing - CCF	Tanzania April FY23 LCBM Diagnostic - Hybrid-In-person	H2	4.67
		Tanzania Apr FY23 LCBM Diagnostic - Hybrid-Virtual	H2	2.17
Grand Total				18.50



MEDIUM-TERM REVENUE STRATEGY				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Strengthened core tax administration functions	Staff visit to MoR and MTRS Workshop	H2	0.83
Kenya	Strengthened core tax administration functions	MTRS Desk Reviews	H1	5.33
	Strengthened revenue administration management and governance arrangements	HQ mission - MTRS workshop	H2	1.17
Rwanda	Strengthened core tax administration functions	MTRS - Staff visit to Rwanda	H2	1.50
		Embedding Administration Reforms to Support MTRS	H2	2.67
Uganda	Strengthened core tax administration functions	Staff Visit to Uganda	H1	0.67
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	1.67
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	1.67
	Strengthened core tax administration functions	EAC Workshop on Harmonization of tax procedures	H1	0.83
Grand Total				16.33

**ANNEX VII. Regional Workshops, Webinars and Other Virtual Trainings, FY2023**

#	Area	Workshop Title	Status
1	Revenue Administration	Artificial Intelligence in Customs	December 5-9, 2022
2	Public Financial Management / Macro-Fiscal Analysis / Government Finance Statistics	Annual EAC Workshop FY23	August 17-19, 2023
3	Public Financial Management	Budget Baseline Costing Regional Guidelines	December 5-9, 2022
4	Financial Supervision and Regulation	Regional training on IFRS 17	June 6-17, 2022
5	Forecasting and Policy Analysis System	Fundamentals of Sound Central Bank Communication	June 13 - 15, 2022
6	Real Sector Statistics	GDP - National accounts for Beginners	February 27 - March 3, 2023
7	Real Sector Statistics	Producer Price Index	March 27- 31, 2023

Note: No. 4 & 5 conducted virtually

AFRITAC East Joint Workshops FY2023

	Workshop Title	Dates
1	Revenue Administration: Joint EAC - IMF workshop on Harmonization of Tax Procedures in the EAC Region	October 3-7, 2022
2	Joint RCDCs (AFE, AFW2, AFS) Digital Money: Balancing Innovation and Regulation for a new Frontier	October 24-28, 2022
3	AFE/AFS/AFW2 Modernization of Monetary Policy Operations & Financial Market Development	November 14 - 18, 2022
4	AFE / AFW2 Leveraging Technology to Improve Taxpayer Service and Compliance	February 6-10, 2023
5	AFE/ ATI Integrating Climate Change in Policy Frameworks	March 6-10, 2023
6	MEFMI / WB / AFE Debt Sustainability Analysis (DSA) workshop for LICs in AFE & AFS	February 13-17, 2023
7	Harmonization of Monetary policy Operations in EAC Countries	March 20-24, 2023
8	AFE / AFS / AFW2 - Repo Market Development	April 11-14, 2023

**AFRITAC East Joint Webinars FY2023**

	Area	Course Title	Dates
1	Financial Supervision and Regulation	Regional seminar on risk-based supervision	September 7, 2022
2	Financial Supervision and Regulation	Regional seminar - Anti Money Laundering & Combating the Financing of Terrorism	October 10, 2022
3	Public Finance Management	Peer Learning Seminar - Public Investment Management Reforms in the Region	September 19, 2022
4	Financial Supervision and Regulation	Regional Seminar on Systemic Risk in Capital Markets	March 13 - 15 & 20-21, 2023

AFRITAC East / ICD Courses FY2023

	Course Title	Dates
1	Inclusive Growth	January 16 - 27, 2023

Workshops with Advisors as Resource Persons FY2023

	Area	Course Title	Dates
1	Macro-Fiscal Analysis	Fiscal Risks and Guarantees	November 14 - 18, 2022

**National Trainings FY2023**

#	Sector	Activity Title	Dates	Beneficiary
1	Revenue Administration	Data matching and analysis training	April 17-28, 2023	Malawi
2	Public Financial Management	Training of Trainers Budget Preparation Manual	July 18 - Sep 21, 2022	Kenya
3	Public Financial Management	National training to strengthen the capacity to assess compliance with Accrual IPSAS	August 15 - 26, 2022	Tanzania
4	Public Financial Management	National training on functional classification (COFOG) and GFSM2014 (economic segment)	October 17 - 25, 2022	Eritrea
5	Public Financial Management	Training on Public Corporation Fiscal Risk Tools	November 7-11, 2022	Uganda
6	Public Financial Management	Training of Budget Analysts LTX Delivery	November 22 - 25, 2022	Tanzania
7	Public Financial Management	Training on macro-fiscal forecasting and analysis FY23 December	December 1 - 16, 2022	South Sudan
8	Public Financial Management	Training on Budget Costing and Macro-fiscal forecasting	March 6-10, 2023	Eritrea
9	Financial Supervision and Regulation	RBS capacity built through training	May 16 - 20, 2022	Eritrea
10	Financial Supervision and Regulation	Recovery plan assessment	August 23, 2022	Ethiopia
11	Financial Supervision and Regulation	Risk-based supervision (RBS) and Basel II/III	October 3 - 7, 2022	Ethiopia
12	Financial Supervision and Regulation	RBS capacity built through training	December 6 - 12, 2022	Eritrea
13	Real Sector Statistics	Training on Supply and Use Table	October 3 - 7, 2022	South Sudan
14	Government Finance Statistics	Expand debt statistics reporting	August 15 - 26, 2022	Uganda
15	Government Finance Statistics	GFSM 2014 framework	September 26 - October 7, 2022	Ethiopia
16	Government Finance Statistics	Expand debt statistics reporting	January 16 - 27, 2023	Tanzania (Zanzibar)



