

ANNUAL REPORT

INFORMATIONAL ANNEXES

FISCAL YEAR 2017

EAST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER (EAST AFRITAC)





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

INFORMATIONAL ANNEXES FY 2017



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

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

A regional approach

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

The Pacific and Caribbean Regional Technical Assistance Centers

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

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

The South Asia Regional Training and Technical Assistance Center



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

The African Regional Technical Assistance Centers

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

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

The AFRITACs are financed by contributions from a number of donor partners, the IMF, and host and member countries. Current partners include the African Development Bank, Australia, Brazil, Canada, China, the European Investment Bank, the European Union, France, Germany, Italy, Kuwait, Luxembourg, the Netherlands, Switzerland, and the United Kingdom.



The Middle East Regional Technical Assistance Center

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

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

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



ANNEX II. Agenda for the 19th Steering Committee Meeting



EAST AFRITAC–19th STEERING COMMITTEE MEETING

Bingu International Conference Center (BICC, Pelican Room)

Lilongwe, Malawi, April 4, 2017

Final Agenda

MONDAY, APRIL 3, 2017

Time	Activity
Whole Day	<i>Transfers from the Airport to Hotels</i>
15:30 – 16:15	Meeting of IMF HQ and East AFRITAC staff
16:30 – 17:15	Meeting of East AFRITAC Member Countries and IMF Staff
17:30 – 18:15	Meeting of Development Partners and IMF staff

TUESDAY, APRIL 4, 2017

08:00 – 08:45	<i>Registration of Participants (BICC, accreditation room)</i>
08:45 – 09:00	Welcome and formal opening by Mr. Charles Chuka, Governor of the Reserve Bank of Malawi and Chairman of the 19 th Steering Committee
09:00 – 9:15	<ul style="list-style-type: none">• Approval of the Agenda Matters Arising from the 18th Steering Committee Meeting



Time	Activity
9:15 – 9:45	Development Partner Presentations on Strategic Priorities and Implications
9:45 – 10:15	Mid-Term Evaluation: Implementation of Recommendations and New One
10:15 – 10:45	<i>Coffee and Tea Break</i>
10:45 – 12:45	Reports on the Implementation of the FY 2017 Work Plan: <ul style="list-style-type: none">➤ Presentations by Center Coordinator and Resident Advisors➤ Member Country/EAC Presentations as users of TA/training➤ Feedback from Steering Committee Members
12:45 – 13:45	<i>Lunch Hosted by Government of Malawi (BICC Njobvu Room)</i>
13:45 – 14:15	Transition to Results-Based Management
14:15 – 14:45	East AFRITAC Financial Report FY17 and Update on Phase IV Financing, including Member Country Contributions
	Implications for the FY18 Work Plan
14:45 – 16:15	East AFRITAC's Proposed Work Plan for FY18 <ul style="list-style-type: none">➤ Presentations by Member Countries on Key Objectives in FY18➤ Presentations by Center Coordinator and Resident Advisors➤ Feedback from Steering Committee Members
16:15 – 16:45	<i>Coffee and Tea Break</i>
16:45 – 17:15	Date and Venue of 20 th Steering Committee Meeting Summing-Up and Closing remarks by Mr. Ben Botolo, Secretary to the Treasury.
19:00	<i>Dinner Hosted by Government of Malawi (Golden Peacock Hotel, Huangshan Room)</i>



ANNEX III. Minutes of the 19th Steering Committee Meeting

Minutes of the 19th East AFRITAC Steering Committee Meeting Held at Bingu International Conference Center, Lilongwe on April 4, 2017

Executive Summary

The 19th Steering Committee (SC)¹ expressed strong satisfaction with the work of IMF East AFRITAC (AFE) during FY 2017, the second year of Phase IV. The SC members praised the relevance, quality, tailoring of the advice and the capacity of the Center to respond to changing circumstances. Emphasis was placed on:

- **Mid-term evaluation:** SC members acknowledged the progress in implementation of the previous evaluation's recommendations, including the development of country strategy notes by the IMF, increased member country contributions, efforts at expanding the partnership base for the Center and standardization of governance practices across regional technical assistance centers (RTACs).
- **Results Based Management (RBM):** Progress on implementing the new RBM system for Fund technical assistance (TA) was welcomed. The SC recognized the resource implications of these efforts, which will continue in FY 2018 with the need to agree with member countries on baselines, milestones and timelines for the medium term. They asked IMF staff to sensitize country decision makers about the new system. Discussions also covered value for money indicators and the need for more transparency on costs and outputs.
- **Donor Coordination:** SC members expressed satisfaction with the Center's effort to improve coordination with development partners (DPs), which had been flagged as an issue in previous years, and requested continued efforts in this area. They called for the IMF to share its country strategies for capacity development and for broader dissemination of IMF TA reports, as well as discussion of draft recommendations with DPs at the country level to ensure synergies in technical advisory.
- **Funding:** The EU, the UK and Germany confirmed the provision of new financing to the Center in FY 2018. While these disbursements are expected to be received by end-2017, the exact timing is uncertain. In view of the anticipated liquidity issues, the SC endorsed a cautious baseline work plan for FY 2018, with additional activities

¹ Six of the seven AFE member countries attended as well as two of the development partners currently financing the Center (the EU and the UK's DfID) and IMF staff from AFR, MCM, and STA. Kenya, the EAC, the Netherlands and Switzerland expressed regrets for not being able to attend. Other development partners (Germany, the African Development Bank, and USAID) attended as observers.



contingent on new disbursements. Timely contributions from member countries would help alleviate the liquidity problem.

- **Participation at SC Meeting:** In view of the limited participation of fiscal authorities, a proposal to have the future meetings in Dar es Salaam was discussed by the SC. Such a move would allow the use of savings on AFE staff travel costs to finance increased participation from member countries. DPs were supportive but country delegates indicated that they would consult with their capitals before opining.
- **Chair and 20th SC Meeting:** Malawi passes the chair to Rwanda which agreed to host the 20th Meeting should the SC decide to continue rotating the hosting among member countries.

Welcome Address

The meeting was formally opened by Mr. Charles Chuka, Governor of the Reserve Bank of Malawi, who also chaired the meeting. He highlighted the recent challenges in Malawi as it recovered from two consecutive droughts and downturn in commodity prices, but pointed to improving macroeconomic stability, which he partly attributed to the strong support received from the IMF and AFE. The Chair thanked AFE for its work and DPs for their support to all member countries. He foreshadowed the discussions on RBM, noting this will help to monitor the effectiveness of training and TA, and the pressing liquidity issues facing the Center. The Chair also urged all member countries to make their financial contributions to the Center in a timely manner.

Approval of the Agenda and Minutes of the 18th SC Meeting

The Minutes of the 18th Meeting and Agenda for the 19th Meeting were approved as presented.

Matters Arising from the 18th SC Meeting

The Center Coordinator provided an update on the status of issues arising from the 18th Steering Committee meeting:

- **Funding:** Progress was made on medium-term funding from development partners, with the EU pledging additional financing, a significant part of which is expected to be disbursed during FY 2018. The UK indicated the possibility of a follow-up agreement for Phase IV. Germany recently made a commitment to funding AFRITACs, including AFE. Discussions with other development partners are ongoing to address the remaining financing gap. Limited progress was made on member country contributions. So far, Eritrea, Malawi, Rwanda, and Uganda have signed Letters of Understanding (LoUs), and only Eritrea, Malawi, and Rwanda have made the first annual disbursement.



- **Evaluation and RBM:** Significant progress has been made with the implementation of the new RBM system at IMF HQ and AFE. A RBM Advisor was recruited in October 2016 to facilitate this transition.
- **Donor Coordination:** Outreach and coordination with DPs have significantly improved. While on mission, advisors endeavor to meet with interested DPs. The Center Coordinator visited all member countries over the past seven months, and has met with DPs during his visits to brief them about the Center's activities and discuss coordination issues. DPs were invited to attend, and sometime participated actively, in regional workshops. Operational collaboration with DPs has also taken place in several areas of common interest. A significant effort has been made to improve general outreach products. The redesigned newsletter now provides more information on outcomes in addition to reporting on the Center's on-going activity. Newsletters are circulated widely. The Center's website has been revamped and further integrated with the Facebook page. The website is the main repository for longer-lasting information. The Facebook page is becoming increasingly popular in the region and has become the main vehicle to disseminate high-frequency information on activities.
- **Sustainable Development Goals (SDGs) and Finance for Development:** Domestic revenue mobilization, public investment management and fiscal risk management contribute to the SDGs and have remained at the core of the Center's work in FY 2017, and are expected to remain so in the proposed work plan for FY 2018.
- **SC Meeting Attendance and Format:** Broad attendance from country and DP representatives with an overview of the Center's operations remains critical. Improved participation of key agencies from member countries receiving assistance from the Center, especially Ministries of Finance, will enhance the effectiveness of the SC meetings. Invitations to prospective participants were sent broadly and two months in advance to facilitate participation; this allowed 3 statistics offices to be represented this year. The agenda this year includes presentations by member countries on TA outcomes and DPs on their strategic priorities.

DP Presentations on Strategic Priorities and Implications

All DPs attending the meeting reported on their strategic priorities and implications for AFE.

- **The EU** briefly outlined its new consensus on development, which aligns with the SDG agenda, foreign and security policy. They emphasized that “collect more, spend better” remains a critical pillar of sustainable development. The EU is a large provider of budget support to AFE countries, making AFE's work on public financial management (PFM), fiscal transparency, and fiscal risks particularly relevant. The EU reiterated their strong appreciation for the high quality technical expertise at the Center, noting the regional knowledge, regular on-the-ground work, and links with



IMF HQ missions as important and valuable features. The EU informed the SC of their new strategic partnership framework with the IMF, which will involve €10 million to AFE; best efforts are being made to start disbursing as soon as possible. This funding is from the regional envelope and therefore the EU reminded AFE of the need to also work with regional organizations where appropriate. They also appreciated the recent efforts at coordination with DPs and suggested that AFE should consider steps to increase further DP visibility at important events. They also suggested that future SC meetings should consider video conferencing arrangements that could enable wider participation.

- **The UK-DfID's** strategic priorities include domestic resource mobilization, improving the quality of public investment management and fighting corruption. DfID emphasized its appreciation for the work of the Center, saying it was highly relevant and met the needs of member countries. DfID indicated they were in the process of seeking ministerial approval by August/September 2017 for the next phase of funding, which was expected to be commensurate with past funding of £2 million per year. DfID reiterated how important it is to demonstrate clearly what has been achieved, and how value for money is being achieved. RBM is a very useful tool in this context as it helps to build the narrative of achievement. DfID has also been working with the IMF to develop value for money indicators, and they look forward to seeing them mainstreamed across programs. They called for more transparency on costs and outputs including broader dissemination of IMF TA reports.
- **Germany** currently chairs the G20 and has launched in this context the Compact with Africa which aims, among others, at creating the right environment for investment. As the German Marshall Plan outlines, macro-economic stability, domestic revenue mobilization, governance, and the fight against corruption are important contributions to this agenda. These areas are also linked to the Agenda 2030 which form another core area for German development cooperation. Germany congratulated AFE on its good work, saying they were looking forward to a formal partnership with the IMF on supporting the RTACs. Germany noted that they have significant presence and expertise on the ground in some of the AFE countries, and there is scope for improved collaboration in the delivery of TA. This improvement should aim at improved communication before and after missions in order to ensure coherence of advice, and at harnessing the opportunity for follow up by GIZ resident technical advisors in between RTAC missions.
- **The AfDB** acknowledged the Center's important role providing TA and building capacity amongst member countries. The AfDB mentioned that once ADF XIV is finalized, they would be able to engage on possible support to AFE. Domestic revenue mobilization continues to be an important objective.



- **USAID** thanked the SC for the invitation to attend, and noted that it was a good opportunity for them to learn about the activities of the Center and identify areas for collaboration.

The Coordinator appreciated the strong support for AFE from the DPs and their recognition of the effectiveness of the RTAC model of hands-on, on-the-ground support tailored to local needs and demands. Fund staff responded to the query on information sharing, noting that IMF policy in this area requires the consent of the authorities for dissemination and publication. AFE has a secure website that facilitates information sharing, if confidentiality agreements have been signed.