ANNEX VIII. Technical Assistance Reports, FY 2023

Country	Report	Mission Members	Mission Dates
Revenue Administration			
South Sudan	Review and Redesign of the ICT Function (Governance)	Rameck Masaire; Yakomba Yavwa	May 21 - July 8, 2022
Eritrea	Review of ICT Policy and Strategy (GovTech)	Rameck Masaire; Yakomba Yavwa	August 8 - 19, 2022
East African Community	Development of Terms of Reference for SCT risk management framework	Kenneth Ochola; Gabriel Kitenga	September 16, 2022
Ethiopia	Strengthening Post Clearance Audit	Ernest Sigande Michelo Haangoma	November 7 - 18, 2022
South Sudan	Review of CD recommendations progress	Rameck Masaire; Eutycus Kamau; Elizabeth Meyo; Yakomba Yavwa	November 24 - December 5, 2022
Tanzania	Customs risk management and intelligence	Kenneth Ochola; Brian Collins; Jacqueline Ann Penfold	November 28, 2022
Regional	Artificial Intelligence in Customs	Kenneth Ochola; Francois Akoa; Gabriel Kitenga	December 5 - 9, 2022
Malawi	ITAS Msonkhonline Change Management	Rameck Masaire; Brightwell Nkambule	December 5 - 16, 2022
Regional	Leveraging Technology to Improve Taxpayer service and compliance	Rameck Masaire; Kenneth Ochola; Dumisani Masilela; Henry Gaperi; Francois Akoa; Yakomba Yavwa	February 6-10, 2023
South Sudan	Development of Terms of Reference for the ICT policy and strategy and Quality Assurance for E-Taxes project	Rameck Masaire; Yakomba Yavwa	February 13, 2023
South Sudan	Review and streamline customs clearance and control procedures	Kenneth Ochola; Gabriel Kitenga	April 3 - 14, 2023
Ethiopia	Follow up mission to strengthen Post Clearance Audit	Ernest Sigande Michelo Haangoma	April 17 - 28, 2023
Rwanda	Improving Valuation and Classification of goods	Kenneth Ochola; Leonardo Correia Lima Macedo	April 24 - 28, 2023
Public Financial Management			
Kenya	Training of Trainers Budget Preparation Manual	Imran Aziz; Rosenberg, Gregory Jon, Gerhard Steger	July 18 -September 21, 2022
South Sudan	Follow-up mission to further improve TSA arrangements and strengthen cash management practices	Amra Srdanovic; Per-Olof Jonsson	June 20 - July 1, 2023



Country	Report	Mission Members	Mission Dates
Kenya	Next steps in migrating to accrual IPSAS and review of Consolidated Financial Statements for SC	Amra Srdanovic; Peter F Murphy; Francois Van Schaik	May 30 – June 10, 2022
Uganda	Public Investment Management Assessment (HQ Mission)	Imran Aziz	June 16 – 29, 2023
Kenya	Budget Preparation Manual	Imran Aziz; Gerhard Steger	May 16 – 27, 2023
Malawi	Strengthening Project Appraisal and Selection	Imran Aziz; Martin Darcy	May 2 – 13, 2023
Rwanda	Developing and Automating a Budget Costing framework	Imran Aziz; Dennis Masinde; Gerhard Steger	May 1 – 8, 2023
Tanzania	National training to strengthen the capacity to assess compliance with Accrual IPSAS	Amra Srdanovic; Francois Van Schaik	August 15 – 26, 2023
South Sudan	Further development of the macro-fiscal forecasting framework and macro-fiscal reporting	Paul Gardiner	August 1 – 12, 2022
Rwanda	Strengthening the MTEF and Budget Costing Framework	Imran Aziz; Gerhard Steger	August 8 – 19, 2022
Rwanda	Planning and Budget Outlook Paper (PBOP)	Imran Atif Aziz; Matthew Quillinan; Gerhard Steger	August 29 – September 9, 2022
Regional	Budget Baseline Costing (Regional Workshop)	Imran Aziz; Gerhard Steger	December 5 – 9, 2022
Uganda	Training on Public Corporation Fiscal Risk Tools	Imran Aziz, Matthew Quillinan, Dzingai Chapfuwa	November 7 – 11, 2022
South Sudan	Follow-up on progress of TSA and cash management reforms	Amra Srdanovic; Per-Olof Jonsson	October 3 – 7, 2022
Kenya	Establishing a Fiscal Risk Committee	Imran Aziz; Matthew Quillinan; Gerhard Steger	September 26 – October 12, 2022
Ethiopia	Strengthening Project Appraisal Selection and Prioritization Techniques	Imran Aziz; Martin Darcy; Alejandro Arregoces	December 12 – 16, 2022
Tanzania (Zanzibar)	Strengthening Expenditure Prioritization, Costing and Performance Based Budgeting	Imran Aziz; Gerhard Steger	November 28 – December 4, 2022



Country	Report	Mission Members	Mission Dates
Tanzania	Training of Budget Analysts and Expenditure Tracking	Imran Aziz; William Wakuganda	November 22 – 25, 2022
Eritrea	National training on functional classification (COFOG) and GFSM2014 (economic segment)	Amra Srdanovic; Peter F. Murphy	October 17 – 25, 2023
Rwanda	Quality review to support phased implementation of IPSAS Accrual	Amra Srdanovic; Peter F. Murphy; Francois Van Schaik	November 11– December 2, 2022
Malawi	Strengthening SOE oversight FY23	Amra Srdanovic; Matthew Quillinan; Philip Barry; Dzingai Chapfuwa; William Wakuganda	January 9 – 20, 2023
Uganda	Strengthening Multi-year Commitments	Imran Aziz; Robert Muwanga; William Wakuganda	January 9 – 20, 2023
Rwanda	AFE: Update of the financial regulations in line with the 2022 Organic Law on Public Finance	Amra Srdanovic; Benoit Chevauchez	December 7 – 20, 2022
South Sudan	Expenditure forecasting and budget costing	Imran Aziz; Matthew Quillinan; Gerhard Steger	January 30 February 10, 2023
South Sudan	Support to expenditure forecasting and budget costing	Gerhard Steger	January 30 – February 10, 2023
South Sudan	Further follow-up on progress of TSA and cash management reforms	Amra Srdanovic; Per-Olof Jonsson	February 13 – 17, 2023
Eritrea	Macro-fiscal Forecasting and Budget Costing	Imran Aziz; Matthew Quillinan	March 3 – 10, 2023
Rwanda	Climate sensitive project selection and appraisal	Imran Aziz; Martin Darcy	April 11 – 20, 2023
Rwanda	Quality review of the Ministerial Order in line with the 2022 Organic Law on Public Finance Management	Amra Srdanovic; Peter F. Murphy; Benoit Chevauchez	April 18 – 28, 2023
Tanzania (Zanzibar)	Training on Public Corporation Fiscal Risk Tools	Imran Aziz and Kennedy Ondieki	April 4-7, 2023
Uganda	Peer learning on SOE oversight reforms – benchmarking visit to Seychelles	Imran Aziz	April 17-28
Kenya	Establishing a Fiscal Risk Committee	Vincent Tang, Sybi Hida, Matthew Quillinan, Imran Aziz, Jyoti Rahman	June 7-20, 2022



Country	Report	Mission Members	Mission Dates
Monetary Policy Operations			
Ethiopia	Operationalization of monetary policy instruments	Carel Hugo, Alain Vandepeute, Stephen Mulema, Igor Munteanu	March 1 - 10, 2023
Tanzania	Foreign exchange market intervention policy	Carel Hugo; Zhuohui Chen	September 6 - 15, 2022
Financial Supervision and Regulation			
Tanzania	Regulating Contracts for Difference (CFDs)	Georgios Genimakis; Jennifer Anne Long	September 19 - 26, 2022
Rwanda	IRRBB - Review of the framework/procedure and provide training	Georgios Genimakis; Miguel Delfiner	September 12 - 14, 2022
Uganda	Insurance Regulatory Authority - Adapting prudential framework for IFRS 17	Georgios Genimakis; Michelle Chong Tai-Bell	October 10 - 21, 2022
Ethiopia	Basel II/III Pillar I Implementation	Georgios Genimakis; Miguel Delfiner	January 23 - 31, 2023
South Sudan	Regulatory and Supervisory Approaches Regarding Cyber Risks	Georgios Genimakis; Rachid Chader	February 20 - 24, 2023
Tanzania	IFRS 17 Implementation	Georgios Genimakis; Michelle Chong Tai-Bell	February 2 - 15, 2023
Financial Market Infrastructures (FMI)			
South Sudan	Operationalization of National Payment System Department	Carel Hugo; Igor Munteanu	August 22 - September 2, 2022
Uganda	Enhancing regulatory framework and enhancing oversight capabilities	Carel Hugo; Faith Stewart	April 20 - 31, 2023
Debt Management			
Tanzania	LCBM Diagnostic	Tivinton Makuve	April 17 - 28, 2023
Forecasting and Policy Analysis (FPAS)			
Kenya	M1 FY23 Refining the quarterly projection model at the Central Bank of Kenya	Selander, Carina; Musil, Karel	August 29 - September 2, 2022
Rwanda	Strengthening the nowcasting framework and forecast process at the BNR	Zhou, Jianping; Husaboe, Eilert; Ulvedal, Pål Bergset	December 12-21, 2022
Kenya	Refining the Business Surveys and Nowcasting Framework at the CBK	Zhou, Jianping; Chernis, Tony; Webley, Taylor	April 17-21, 2023



Country	Report	Mission Members	Mission Dates
Tanzania	Improving QPM and FPAS process at the BoT (M1 FY23)	Zhou, Jianping; Selander, Carina; Two STXs	July 14-24, 2023
Real Sector Statistics			
Ethiopia	Development of construction price index	Katherine Pegler	May 9 - Dec 9, 2022
Tanzania (Zanzibar)	Promoting use of administrative data in national accounts	Timmi Graversen	October 24 - November 4, 2022
South Sudan	National Accounts Statistics Mission	Timmi Graversen; Christopher Hinchcliffe	August 28 - September 14, 2022
Tanzania	Promoting the use of administrative data	Timmi Graversen	September 19 - 30, 2022
Malawi	GDP Expenditure 2018-21	Timmi Graversen	December 5 - 16, 2022
Rwanda	Institutional Sectors	Timmi Graversen	January 23 - February 3, 2023
Tanzania	Agricultural PPI	Bird, Derek John	January 23 - February 3, 2023
Kenya	Institutional Sectors	Timmi Graversen	March 27 - 31, 2023
Rwanda	Development of weights and Sample size for XMPI	Mauro Politi	March 13 - 24, 2023
Malawi	Import and Export price indices (XMPI)	Katherine Pegler	April 17-28, 2023
Government Finance Statistics			
Tanzania	Expanding fiscal statistics	Roderick O'Mahony	July 25 - August 5, 2022
Uganda	Expanding debt statistics reporting	Roderick O'Mahony	August 15 - 26, 2022
Malawi	Increase fiscal and debt coverage	Roderick O'Mahony	September 28 - October 5, 2022
Tanzania (Zanzibar)	Expand debt statistics reporting	Roderick O'Mahony	January 16 - 27, 2023
East African Community	Review new chapters from EAC GFS manual (Desk work)	David Stephen Bailey (IMF HQ Staff); Foyzunnesa Khatun (IMF HQ Staff)	January 18 - 20, 2023
Malawi	Technical Note on Government Finance Statistics	Obadia Turinawe (IMF HQ Staff)	February 27 - March 8, 2023
Kenya	Technical Note on Government Finance Statistics	David Stephen Bailey (IMF HQ Staff); Foyzunnesa Khatun (IMF HQ Staff); Christelle Groenewald	March 13-22, 2023
Ethiopia	Technical Note on Government Finance Statistics mission	Giovanna Dabbicco (IMF HQ Staff)	March 20-31, 2023



ANNEX IX. Reports Uploaded to the Extranet, FY 2023

Country	Report Title	Mission Dates
East African Community	East African Community - Compilation of EAC wide fiscal data for convergence criteria Nov	November 29 - December 8, 2021
East African Community	Review of SCT risk management framework	September 16, 2022
Eritrea	Expanding coverage of fiscal data to the General Government	July 26 - 30, 2021
Eritrea	Government Finance and Public Sector Debt Statistics Mission (Remote TA)	February 21- March 4, 2022
Eritrea	Review of ICT Policy and Strategy (GovTech)	August 8 - 19, 2022
Eritrea	National training on functional classification (COFOG) and GFSM2014 (economic segment)	October 17 - 25, 2022
Ethiopia	Strengthening Project Appraisal and Selection	December 12 - 16, 2022
Kenya	SOE Financial Evaluations	May 10 - 31, 2021
Kenya	Review of GDP Rebasing	June 14 - 18, 2021
Kenya	Review of Customs Penalty Regime and Develop Sanctions Map	October 12-25, 2021
Kenya	Strengthening Coordinated Border Management	March 1-14, 2022
Kenya	State Corporation Financial Evaluations (National Workshop)	March 7 - 31, 2022
Kenya	Desk Review of the draft SCOA	March 25 - April 15, 2022
Kenya	Implementing the Budget Preparation Manual	May 16 - 27, 2022
Kenya	Next steps in migrating to accrual IPSAS and review of Consolidated Financial Statements for State Corporations	May 30 - June 10, 2022
Kenya	Training of Trainers Budget Preparation Manual	July 18 - September 21, 2022
Malawi	CPI Update	June 14 - 25, 2021
Malawi	GDP by Expenditure and Production Approach 2017-2019	July 19-30, 2021
Malawi	Integrating Performance Budgeting and IT systems	September 6 - 24, 2021
Malawi	Strengthening SOE analysis to develop financial factsheets for five high-risk SOEs	November 29 - December 6, 2021
Malawi	Reviewing the FPAS framework at the Reserve Bank of Malawi in light of new developments	March 14 - 18, 2022
Malawi	Designing new IIP and PPI bulletin	March 28 - April 1, 2022
Malawi	Tax and Customs Investigation Techniques (National Workshop)	April 4-8, 2022
Malawi	Strengthening SOE analysis to develop financial factsheets for high risk SOEs	April 4 - 26, 2022
Malawi	Government Finance Statistics and Public Sector Debt Statistics	April 11 - 14, 2022
Malawi	Strengthening Project Appraisal and Selection	May 2 - 13, 2022
Rwanda	Assessment of the progress in the IPSAS	October 18-