Mid-Term Evaluation: Implementation of Recommendations and Next Evaluation

The Center Coordinator noted that most of the recommendations were being implemented and the annual report provides an account of the detailed progress against each of the recommendations. Significant progress has been made on improving the content of Regional Strategy Notes and producing Country Strategy Notes on capacity development (CD) for all member countries except Eritrea. On the sustainability side, member countries have agreed to double their contributions and the IMF is seeking to expand the partnership base for the RTACs. A handbook has been developed with the aim of standardizing practices and governance of RTACs. Steps have also been taken to improve the efficiency of operation including: implementation of the RBM framework; better succession planning of advisors; assessing the effectiveness of training and workshops; and recruitment of a Research Analyst to support the operations of the Center. The Center Coordinator also outlined the timeframe for the mid-term evaluation of the current Phase IV, with the process starting in September 2017 and preliminary results becoming available a year later.

Implementation of the FY 2017 Work Plan

Presentation by Center Coordinator and Resident Advisors

The Center Coordinator provided an overview of the CD work in FY 2017. AFE had 95 per cent implementation of its work program, with some under-execution in the macro-fiscal and monetary sectors. This was largely due to the unexpected prolonged vacancy of the relevant adviser positions, and was offset to some extent by using short-term experts. Advisors presented a summary of activities and significant outcomes from their sectors.

Comments from SC members covered:

- **PFM:** DfID pointed to the recent work by the IMF on financial integrity failures in six countries in Africa and wanted to know if it had impacted prioritization of TA needs. The Center Coordinator pointed out that that TA delivered by the Center is driven by the demands of its member countries, but also need to be consistent with the IMF's priorities. The latter are informed by a range of considerations, including



analytical work like the one on financial integrity failures. In that particular case, it led to a focus on strengthening financial controls.

- **Harmonization:** Rwanda asked if any work was underway to look at the harmonization of tax expenditure at the EAC level and of the rebasing process. AFE staff pointed out that tax expenditure is a tax policy issue, on which IMF HQ (not AFE) has the expertise. AFE also noted the assistance to Rwanda that is planned for FY 2018 on real sector statistics.
- **Coordination:** Germany asked about the Center's relationship with the Africa Training Institute (ATI) and how the two coordinated their activities and ensured knowledge transfer. The Center Coordinator pointed out that ATI provides more general, analytical hands-on courses, while AFE focuses on providing more operational hands-on training and assistance. In addition, the Center collaborates with ATI in delivering in-country workshops tailored to country needs.

Presentations by Member Country Representatives

Uganda noted that it received comprehensive and very useful support from AFE. Uganda highlighted the TA in banking supervision and oversight; financial market infrastructure; monetary policy; the lender of last resort framework; and the rebasing process for national accounts, and expressed its satisfaction with the attachments and opportunities for peer learning. The representative from the statistics office underscored the need for more support from AFE and the IMF in his sector, and the challenge of having to work with many TA providers.

Rwanda thanked the Center and its DPs, noting that they particularly value the flexibility and responsiveness in the delivery of TA. Rwanda also noted the positive effect AFE has had in the areas of tax administration, monetary operations, inflation targeting and statistics. They appreciated the benefits of a tailored blend of TA delivery methods including missions, workshops and attachments, adding that long-term on-the-ground assistance could also be useful for leveraging AFE TA and maintaining momentum between missions. Rwanda pointed out that the timing of the SC meeting coincides with the Rwanda's national budget timetable, making it difficult for the Ministry of Finance officials to participate. However, an internal coordination process ahead of the SC meeting allowed the Rwandan delegate at the meeting to speak for all TA recipients in Rwanda.

Tanzania thanked AFE and DPs for the ongoing assistance. In the statistics area, they noted that it was difficult to maintain momentum between short-term missions, and highlighted the difficulty of retaining staff once they have been trained. Tanzania also suggested that there was scope for further improving coordination on the side of DPs.

Ethiopia endorsed the comments in earlier member presentations, and thanked AFE for the good work it had been carrying out in the region. They highlighted the assistance received in



PFM and development of a secondary market. Ethiopia underlined the importance of absorbing the assistance that was being received and implementing the recommendations. They also urged AFE to closely monitor and follow-up on the implementation of past recommendations and the training provided through the workshops. The budget cycle in Ethiopia is making participation in SC meetings of the ministry of finance challenging.

Eritrea emphasized the challenging country circumstances and noted that despite the relatively low level of assistance it receives, both the central bank and the Ministry of Finance had benefitted from TA provided by AFE. Eritrea also pointed out that given the high turnover of staff it was a challenge to institutionally sustain capacity.

Malawi thanked AFE, the IMF and DPs for the wide-ranging assistance it has received. They particularly highlighted the assistance in domestic revenue mobilization, and the attachments to the Kenya Revenue Authority; training on forecasting and policy analysis that had allowed them to report more effectively to the members of the monetary policy committee; central bank communication strategies; high-frequency indicators of economic activity; government finance statistics; and PFM on financial controls and bank reconciliation. AFE assistance had also supported the statistics office in CPI rebasing, and the preparation of the household survey. They expressed satisfaction with the assistance received across all sectors from the Center and underlined that it had helped them in furthering the reform agenda.

Transition to RBM

The AFE presentation provided an overview of the RBM framework, the methodology, its benefits and the role of different stakeholders. The new RBM system, once implemented, will serve as a management tool covering the planning, monitoring and implementation of the entire CD project cycle. It will help aggregate results across topics, regions, and TA delivery modes, which will improve the consistency and comparability of results reported both internally and to development partners. The presenter outlined the progress that has been made in developing log frames for each sector with a three-year time horizon (i.e., the end of Phase IV). The Center, in the coming months, will be consulting with implementing agencies in the member countries and agreeing on the different deliverables in these log frames. The system is expected to be ready for operational use at the IMF in FY 2018.