Country	Report Title	Mission Dates
	implementation roadmap	November 5, 2021
Rwanda	Technical Note on Government Finance Statistics Mission	January 17-21, 2022
Rwanda	Developing and Automating a Budget Costing Framework	January 24-February 11, 2022
Rwanda	Expanding the scope of Public Enterprises in the SOE Health and Stress Test tools	February 14 - March 4, 2022
Rwanda	Expanding the Nowcasting toolbox at the National Bank of Rwanda	March 22 - 30, 2022
Rwanda	PIMA Finalization	April 11 - 22, 2022
Rwanda	Strengthening the MTEF and Budget Costing Framework	April 23 - May 6, 2022
Rwanda	Developing and Automating a Budget Costing framework	May 1 - 8, 2022
Rwanda	Strengthening the MTEF and Budget Costing Framework	August 8 - 19, 2022
Rwanda	Technical Note on Government Finance Statistics Mission	August 23-31, 2021
Rwanda	Updating the Budget Outlook Paper	August 29 - September 9, 2022
Rwanda	Review of the framework/procedure on IRRBB and provide training	September 12-14, 2022
South Sudan	Compilation of fiscal data for BCG	July 19 - 23, 2021
South Sudan	Techniques for producing GDP by production	November 15-26, 2021
South Sudan	Follow-up mission to further improve TSA arrangements and strengthen cash management practices	June 20 - July 1, 2022
South Sudan	Follow-up on progress of TSA and cash management reforms	October 3 - 7, 2022
Tanzania	Refining the data flows, the QPM and the Nowcasting framework within FPAS	February 14-24, 2022
Tanzania	Expanding fiscal statistics	July 25 - August 5, 2022
Tanzania	National training to strengthen the capacity to assess compliance with Accrual IPSAS	August 15 - 26, 2022
Tanzania	Training of Budget Analysts	November 22 - 25, 2022
Tanzania	Customs risk management and intelligence	November 28, 2022
Tanzania (Zanzibar)	Improving quality of GFS and PSDS for General Government	September 1 - 10, 2021
Tanzania (Zanzibar)	Develop Capacity in Audit and Investigation Methods and Techniques	September 6-17, 2021
Tanzania (Zanzibar)	Assessment of the Performance Budgeting Architecture and Budget Costing Framework	November 8-30, 2021



Country	Report Title	Mission Dates
Tanzania (Zanzibar)	Expanding GFS to the General Government	February 14-25, 2022
Tanzania (Zanzibar)	Strengthening Expenditure, Costing and Performance Based Budgeting	November 28 - December 4, 2022
Uganda	Strengthening the Multi-Year Commitment Statement	January 18-29, 2021
Uganda	Developing Capacity in Audit of Construction Sector	January 5-18, 2022
Uganda	Improving quality of public corporations fiscal data	January 17-28, 2022
Uganda	Strengthening the Multi-year commitment Statement	February 21-March 11, 2022
Uganda	Training on Public Corporation Fiscal Risk Tools	November 7 - 11, 2022
Regional	Post Clearance Audit	March 14-18, 2022



ANNEX X. IMF East AFRITAC Planned Activities, FY 2024

REVENUE ADMINISTRATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Improved customs administration functions	Customs diagnostic mission on customs clearing controls and procedures	H2	7.33
		Staff visit	H1	1.67
	Strengthened core tax administration functions	Develop registration policies, procedures, roles and responsibilities for HQ -Governance	H1	6.33
		Strengthening filing and payment processes - Governance	H1	4.83
Ethiopia	Improved customs administration functions	AFE Training on customs intelligence management	H1	4.83
	Strengthened core tax administration functions	Capacity building & experience sharing on tax debt Administration.	H1	1.17
		Staff visit	H1	1.17
	Strengthened revenue administration management and governance arrangements	Field Attachment on Integrated Tax Administration IT System -GovTech	H2	-
Kenya	Improved customs administration functions	Mirror Data Analysis (II) follow up	H1	4.83
		Use of new technology in customs management	H1	5.33
	Strengthened revenue administration management and governance arrangements	Develop Capacity in Data Analytics	H1	5.33
		Develop Procedure Manual on Monitoring Compliance in the Digital Economy- (Governance)	H1	3.33
Malawi	Improved customs administration functions	Data matching and analysis training	H1	5.33
		Review Customs transit procedures	H2	5.33
	Strengthened revenue administration management and governance arrangements	Field Attachment on the Conducting of Research - (Governance)	H1	3.50
		Review of HR Policy -(Governance)	H2	3.33
		Review of ICT Strategy (GovTech)	H1	8.33
Rwanda	Improved customs administration functions	Audit of telecommunication sector	H1	2.00
		Developing framework for Mirror Data Analysis follow up	H2	7.83



REVENUE ADMINISTRATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
	Strengthened core tax administration functions	Hands on Training on Telecommunications Sector Audit (GovTech)	H1	7.00
	Strengthened revenue administration management and governance arrangements	Developing Capacity in Analysis of Big Data Science (GovTech)	H1	0.50
South Sudan	Improved customs administration functions	Domestication of EAC Customs Instruments	H1	4.3
		Review existing structure for customs ICT function	H2	4.3
	Strengthened revenue administration management and governance arrangements	Quality Review of E Tax Project 3	H2	1.2
		Quality Review of E -Tax Project 4	H2	1.2
		Quality Review of E-TAX Project 2	H2	1.2
		Quality Review of the E-Tax Project 1	H1	1.2
Uganda	Improved customs administration functions	Developing Effective Risk Management	H1	5.00
		Strengthening Enforcement Techniques and Reforms	H1	3.17
	Strengthened revenue administration management and governance arrangements	Bench marking visit	H1	0.33
		Review of the IT Function- GovTech	H1	10.00
Regional (Incl. EAC)	Improved customs administration functions	AfCFTA Regional workshop	H1	1.33
		AFE Coordinated Border Management	H2	2.67
		AFE Valuation and transfer pricing	H1	4.83
		Customs staff visit	H1	1.17
		Review of statistical reporting and performance standards	H1	3.00
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	4.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	4.00
	Strengthened core tax administration functions	Regional Workshop on Developing Audit Capacity - Governance	H1	0.83



REVENUE ADMINISTRATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Tanzania (Incl. Zanzibar)	Improved customs administration functions	Customs diagnostic mission	H1	4.50
	Strengthened revenue administration management and governance arrangements	Developing Multi Year Compliance Strategy and Plan -Governance	H1	1.17
		Review of the ICT Strategy -GovTech	H1	4.83
Grand Total				153.50

PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Comprehensive, credible, and policy-based budget preparation	AFE/ICD: FPP Training	H1	3.00
		Training on Budget Costing and Macroeconomic forecasting.	H2	4.50
	Improved PFM laws and effective institutions - BLF	National training - challenges of IFMIS introduction and implementation	H1	4.17
Ethiopia	Improved Asset and Liability Management	Strengthening TSA and Cash Management (FY24)	H1	5.00
	Improved coverage and quality of fiscal reporting	Roadmap for improving financial reporting and implementing IPSAS accrual standards	H1	5.67
	Strengthened identification, monitoring, and management of fiscal risks	Updating the fiscal risk statement and fiscal risk registry FY24	H1	5.00
Kenya	Comprehensive, credible, and policy-based budget preparation	Implementing the Budget Preparation Manual	H1	7.00
		Training on Macroeconomic Forecasting and Analysis	H1	1.67
	Improved Asset and Liability Management	AFE LTX: Attachment - Cash Management Unit in the OECD country	H1	-
		Strengthening TSA and Cash Management practices (FY24)	H2	3.67
	Improved coverage and quality of fiscal reporting	Annual Quality Assurance Review - transitioning to full accrual IPSAS (FY24)	H1	7.67



PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
	Improved fiscal policies and institutional frameworks to combat climate change and its impacts (SDG 13) - CLM	Kenya - HQ led - Climate Diagnostic	H1	2.17
	Strengthened identification, monitoring, and management of fiscal risks	Integration of fiscal risk analysis in GIMIS	H2	4.67
		Strengthening Fiscal Risk Management and the FRS FY24	H1	5.33
Malawi	Comprehensive, credible, and policy-based budget preparation	Integrating budget and PIM reforms in the budget guidelines	H1	7.67
	Strengthened identification, monitoring, and management of fiscal risks	AFE LTX: Attachment SOE risk reporting - Seychelles (from FY21)	H1	0.67
		Expanding the SOE oversight and introduction to SOE Stress Test Tool (FY24)	H1	6.00
		Introduction to DGLAT	H1	3.00
Rwanda	Comprehensive, credible, and policy-based budget preparation	Developing FPP training for RWA	H2	2.33
		Review of MTEF and baseline costing exercise	H1	4.17
	Fiscal policies and associated institutional frameworks consistent with progress towards SDGs - SDG	Rwanda - AFE - Climate sensitive selection and appraisal	H2	4.67
	Improved coverage and quality of fiscal reporting	AFE LTX: Attachment on IPSAS accrual implementation (from FY21)	H2	0.67
		Annual Quality Assessment of IPSAS implementation (FY24)	H2	8.33
		Desktop review of the revised SCoA and related manual (FY24)	H1	4.17
		Developing data collection templates and reporting formats as required by the new PFM MO	H1	4.00
South Sudan	Comprehensive, credible, and policy-based budget preparation	Developing the budget call circular and costing worksheets	H1	4.67
		Macrofiscal Framework Update FY24 (1)	H1	0.67
		Macrofiscal Framework Update FY24 (2)	H2	0.50
	Improved Asset and Liability Management	Expanding the coverage of the TSA and strengthening the cash management (FY24)	H1	5.0



PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
		Follow-up on progress of TSA and cash management reforms (FY24)	H2	3.0
	Improved PFM laws and effective institutions - BLF	Strengthening the commitment control using upgraded IFMIS	H2	6.3
Uganda	Comprehensive, credible, and policy-based budget preparation	Strengthening the Multi-year commitment Statement	H1	4.83
	Improved Asset and Liability Management	Further Strengthening TSA and CM practices (FY24)	H2	4.00
	Improved coverage and quality of fiscal reporting	AFE LTX: Attachment to support the recording and valuing assets and liabilities (from FY21)	H1	0.67
	Strengthened identification, monitoring, and management of fiscal risks	AFE LTX Reviewing and updating the Fiscal Risk Statement	H1	1.67
		Developing an SOE oversight reporting framework	H1	5.00
		AFE: Strengthening SOE oversight peer learning visit to Seychelles and Kenya	H1	0.83
Regional (Incl. EAC)	Comprehensive, credible, and policy-based budget preparation	2023 Workshop 1 - Fiscal Risks Tools	H2	0.83
		AFE Regional Workshop: Budget tagging (green PFM and gender)	H2	4.33
	Fiscal policies and associated institutional frameworks consistent with progress towards SDGs - SDG	Workshop on Gender Equality and Macroeconomics	H1	3.67
	Improved coverage and quality of fiscal reporting	Annual EAC Workshop FY24	H1	3.50
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	6.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	6.00
	Improved public investment management - PIM	Anglo Africa Infrastructure Governance Workshop FY24	H2	1.33
	AFE 20th Anniversary	AFE support for commemorative note	H1	3.33
Tanzania (Incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	Tanzania (TZA) Zanzibar: Expenditure prioritization, costing and PBB	H2	7.67
	Improved coverage and quality of fiscal reporting	ZANZIBAR - Migration from cash basis to Accrual basis of Accounting	H1	5.00



PUBLIC FINANCIAL MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
		AFE LTX: Attachment on QA process and consolidation tools for production of Annual Financial Statements (from FY21)	H1	0.67
		Enhance capacity building on application of IPSAS (FY24)	H2	0.17
	Improved fiscal policies and institutional frameworks to combat climate change and its impacts (SDG 13) - CLM	Strengthening the oversight of SOE investments	H1	7.33
	Improved PFM laws and effective institutions - BLF	Review of the Public Finance Act, CAP 348 (FY24)	H2	3.33
		Provide guidance on issuing Treasury circulars addressed in the Public Finance Act 2016 and Public Debt regulations 2021	H1	6.67
Grand Total				202.17

FINANCIAL SUPERVISION AND REGULATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Develop/strengthen banks' regulation and supervision frameworks - BRS	Eritrea May FY24 Microfinance Institutions Supervision	H1	1.33
Ethiopia	Develop/strengthen cybersecurity regulations and supervisory frameworks - CRS	Develop/strengthen cybersecurity regulations and supervisory frameworks	H2	5.33
	Develop/strengthen insurance companies' regulation and supervision frameworks - ICS	Ethiopia Dec FY24 develop and implement risk-based capital framework	H2	5.33
		Ethiopia Jan FY24 develop consumer protection regulation and supervision framework	H2	3.00
		Ethiopia Jun FY24 IFRS 17 implementation	H1	5.67
		Ethiopia Oct FY24 revise and update risk-based supervision manual	H1	5.33
	Improve accounting and prudential provisioning regulatory guidelines. - APR	Supervisors' knowledge of IFRS 9 enhanced and strengthen implementation	H2	5.33



FINANCIAL SUPERVISION AND REGULATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Kenya	Develop/strengthen banks' regulation and supervision frameworks - BRS	Kenya Jun FY24 Basel III liquidity standards and leverage ratio	H1	4.67
	Develop/strengthen intermediaries and fund management regulation and supervision - IFM	Regulatory framework on crypto assets	H2	1.83
Malawi	Develop/strengthen banks' regulation and supervision frameworks - BRS	Development of climate risk supervisory framework	H2	5.33
		Malawi Jul FY24 Basel III guidelines/returns on credit, operational and liquidity risk	H1	3.67
		Malawi Nov FY24 training new examiners	H2	2.67
	Develop/strengthen cybersecurity regulations and supervisory frameworks - CRS	Develop/strengthen cybersecurity regulations and supervisory frameworks	H2	5.33
	Develop/strengthen insurance companies' regulation and supervision frameworks - ICS	Malawi Jul FY24 IFRS 17 implementation - Hybrid I	H1	0.67
		Malawi Sep FY24 IFRS 17 implementation - Hybrid II	H1	6.00
Rwanda	Develop/strengthen banks' regulation and supervision frameworks - BRS	Experience sharing with other supervisors on advanced RBS methods	H1	1.83
		Rwanda May FY24 develop IT/cybersecurity supervisory manuals	H1	4.67
South Sudan	Develop/strengthen banks' regulation and supervision frameworks - BRS	South Sudan May FY24 risk-based supervision attachment	H1	1.3
Uganda	Develop/strengthen insurance companies' regulation and supervision frameworks - ICS	Uganda Apr FY24 takaful insurance capacity building	H2	3.67
		Uganda Feb FY24 continuous mortality investigation	H2	5.67
	Develop/strengthen intermediaries and fund management regulation and supervision - IFM	Uganda Jul FY24 supervision of secondary trading of fixed income markets	H1	1.50
		Uganda Mar FY24 resolutions	H2	3.00
		Uganda Sep FY24 supervision of mutual funds	H1	3.00



FINANCIAL SUPERVISION AND REGULATION				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Regional (Incl. EAC)	Develop/strengthen the securities and derivatives regulatory and supervisory framework - SDR	Regional Jan FY24 seminar on secondary markets regulation and supervision in capital markets	H2	4.83
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H2	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Grand Total				95.00

MONETARY POLICY AND OPERATIONS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Strengthen the reserve management policy framework and management of FX reserves - FXR	Eritrea MCMCO FY 24 Assessment of monetary and foreign exchange policies and operations	H1	1.33
Kenya	Strengthen efficient implementation of FX operations given the monetary policy and FX regime - FXO	Kenya - Modernization of the operational framework in a price-based monetary policy regime	H1	11.00
		Kenya May FY24 Scoping Mission to Assess Monetary and Foreign Exchange Operations	H1	1.17
Rwanda	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	H1	1.83
	To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime	Monetary Policy and Foreign Exchange Operations	H1	6.17
South Sudan	Establish a baseline and articulate specific medium-term CD needs in Central Bank Operations topics - BCB	South Sudan AFE FY 22 In-Country Training: MPO Strategy & Liquidity Forecasting	H2	2.3
		South Sudan Jun FY24 TA Strategy Workplan	H1	1.5



MONETARY POLICY AND OPERATIONS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Regional (Incl. EAC)	Enhance capacity on latest developments in international standards and best practice in central bank operations - BPC	AFE/AFS/AFW2 July FY24 FXI model and FX operations	H1	0.83
	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	AFE support to EAC communication workshop 2023	H1	1.67
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Strengthen the implementation of FX operations given the existing monetary policy and FX regime - FXM	FX Foreign Operations and FX Policy Mission	H1	3.00
Grand Total				34.83

FINANCIAL MARKET INFRASTRUCTURE				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Develop/reform financial market infrastructures, including payments system - FMI	PFMI training	H2	5.50
Kenya	Develop/reform financial market infrastructures, including payments system - FMI	Kenya FY24 Finalization of FMI self-assessment and review of oversight framework PLACEHOLDER	H1	4.83
		Kenya May FY24 FMI mission	H1	3.00
Rwanda	Develop/reform financial market infrastructures, including payments system - FMI	National Payments System Mission	H1	3.33
South Sudan	Demonstrate a baseline understanding and articulate specific CD needs in Payments and Infrastructure topics - BPI	South Sudan AFE May FY23 Training and capacity building to strengthen the NPS function	H1	5.7
Uganda	Develop/reform financial market infrastructures, including payments system - FMI	Uganda AFE Apr FY23 Issuing a central bank digital currency, opportunities and risks	H1	1.83
Tanzania (Incl. Zanzibar)	Develop/reform financial market infrastructures, including payments system - FMI	FMI mission	H1	3.00
Grand Total				27.17



FORECASTING AND POLICY ANALYSIS SYSTEM				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Kenya	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	Kenya M2 FY24 - Nowcasting and the monetary policy process at the CBK	H2	4.67
Rwanda	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	M1 FY24 More about the foreign forecasting framework	H1	7.17
		M2 FY23 - Refining the QPM	H1	5.00
		M2 FY24 The QPM and Alternative Scenarios	H2	7.67
Uganda	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	UGA M1 FY24 - Building a nowcasting system part 1	H1	4.67
		UGA M2 FY24 - Nowcasting and external assumptions part 2	H2	4.67
Regional (Incl. EAC)	Enhance capacity on latest developments in international standards and best practice in monetary and macroprudential policies - BPM	Interregional (AFW2/AFS/AFE) Aug FY24 Workshop on FPAS	H1	0.83
	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	AFE support to EAC communication workshop 2023	H1	2.50
		EAC secretariat FY24	H1	1.17
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Improve the analytical and forecasting capabilities for monetary policy decision-making - MAF	M1 FY24 Revisiting the forecast process, integrating tools and models at the BoT	H1	7.17
		M2 FY24 strengthening risk and scenario analysis at the BoT	H2	7.17
		TNZ M2 FY23 - QPM evaluation and FPAS refinements	H1	6.67
Grand Total				63.33



REAL SECTOR STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Strengthen compilation and dissemination of macroeconomic and financial statistics	Eritrea - Training - IL - CPI - Assessment of compilation system and source data	H2	1.17
	Strengthen compilation and dissemination of National Production, Income and Expenditure Accounts - PIE	Eritrea - PIE - Training GDP Production and source data	H2	2.83
Ethiopia	Strengthen compilation and dissemination of National Production, Income and Expenditure Accounts - PIE	Ethiopia - IL - PIE - Training Annual and Quarterly GDP FY24	H2	5.17
Kenya	Strengthen compilation and dissemination of Institutional Sector Accounts - ISA	Kenya - ISA - Institutional Sector Accounts	H2	1.50
		Kenya - National Accounts training of new staff	H1	1.50
	Strengthen compilation and dissemination of macroeconomic and financial statistics	Kenya-TA-PPI- Further development of XMPI	H1	1.33
	Strengthen compilation and dissemination of NAS - Comprehensive updates and rebasing - NAR	Kenya - PIE - Quarterly GDP by expenditure	H2	2.67
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics	Malawi - TA - PRC - Further development of XMPI	H1	11.33
	Strengthen compilation and dissemination of National Production, Income and Expenditure Accounts - PIE	Malawi - PIE- GDP - Expenditure and Production FY24	H1	2.67
Rwanda	Strengthen compilation and dissemination of Institutional Sector Accounts - ISA	Rwanda - TA - NAC Institutional Sector Accounts	H2	1.50
		Rwanda - Training - IL - National Accounts training of new staff	H1	1.50
	Strengthen compilation and dissemination of macroeconomic and financial statistics	Rwanda - TA - Updating weights for PPI	H2	1.33
South Sudan	Strengthen compilation and dissemination of National Production, Income and Expenditure Accounts - PIE	South Sudan - IL - GDP - Expenditure and Production	H1	5.8
Uganda	Strengthen compilation and dissemination of High Frequency Economic Activity Indicators - HFE	Uganda - ISA - TA - Institutional Sector Accounts	H1	2.67
	Strengthen compilation and dissemination of macroeconomic and financial statistics	Uganda - TA - PRC - Review and update of XMPI	H2	3.17