The RBM framework does not yet cover training. However, the Centre has made advances in evaluating efficiency of training and is following a phased approach. Satisfaction surveys are conducted systematically at the end of regional workshops. Online surveys were administered a few months after selected workshops to assess impact. The response rate to these surveys has unfortunately been very low. The Center plans to broaden this exercise to gradually start assessing learning impact and results of training. This will require more cooperation from the member countries (both from participants and their supervisors/sponsors).

Several issues were raised in discussion following the presentation:



- DPs asked when the RBM framework would be updated to incorporate training. AFE said that there were some challenges in incorporating training in the system. However, the Center will continue to evaluate different aspects of the training as explained above.
- DfID highlighted the challenges they had with log frames, and the rigidity they can sometimes seem to impose. They also noted the difficulty they have going from outcomes to objectives, but highlighted this as an area where they would be happy to share their experience. They also underscored that rolling out RBM to the authorities sounded daunting, but that in practice it was mostly about formalizing discussions that were already taking place informally.
- Rwanda and Uganda asked for clarification on the timeline of engagement and process for deployment with the member countries. The Center Coordinator said there was no specific deadline, and that AFE would work closely with the country authorities to explain the framework and agree on baselines, milestones and timelines using multiple modalities.
- Ethiopia and Malawi both noted the various monitoring systems used by different institutions and DPs, and the burden this can place on the member country, especially if they already have their own systems in place. They emphasized the need for better coordination of these monitoring frameworks.
- The EU and Germany pointed out that coordination upstream (at the planning stage) with DPs would reduce the risk of inconsistencies at the delivery stage. Sharing the Country Strategy Notes would help in this regard.
- The Center Coordinator emphasized that there was substantial work still to be done on RBM implementation, which will require significant time and resources. Getting buy-in from member countries was critical to the success of this new approach. The Center will be reaching out to the SC members to engage the respective TA recipients in member countries. The Chair pointed out that discussions with member countries will continue as the framework is refined and developed.

East AFRITAC Financial Report FY2017 and Update on Phase IV Financing

IMF staff updated the SC on the financing situation of Phase IV. Total commitments from member countries, DPs and the IMF amount to US\$38.7 million, leaving a financing gap of \$12.6 million. The IMF is also looking to rollover the remainder of the Phase III funding (about \$0.1 million). The more critical issue in the near term was liquidity as the exact timing of disbursements from the EU, DfID and Germany in the second half of 2017 was uncertain. At the end of FY 2017, the Center would have funding of about \$5 million available, and this



could only sustain about six months of activity. IMF staff noted that timely contributions from member countries could alleviate the liquidity problem. Member countries were urged to finalize signing of the LoUs and expediting the payment of contributions.

Implications for FY 2018 Work Plan

The Center Coordinator pointed out that in view of the liquidity issues, a cautious baseline work plan had been developed for FY 2018 with some back-loading of activities to avoid the risk of running out of funds. Contingent activities have been identified, which will be implemented if additional financing is available quickly enough during FY 2018. During the discussion, IMF staff noted that a more drastic back-loading could be required than envisaged in the baseline work plan, in light of continuing financing uncertainty at the time of the SC meeting. DfID asked about the long-term impact and costs of scaling down when countries are seeking more support. The Center Coordinator pointed out that AFE sees this as a liquidity problem and in preparing the baseline workplan the Center has focused on items that are easy to scale back, but longer delays could impact the execution of the work plan for FY 2018, leading to a much lower level of activity than desirable considering member country needs. IMF staff also noted that since a lot of the activities are implementing medium-term projects, delays can be disruptive as they jeopardize traction. The Chair pointed out that postponing activities usually increases the costs of activities, because of the momentum that needs to be rebuilt.

AFE Proposed Work Plan for FY 2018

The Center Coordinator and advisors presented an overview and sectoral highlights respectively. Much of the work is a continuation of ongoing projects. The increased demand for national and regional training was reflected in the work plan. However, in view of the liquidity issues, two scenarios were presented – a baseline and contingent work plan to be executed if the funding was available in time. Issues raised in discussions included:

- **Revenue Administration:** DfID noted a reduction in the work planned and the apparent inconsistency with DP priorities that were presented earlier. AFE indicated that this reflected the planned transition to a new advisor who is expected to start during FY 2018.
- **Contingency work plan:** The Chair noted that there was substantial activity that was important and part of the contingent work plan and he hoped that disbursements would be available in time so the Center will be able to execute the full work plan. The EU noted the availability of bilateral short-term expert assistance in Tanzania that could be used in case of need.
- **Donor coordination and visibility:** The EU emphasized the importance of DP visibility and coordination, and suggested that their in-country colleagues had expressed interest in participating in the training. They also welcomed the donor debriefs by AFE missions as these help to maintain momentum between missions.



Together with several other donors present, they called also for coordination prior to/at the beginning of missions, and for discussion on mission recommendations to ensure coherent recommendations and coordinated follow-up after the missions. The EU and Germany called for the IMF to share its country strategies for capacity development.

- **Eritrea** noted that a small number of activities were planned for them. The Center Coordinator pointed that this was consistent with the requests received from the authorities and that these numbers were still leading to a significant increase in the AFE engagement with Eritrea.
- **Rwanda** commended the Center for an optimal proposal in view of the funding constraints. Rwanda sought clarification on some activities proposed for FY 2018 notably on national accounts; IT operational risks associated with banking supervision; financial programming course; and inflation targeting. The respective advisors provided clarifications on these activities during discussions.

Date and Venue of 20th SC Meeting

Noting the limited participation from certain institutions, such as ministries of finance, at the SC meeting, the Center Coordinator tabled two options for the consideration of the SC. The first option would be to continue with the current practice of rotating hosting of the SC meeting amongst member countries and make efforts to increase participation of both the member countries and development partners, including by exploring options for remote participation through video conferencing. The second option would go one step further: future meetings would be held in Dar es Salaam. Such a move would allow the use of savings on AFE staff travel costs to finance the participation of two officials from each member country. The Chair questioned whether low attendance could be attributed to financial constraints and urged member countries take steps to improve participation in the SC meeting. The DPs were supportive of the second option but the country delegates indicated that they would need to consult with their capitals. It was agreed that the Center Coordinator would circulate an email outlining the two options and the costs for the final decision of the SC member.