REAL SECTOR STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
	Strengthen compilation and dissemination of BOP/IIP - BOP	AFE - Training - NAC	H2	2.33
	Strengthen compilation and dissemination of Consumer Price Statistics - CPP	AFE - Training - Consumer Price Index	H2	2.67
Tanzania (Incl. Zanzibar)	Strengthen compilation and dissemination of Institutional Sector Accounts - ISA	Tanzania - ISA-TA - Institutional Sector Accounts	H1	2.67
		Zanzibar - ISA - TA - Institutional Sector Accounts	H2	2.67
	Strengthen compilation and dissemination of real sector statistics - prices - PRC	Tanzania - TA - PRC - Construction Cost Indices	H2	3.17
		Tanzania - TA - PRC FY 24 Zanzibar Construction Cost indices	H1	3.17
Grand Total				66.83

GOVERNMENT FINANCE STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Eritrea	Strengthen compilation and dissemination of macroeconomic and financial statistics	Eritrea / AFR - TA/Train - GFS/PSDS - AFE	H2	6.50
Ethiopia	Strengthen compilation and dissemination of macroeconomic and financial statistics	Ethiopia / AFR - TA - GFS/PSDS - AFE - Mission	H2	1.83
Kenya	Strengthen compilation and dissemination of macroeconomic and financial statistics	Kenya / AFR - TA - GFS/PSDS - AFE	H1	4.67
Malawi	Strengthen compilation and dissemination of macroeconomic and financial statistics	Malawi / AFR - TA - PSDS - AFE - Increase debt coverage	H1	2.50
Rwanda	Strengthen compilation and dissemination of macroeconomic and financial statistics	Rwanda / AFR - TA - GFS - AFE - Further expansion of fiscal stats	H1	3.33



GOVERNMENT FINANCE STATISTICS				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
South Sudan	Strengthen compilation and dissemination of macroeconomic and financial statistics	South Sudan / AFR - TA - GFS/PSDS - AFE - Mission	H1	4.0
Uganda	Strengthen compilation and dissemination of macroeconomic and financial statistics	Uganda / AFR - TA/Train - GFS and PSDS - AFE - Mission 1	H1	3.00
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
	Strengthen compilation and dissemination of macroeconomic and financial statistics	AFR - Training - AFE - GFS - Regional Workshop	H2	2.67
		AFR - Training - AFE - PSDS - Regional Workshop	H1	3.17
		EAC - TA - LTX Mission	H1	1.00
Tanzania (Incl. Zanzibar)	Strengthen compilation and dissemination of macroeconomic and financial statistics	LTX delivery DS - Zanzibar - AFE - Expand debt statistics reporting	H2	2.83
		LTX delivery- Zanzibar GFS - AFE - Expand fiscal stats	H2	3.00
		Tanzania / AFR - TA - GFS - AFE - Expand GFS statistics reporting	H1	5.33
		Tanzania /AFR - TA - GFS - Expand fiscal stats	H2	2.83
Grand Total				50.67



DEBT MANAGEMENT				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Formulate and implement a medium-term debt management strategy (MTDS) - MTD	Ethiopia Feb FY24 MTDS [ESP]	H1	6.00
Kenya	Formulate and implement a medium-term debt management strategy (MTDS) - MTD	Kenya MTDS FY24 [ESP]	H2	3.67
		Kenya MTDS Nov FY24 [ESP]	H2	2.33
Malawi	Develop market infrastructure and capacity for cost-effective financing - CCF	Malawi Feb FY23 Assessment of the LCBM	H1	3.00
South Sudan	Strengthened practices for debt recording, reporting, and monitoring - DRR	South Sudan Apr 23 MTDS Follow-up [ESP]	H2	3.3
		South Sudan Jan 23 MTDS [ESP]	H1	3.3
Uganda	Develop market infrastructure and capacity for cost-effective financing - CCF	Uganda FY24 Pre-mission discussions with the authorities	H1	0.83
Regional (Incl. EAC)	Develop capacity and improve knowledge and skills on latest developments in international standards and best practices in debt management - BPD	MEFMI-IMF May FY24 Domestic Debt Issuance and Trading Workshop for AFE and AFS	H1	1.33
	Develop market infrastructure and capacity for cost-effective financing - CCF	AFE & AFS May FY24 Managing Sovereign Debt Portfolios in adverse Market Conditions	H1	2.67
	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Tanzania (Incl. Zanzibar)	Establish efficient institutional structure and appropriate legislation for debt management - DMS	FY24 Debt management	H1	0.67
Grand Total				31.17



MEDIUM-TERM REVENUE STRATEGY				
Beneficiary	Objective	Activity Title	Activity Timing	Resources (FPWs)
Ethiopia	Strengthened core tax administration functions	MTRS Desk Reviews	H1	3.00
		Mission to draft the MTRS	H1	2.67
		Mission to re-sequence and cost the MTRS	H1	1.00
Rwanda	Strengthened core tax administration functions	MTRS - Desk Reviews	H1	2.83
		Follow up support to MTRS Implementation	H2	2.00
		Update on Status of MTRS	H1	2.17
Uganda	Strengthened core tax administration functions	MTRS - Desk Review	H1	1.83
		Review of MTRS Implementation	H1	2.67
Regional (Incl. EAC)	Steering Committee	Corporate work (including RBM work and steering committee meeting preparation, H1)	H1	2.00
		Corporate work (including RBM work and steering committee meeting preparation, H2)	H2	2.00
Grand Total				22.17



ANNEX XI. Regional Workshops, Webinars and Other Trainings, FY 2024

#	Area	Workshop Title	Proposed Timing
1	Revenue Administration	Regional Workshop on Developing Audit Capacity - Governance	H2
2	Revenue Administration	AfCFTA Regional workshop	H1
3	Revenue Administration	AFE Valuation and transfer pricing	H1
4	Revenue Administration	AFE Coordinated Border Management	H2
5	Public Financial Management	AFE Workshop on Gender Equality and Macroeconomics	H1
6	Public Financial Management	2023 Workshop 1 - Fiscal Risks Tools	H2
7	Public Financial Management	AFE: Annual EAC Workshop FY24	H1
8	Public Financial Management	AFE Regional Workshop: Budget tagging (green PFM and gender)	H2
9	Public Financial Management	Anglo Africa Infrastructure Governance Workshop FY24	H2
10	Financial Supervision and Regulation	Secondary markets regulation and supervision for capital market authorities	H2
11	Financial Supervision and Regulation	Management and supervision of climate-related financial risks in the banking sector	H2
12	Monetary Policy Operations	AFE June FY24 Liquidity management and operations	H1
13	Monetary Policy Operations	AFE support to EAC communication workshop 2023	H1
14	Forecasting and Policy Analysis System	Interregional (AFW2/AFS/AFE) Workshop on FPAS	H1
15	Debt Management	AFE & AFS May FY24 Managing Sovereign Debt Portfolios in adverse Market Conditions	H1
16	Debt Management	MEFMI-IMF May FY24 Domestic Debt Issuance and Trading Workshop for AFE and AFS	H1
17	Real Sector Statistics	AFE - Training - NAC	H2
18	Real Sector Statistics	AFE - Training - Consumer Price Index	H2
19	Government Finance Statistics	AFR - Training - AFE - GFS - Regional Workshop	H2
20	Government Finance Statistics	AFR - Training - AFE - PSDS - Regional Workshop	H1
21	ICD Regional Training	Financial Programming and Policies (AFE)	H2
22	ICD Regional Training	Financial Markets and Instruments (FMI)	H2
23	ICD Regional Training	Financial Sector Policies (FSP)	H2
24	Gender Climate and Digitalization	Gender Workshop 1	H1
25	Gender Climate and Digitalization	Climate Workshop 2	H2



NATIONAL TRAININGS FY2024

#	Area	Training Title	Country
1	Revenue Administration	Revenue Potential and Tax Gap Analysis	Ethiopia
2	Revenue Administration	Customs Intelligence Management	Ethiopia
3	Revenue Administration	National Training in ecommerce	Kenya
4	Revenue Administration	Training on Drafting Rulings for Policy Staff - (Governance)	Kenya
5	Revenue Administration	Hands on Training on Telecommunications Sector Audit (GovTech)	Rwanda
6	Revenue Administration	Taxation of online transactions	Uganda
7	Public Financial Management	AFE/ICD: FPP Training	Eritrea
8	Public Financial Management	Training on Budget Costing and Macro-fiscal forecasting	Eritrea
9	Public Financial Management	Challenges of IFMIS introduction and implementation	Eritrea
10	Public Financial Management	Macro-fiscal Forecasting and Analysis	Kenya
11	Public Financial Management	Developing FPP training	Rwanda
12	Public Financial Management	FPP & Revenue Forecasting	Tanzania (Zanzibar)
13	Financial Market Infrastructure and Payments	PFMI training	Eritrea
14	Financial Market Infrastructure and Payments	Training and capacity building to strengthen the NPS function	South Sudan
15	Real Sector Statistics	PIE - GDP Production and source data	Eritrea
16	Real Sector Statistics	CPI - Assessment of compilation system and source data	Eritrea
17	Real Sector Statistics	PIE - Training Annual and Quarterly GDP FY24	Ethiopia
18	Real Sector Statistics	National Accounts training of new staff	Rwanda
19	Government Finance Statistics	GFS/PSDS	Eritrea
20	Government Finance Statistics	GFS and PSDS	Uganda



ANNEX XII. IMF East AFRITAC Budget and Financing

AFRITAC East Phase 5: FY 2022 – FY 2025 – Financial Contributions as of April 30, 2023

Agreement/Amendment 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				30,457,106		23,767,778	2,205,801	4,456,405
China	7/13/2018	USD	3,500,000	3,500,000	3,500,000	3,500,000	-	-
European Commission	6/10/2021	USD	4,851,600	4,851,600	4,851,600	4,851,600	-	-
Germany	12/22/2022	EUR	2,000,000	2,122,016	-	-	-	2,205,801
Germany	12/15/2021	EUR	3,000,000	3,376,857	3,000,000	3,395,119	-	-
Netherlands	11/25/2020	EUR	5,000,000	5,945,303	3,000,000	3,623,190	2,205,801	-
Norway	12/3/2019	NOK	40,000,000	4,363,382	40,000,000	4,335,839	-	-
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	2,429,066	3,032,164	-	2,250,604
Members				750,000		186	187,314	562,500
Uganda	9/29/2022	USD	750,000	750,000	186	186	187,314	562,500
Partners and Members Total				31,207,106		23,767,964	2,393,115	5,018,905
Internal Transfers ^{3/}								
COVID19 Initiative				2,500,000		2,500,000	-	-
Norway				242,108		242,108	-	-
Internal Transfers Total				2,742,108		2,742,108	-	-
Under Negotiations								
COVID19 Initiative		USD	2,500,000	2,500,000	-	-	-	-
European Commission		EUR	8,000,000	8,562,602	-	-	-	-
Ethiopia		USD	750,000	750,000	-	-	-	-
Eritrea		USD	750,000	750,000	-	-	-	-
Kenya		USD	750,000	750,000	-	-	-	-
South Sudan		USD	750,000	750,000	-	-	-	-
Tanzania		USD	750,000	750,000	-	-	-	-
Malawi		USD	750,000	750,000	-	-	-	-
Rwanda		USD	750,000	750,000	-	-	-	-
Under Negotiations				16,312,602			-	-
Host Country & IMF								
Cash		USD	316,000	316,000		316,000	-	-
IMF				2,961,971				
Host Country and IMF Total				3,277,971				
Grand Total				53,539,787		26,826,072	2,393,115	5,018,905
Program Document Budget				58,972,248				
				-5,432,461				

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).



IMF Africa Capacity Building Initiative - East AFRITAC Phase 5: FY 2022-FY 2025 Summary Progress Report
(As of April 30, 2023, in U.S. Dollars)

Project	Phase Summary			FY2023		
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)
Public Financial Management	12,702,197	12,104,254	3,852,118	2,473,472	2,040,057	82%
Revenue Administration	8,878,502	8,023,712	2,179,632	1,725,075	1,331,225	77%
Banking Supervision and Regulation	6,060,297	5,382,381	1,089,112	1,180,444	616,560	52%
Monetary Policy Operations	2,168,266	1,856,663	254,647	422,391	154,537	37%
Financial Market Infrastructures	2,482,079	2,375,199	903,342	483,450	539,068	112%
Forecasting and Policy Analysis System	3,866,795	3,595,218	756,305	752,733	294,686	39%
Real Sector Statistics	5,409,707	4,717,022	965,185	1,053,488	631,349	60%
External Sector Statistics	3,445,036	-	-	-	-	-
Government Finance Statistics	2,153,829	4,896,698	886,989	1,090,700	526,028	48%
Gender, Climate and Digitalization	-	496,573	26,724	70,473	26,724	38%
Admin Project	1,879,074	2,129,987	487,590	818,302	328,659	40%
Training project	1,380,111	1,164,479	328,568	270,504	279,000	103%
Governance and Evaluation	906,617	780,443	-	128,698	-	-
Strategic Budget Reserve	1,026,651	408,264	-	199,071	-	-
Sub Total	52,359,161	47,930,893	11,730,212	10,668,801	6,767,894	63%
Trust Fund Management	3,665,141	3,355,163	821,115	746,816	473,753	
Total	56,024,302	51,286,056	12,551,327	11,415,617	7,241,646	63%
IMF Expenses 2/	2,961,971	2,961,971	814,802	580,551	563,134	97%
Total	58,986,273	54,248,027	13,366,129	11,996,168	7,804,781	65%