In the meantime, Rwanda agreed to host the 20th SC meeting in April 2018, should the SC decide to continue rotating the hosting of the meeting amongst member countries.

Summing-Up and Closing

In summing up, and on behalf of Malawi's Minister for Finance and the member countries, the Chair thanked the DPs for attending the meeting, and for their continued support. The Chair also recognized the important role IMF HQ played and thanked them for their attendance. The Chair applauded AFE for its continued good work, and for supporting the reform agenda in member countries. He thanked all presenters, member countries, and DPs for their active participation in the various sessions during the meetings. He also thanked the



DPs (Germany, AfDB and USAID) who attended as observers and hoped that in the next meeting they would be participating in a fuller capacity. He noted that meeting objectives in FY 2018 will be difficult given the liquidity constraints, but member countries had undertaken to expedite their contributions in the next few weeks, and that will help in sustaining the proposed level of activity. Appreciation was also extended to Rwanda for agreeing to host the 20th meeting and taking over as Chair of the Steering Committee.






ANNEX IV. IMF East AFRITAC Steering Committee Members

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



ANNEX V. IMF East AFRITAC Staff

	<p>Hervé Joly became the IMF East AFRITAC Coordinator in September 2016. He has worked at the International Monetary Fund for 17 years, serving in the Middle Eastern, Strategy, Policy, and Review, and African Departments. During this time, he was among others Chief of the Debt Policy, West Africa I, and East Africa I divisions, as well as mission chief for Senegal, the West African Economic and Monetary Union, and more recently for Tanzania and the East African Community. Prior to joining the IMF, Mr. Joly worked as an economist at the French Treasury and as a financial attaché at the French Embassy to the United States.</p>
	<p>Sukhwinder Singh served as Center Coordinator at East AFRITAC from 2013 to August 2016. He is now the Director of the new IMF South Asia Regional Training and Technical Assistance Center in New Delhi, India. He has worked at the International Monetary Fund for 19 years, serving in the Strategy, Policy and Review, Asian and Pacific, and African Departments. During this time, he has served as IMF resident representative in Nepal and in Ethiopia, mission chief to Chad and Cape Verde, and Assistant to the Director of the African Department. Prior to joining the IMF, Mr. Singh worked at the Bank of England, was an Overseas Development Institute fellow at the Bank of Guyana, and also worked at the Canadian International Development Agency.</p>
	<p>Amitabh Tripathi commenced work as a Public Financial Management Advisor in May 2014. He has over twenty years of PFM experience. In India, he worked with different departments of Ministry of Finance where he has been closely associated with budget formulation and execution, accounting, financial reporting and internal audit. Mr. Tripathi has also worked as PFM Advisor in Liberia, providing technical assistance to the Ministry of Finance and delivering financial management capacity building programs across line ministries. In Lesotho, he assisted the Ministry of Finance in developing the PFM reform strategy and formulating an action plan.</p>



	<p>Kubai Khasiani joined the East AFRITAC in July 2015 after a four-year stint as an IMF PFM resident Advisor in Liberia. Mr. Khasiani previously worked for the Kenya Government as a Finance Officer in various ministries and left the National Treasury as a Deputy Director Budget. He also worked as the Coordinator of PFM reforms in Kenya before joining the IMF in 2011. He has participated in IMF missions in the region and in West Africa. Kubai was the founding chair of CABRI, a forum for senior budget officials in Africa. He has a wealth of experience in budget reforms (in both preparation and execution) including the MTEFs and PBB.</p>
	<p>Paul Seeds joined East AFRITAC as a PFM Advisor in January 2016. In cooperation with a number of development partners, he has worked in 15 countries, with 30 years' experience in financial management in the public sector, specializing in IFMIS, budget execution and treasury management. He has recently been assisting the Government of the Philippines on their PFM Reform Program. Prior to this, he supported the Royal Government of Cambodia in the formulation of the PFM reform strategy, implementation of reform activities, including readiness for IFMIS implementation. Specific to the East Africa region, he assisted the Government of Kenya in the implementation of the IFMIS and a number of institutional strengthening reforms.</p>
	<p>Fazeer Sheik Rahim is from Mauritius and worked at the Center from June 2013 to December 2016 as its Macro Fiscal Advisor. He is now based at the IMF HQ. He has vast academic experience, having worked for the Nova School of Business and Economics in Lisbon, the University of Mauritius and the University of Reading. Mr. Rahim brings expertise in Finance and in Macroeconomic Analysis and Forecasting, in which he has several publications.</p>



Bryn Battersby joined the Center in March 2017 as the Macro-Fiscal Adviser. Mr. Battersby is a national from Australia and previously worked for the IMF in South Sudan as Macroeconomic Advisor, for the Australian Treasury in various senior positions, and for Seychelles and Solomon Islands Ministries of Finance as an economist and capacity builder.






Muyangwa Charles Muyangwa is East AFRITAC's revenue administration advisor. A Zambian national, he has served as head of the both VAT and Customs in Zambia and has as worked for the IMF in West Africa. He has combined experience in banking, managing tax and customs operations and coordinating technical assistance programs in tax administration reforms in sub Saharan African countries. He has served the Zambia Revenue Authority in various roles of tax administration up to the level of Commissioner.







Dirk Jan Grolleman Dirk Jan Grolleman joined East AFRITAC (AFE) as Financial Sector Regulation and Supervision Advisor early November 2012, and left for IMF HQ in November 2017. He had joined AFE from the Dutch Central Bank as Cluster coordinator (governance and integrity) at the Thematic Supervision Department. During his employment at the Dutch Central Bank (2006 – 2012), he was also seconded to the National Bank of Georgia as a technical assistance advisor to support the implementation of Risk-Based Supervision; the transition towards and implementation of Basel II/III, and; the self-assessment of the Basel Core Principles for effective banking supervision.



	<p>Courtney Christie-Veitch joined East AFRITAC in November 2016 as a Financial Sector Regulation and Supervision Advisor. Prior to joining the Center he worked for the IMF Caribbean Regional Technical Assistance Center (CARTAC), and at the Bermuda Monetary Authority (BMA) as Assistant Director in the Banking Trust and Investment Department where he supervised a team of bank and securities examiners and spearheaded the development of proposals for the implementation of deposit insurance and crisis preparedness planning. He also spearheaded the implementation of Basel II, including the supervisory review process, in Bermuda. He holds an MBA in Finance from the Manchester Business School and a Chartered Banker MBA from the University of Wales, Bangor.</p>
	<p>Marin Moloșag, Monetary and FX Market advisor, joined the Center in November 2016 from the National Bank of Moldova (NBM) where he served for more than 24 years. At NBM he worked on reforms to implement inflation targeting, FX market operations, regulation and supervision, strategic planning and organization. He also worked as the Coordinator for European integration as well as for TA. He led European Union (EU) supported twinning project on Basel II and III implementation, as well as the negotiations with the EU on the Association Agreement and Deep and Comprehensive Free Trade Areas on banking services. He spent the last 6 years at the NBM as First Deputy Governor and Deputy Chairman of the NBM Board and previous seven years as Deputy Governor and member of the NBM Board.</p>
	<p>Faith Stewart joins East AFRITAC (AFE) as an advisor in Financial Market Infrastructures and Payments to provide Technical Assistance (TA) to member countries of two Regional Technical Assistance Centers: AFE and AFRITAC South. Faith is a career commercial and central banker with over 22 years senior management experience in financial market infrastructure development, banking and financial market operations. She led Jamaica's national payments system (NPS) reform agenda, implementing the systems and the supporting legal and institutional framework for the NPS. Since 2008, she has worked as an international consultant providing TA to support payment systems development and capacity building initiatives in Africa and Southeast Asia.</p>



	<p>Pamela Audi, a Kenyan national, joined the Center in April 2015. She is the Real Sector Statistics Advisor. Before joining, she served for twenty years at the Kenya National Bureau of Statistics (KNBS). Ms. Audi previously worked extensively in the region as a short-term expert for AFE.</p>
	<p>Brooks Robinson was a Government Finance Statistics (GFS) Regional Advisor from January 2016 to February 2017. Prior to assuming the GFS Regional Adviser's role, he served as an AFE short-term GFS expert covering mainly Kenya and Uganda. He has 20 years of experience as a national accountant with the US Department of Commerce, Bureau of Economic Analysis (BEA). He spent five of his BEA years as Chief of the Government Division. He served as Economic Advisor for the US Pacific Command for five years covering Asian economies. He has also performed other GFS training and technical assistance duties for the IMF.</p>
	<p>Robert Maate joined the Center in April 2017 as the GFS Advisor. Mr. Maate is a national from Uganda and previously was, for over nine years, the Head of the Statistics Department of the East African Community Secretariat. He was AFE's key counterpart in the design and implementation of the successful GFS capacity building program in EAC countries.</p>
	<p>Eric Lautier is the Result Based Management (RBM) Advisor. A national from France he joined IMF East AFRITAC in 2014 and was previously the center's research analyst.</p>



AFE Local Staff



Edina Moshi – Office Manager



**William Wakuganda –
Economist**



**Evonne Massawe –
IT Officer**



**Amina Karuma –
Administrative Assistant**



**Diana Makiko -
Administrative Assistant**



**Sabah Abdulrahman -
Administrative Assistant**



**Stamili Togwa –
Office Attendant**



**Wilhelm Kinabo –
Office Driver**



ANNEX VI. IMF East AFRITAC Evaluation Implementation Plan

Status of Implementation of Action Plan Responding to the Mid-Term External Evaluation, March 2017

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



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Developing a financial sustainability plan for AFE as part of the next phase strategy, should it be a medium or long-term objective of the Steering Committee.	To be developed during the preparations for the next funding phase.	Phase IV	Phase IV includes agreement to double the share of AFE financing from member countries. ICD also working to establishing long-term strategic partnerships with key donor partners, and diversify donor partner base.
		Clearer linkages with country/sector strategies in member countries, especially in areas such as PFM.	Linkages with country/sector strategies in member countries will be clarified in annual work plans, which serve as proxies for a prioritized strategy at the sectoral level. Annual work plans are determined by specific requests from clients and HQ diagnostic missions. Generally, these are tightly linked to the country reform programs. In countries that do not have a prioritized strategy and TA action plan, annual work plans, for most sectors, would be	Phase IV	Country strategies developed as part of the Phase IV program document, and subsequently updated for 6 of the 7 member countries.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			developed in coordination with AFR's country teams and the member countries' institutions in charge of international cooperation (planning units).		
		More clearly differentiating between multi-year and short-term (less than one year) and monitoring the mix between them with a view to maximizing the use of the former.	AFE is doing this through the RBM framework and has more clearly distinguished between ST and MT projects in work plans and will do so in reporting.	FY 2015	Work plan distinguishes short from longer term activities. FY 16 work plan had 24 percent short term activities (less than a year duration). Likewise, 74 percent of activities are projects continued from FY 2015 or before.
Set 2					



	<p>Strengthen AFE's monitoring and reporting through the entire project and program cycle.</p>	<p>Identifying information needs for each key user group and designing reports to meet their needs, with a focus on analyses and explanations, deviations from expectations, and exception reports. Appropriate systems to produce such reports should be developed.</p> <p>Integrating the work plan and annual financial budget.</p> <p>Producing analyses of work plan versus actual, including number of days/missions per country and sector as well as topics planned versus delivered, providing explanation for variances.</p> <p>Providing in annual reports more detailed and qualitative financial analysis of actual spends and variations</p>	<p>The IMF is in the process of standardizing its reporting requirements across the RTACs with a view to improving formats, quality, and timeliness of reports; removing information barriers; and reducing the reporting burden on RTAC staff. With regard to tailoring reports for each key user group, the right balance needs to be struck between the administrative burden of reporting and the actual TA delivery.</p> <p>AFE has started to improve the format, quality, and timeliness of existing reports. The RTAC work planning tool will be adopted in FY 2015 and will facilitate better analysis of the work plan, including deviation analysis. The work plan for FY 2015 has been costed in the aggregate and a more refined budget estimate developed. Reporting on budget allocations and outcomes</p>	<p>Phase IV</p> <p>FY 2015</p>	<p>An updated version of the RTAC Handbook, which addresses a number of issues from the mid-term evaluation on standard operating guidelines for RTACs, was published in September 2016. It was discussed at the RTAC Retreat in September 2016, which sought to strengthen and harmonize practices across RTACs and IMF HQ departments, and foster collaboration and peer learning. The Handbook is currently being revised again to reflect the retreats' discussions and suggestions. The overall objective of the Handbook is to strengthen the operational efficiency of RTACs. It includes a communications strategy/outreach plan for RTACs and enhancing development partner visibility. The Handbook is a living document and will</p>
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NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Ensuring that annual budgets are recast more frequently, perhaps annually, if actual expenses are significantly out of line with projections.	Annual budgets are being recast annually in consultation with TA departments. The work plan for FY 2015 has been developed through a bottom up approach with all activities costed. Greater use of intra year budget data will be made once an accounting package is in place.		<p>development partners, a new online portal—Partner Connect—is being introduced to replace Donor Gateway. Partner Connect will be incorporated as part of the IMF Connect, which is the main interface that the IMF uses to communicate with external partners.</p> <p>The Phase IV strategy was carefully costed, with budgets developed in close alignment with work plans across sectors and countries. The FY 2018 baseline budget to take into account available financing and outcomes in the past two fiscal years.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		Introducing a robust accounting package, tailored to and suitable for the use of all RTACs, which will enable standardized and comparable financial information to be produced that can be consolidated easily. It should cover all financial information, including those generated by HQ. Ultimately, it should also be integrated with the RTACs' operational work plans and activities.	The introduction of a robust accounting package in RTACs is given high priority, but the considerable design and implementation needs do not lend themselves to short-term solutions.	Phase IV	Please see the information above related to the Capacity Development Information Management System.
		Implementing more robust processes in ICDGP, AFR and TA Departments to ensure all backstopping and project management costs are charged fully as incurred.	HQ departments will implement more robust processes to ensure all backstopping and project management costs are charged fully as incurred, including through enhanced monitoring. Staff will be urged to correctly charge	FY 2015	Staff advised to correctly charge their time. TA departments continue to closely monitor TA costs. Data on backstopping charges suggest better recording.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			their time and closely monitor TA costs.		
Set 3					
	AFE's operations should be streamlined and the efficiency of resource use improved.	<p>Extending the contract term of RAs beyond the current one-year.</p> <p>Removing barriers to IMF staff taking up RA positions in RTACs, such as the requirement to take unpaid leave.</p> <p>Recruiting research assistants to support</p>	<p>Already adopted at AFE to align with IMF HQ contracts, and where end of program cycle issues are not binding. The use of two-year contracts for RAs—already practice in many cases—will be expanded.</p> <p>IMF management is considering options to remove remaining barriers to IMF staff taking up RA position in RTACs. The recent Board Paper on the legal status of MCM experts should facilitate the appointment process for RAs, as the P&I letter does not have to be approved by authorities any longer.</p> <p>Recruiting research assistants to support RAs</p>	Phase IV	Two-year contract extensions offered on a case by case basis.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>RAs.</p> <p>Improving efficiency of STX recruitment and use through inter alia using them for longer missions; targets for minimum use of STXs; contracting them for projects or periods (rather than missions only); widening their recruitment pool; and giving RA access to the STX database.</p> <p>Developing a more proactive and structured approach to minimize the occurrence and impact of gaps between</p>	<p>will be considered. To be discussed during the preparations for the next funding phase.</p> <p>In IMF's view, this is already being implemented. STXs are increasingly used for longer missions and longer projects. Departments do not support, however, targets for minimum use of STXs. RAs already have access to TA departments' STX databases through the Technical Assistance Expert Roster (TAER) in TAIMS. Longer STX visits being built into work program, but need to retain flexibility on case by case basis if there is a business case. Proactive and structured approach adopted where contract renewal discussions started early. Recruitment expedited in</p>		<p>Research assistant recruited to support CC and resident advisors.</p> <p>Strong handover process in place with early start of recruitment process and handover overlaps, joint visits to members, and handover notes. TAIMS being used.</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		RA tenures. Introduce handover notes.	cases through use of applicants to other RTACs. Handover notes will be introduced and systematic use of IMF's Technical Assistance Information Management System for document repository.		
Set 4					
	TA delivery should be improved and made more results-oriented.	<p>Incorporating implementation plans in all TA reports with clear milestones and clearly defined, verifiable outcomes.</p> <p>Establishing a system for ensuring that outcomes and milestones can be monitored effectively and timely action taken to address slippages, especially after a project has been completed, and integrating the results of such monitoring with</p>	<p>The RBM working group is working on a system to implement this practice in a standardized and consistent way across all RTACs and departments.</p> <p>Implementation plans with clearly defined, verifiable outcomes are already part of TA reports in most areas of TA delivery (e.g. STA's Project Framework Summary (PFS) that has similar principles to RBM), including objectives, outcomes, verifiable indicators, assumptions, completion dates, and implementation status, with the exception of milestones,</p>	Phase IV	<p>The RBM system is ready for operational use. In the coming months, all new TA projects are expected to use the new system. Training of TA providers and project managers is ongoing. Change management initiatives are under way to ensure that those working on TA internalize a more results-oriented focus and are ready to use the new system.</p> <p>The new RBM system, once fully implemented, will considerably improve the quality and availability of information for monitoring TA and</p>



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		the RBM reporting framework.	which are yet to be captured. The PFS is included as part of the TA mission report and all TA-related documents are shared using TAIMS.		training. It will serve as a management tool that addresses the planning, monitoring and implementation of the entire CD project cycle. The RBM system will help to aggregate results across topics, regions, and TA delivery modes, which will considerably improve the consistency and comparability of results reported both internally and to development partners. The new software (CD Port) will facilitate tracking of project deliverables. The new system and catalog continue to be rigorously tested. The catalog of outcomes is likely to evolve over time, as improvements are made. All new TA projects are currently using CD Port. The framework will be progressively extended to all IMF CD, including training.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
					At IMF East AFRITAC, a RBM advisor was recruited in October 2016 to coordinate this transition
		Encouraging the national authorities to play an active role in donor coordination and disseminate what is being done and by whom. Installation of tools such as Aid Management Platform software created by the Development Gateway.	The Fund will continue to encourage the national authorities to play an active role in coordinating donors and local TA providers. In the absence of institutional coordination, AFE will take a proactive role in coordinating with other TA providers in the region. In addition, AFE will develop an outreach program as a coordination vehicle with donors and member countries and foster communication channels with other TA providers and the civil society at large. In line with the IMF TA strategy, the program will aim at leveraging capacity development as an outreach tool in the region, in coordination with the area departments, ICD, and the Communications department.	Phase IV	As part of the RTAC Handbook, ICD has also developed a communications strategy/outreach plan for RTACs to foster communication with donors, member countries, other TA providers and all other RTAC stakeholders. This includes efforts to enhance donor visibility.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
Set 5					
	Enhance sustainability of AFE's TA interventions.	Undertaking staff capacity assessments (numbers, ability) as part of the diagnostic phase of capacity building projects and tailoring nature and length of TA appropriately.	This is already done for several AFE projects. AFE sometimes reviews organizational structures and capacity although often has little direct influence over member country HR policies.	Phase IV	AFE systematically assessing risks and sustainability as part of all project design and using RBM results to guide work plan. Projects also try to look at organizational incentives, including HR policies.
		Improving TA absorptive capacity and sustainability in client institutions through implementation of HR strategies (by RTAC or partners) that improve staff quality and retention.	AFE is involved in cases but not an area where we have expertise. But needs to be taken into account for TA absorption.	Phase IV	
		Embedding medium and long-term projects into the host institution's annual or long-term institutional plan or strategy.	This is AFE advice but could be required more systematically.	Phase IV	
Set 6					



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
	Improve AFE's cost-effectiveness.	More accurately tracking budgets and costs (all costs, including overheads and HQ, particularly for projects); identifying underlying causes of variances; and implementing a system to take corrective action.	The Fund and AFE will further improve their systems to accurately track budgets and costs, analyze deviations from plan, and facilitate corrective actions.	Phase IV	Please see the information above related to the Capacity Development Information Management System.
		Ensuring the CC and RAs are focused on higher value-added roles by engaging appropriate support staff.	Measures will be implemented to unburden center coordinators and RAs from administrative tasks and let them focus on higher value-added roles, including by engaging appropriate support staff; streamlining TA department procedures to allow RAs to focus more on TA delivery while ensuring accountability and quality; and system improvements at the HQ level related to	Phase IV	Please see the information above related to the Capacity Development Information Management System and the RTAC Handbook. These new initiatives will help unburden center coordinators and RAs and let them focus on higher value-added roles, through streamlining of TA departments procedures as well as improving systems at the HQ level.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			RBM, accounting, and reporting.		
Set 7					
	The effectiveness of the implementation of Results Based Management (RBM) should be enhanced.	<p>Using the RBM framework as a TA management tool, rather than simply a reporting tool.</p> <p>Extending the logical framework approach to the project level within each country; (ii) incorporating project level input/cost information; (iii) improving the technical robustness of the log frames by ensuring that all projects/countries that are contributing to an outcome are accommodated in a log frame; (iv) incorporating relatively small interventions in a simplified format, rather</p>	The Fund is strengthening RBM and supporting IT systems at both HQ and RTACs. In the first phase of the RBM roll-out, some tools for RTACs were developed (strategic and topical log frames, work plan templates) and RTACs had the opportunity to fine tune these according to their needs. In the coming phase, the focus will be on standardizing tools across the RTACs, and incorporating the RTACs more fully into the new Fund-wide RBM IT arrangements, which include updated project management tools. This will allow the application of the log frame approach to a wider range of activities, including to the project	Phase IV	Please see information under Set 4 for improvements made to the RBM system.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		<p>than be excluded; and (v) placing more emphasis on monitoring milestones.</p> <p>Systematically gathering lessons learnt and incorporating them in future interventions.</p>	<p>level in each country (conditional on the training of RAs). The already available new work plan IT tool links the work plan to missions and financials and supports monitoring of milestones. For smaller interventions, e.g. one-off missions, the new system can certainly capture input and output information, but it may not be cost-effective to utilize log frames.</p> <p>Lessons learnt will be more systematically gathered and incorporated in future interventions. IMF HQ will provide support in applying the RTAC Work Plan tool.</p>		
		Implementing the use of sector/country results chains as highlighted under Recommendation 1 to provide underlying information for developing log frames.	Sector/country results chains will be implemented to provide underlying information for developing log frames. The technical robustness of log frames is being enhanced by ensuring that all projects/countries	Phase IV	



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
			that are contributing to an outcome are accommodated in the log frames.		
		Engaging a log frame specialist, either for AFE or say across the AFRITACs, to review log frame entries and provide technical feedback to improve users' practical understanding of their use.	A specialist advisor has been recruited in ICD to help coordinate RBM implementation, and TA departments will be developing standardized indicators that will be used in RTACs as well. The engagement of RBM specialists for RTACs to provide technical feedback, review log frames and indicators, and provide training to improve users' practical understanding may be considered and should complement regular training of RAs. AFE will explore possibilities of having a log frame specialist assist in improving the RBM and training AFE staff.	Phase IV	Please see information under Set 4 for improvements made to the RBM system. A specialist advisor recruited in ICD has been an integral part of the development of the new RBM system. At IMF East AFRITAC, a RBM advisor was recruited in October 2016 to coordinate this transition in the Center.
Set 8					



	Improve standardization of practices, reporting and knowledge sharing between RTACs, especially the AFRITACs.	Carrying out a study of best practices across all RTACs, especially focused on RBM implementation, reporting, cost-effective approaches, and different components of project and program management.	The February 2014 RTAC coordinator retreat focused on exploring best practices across all RTACs. A follow-up survey of best practices across all RTACs could be considered ahead of the next retreat. An online platform for RTAC coordinators will be established to facilitate a continuous exchange of ideas and discussion of best practices.	February 2014 Spring 2014	Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ. AFE's resident advisors are provided with intensive backstopping support during visits to IMF HQ which typically cover technical matters, information sharing, work planning and RBM.
		Share TA reporting and workshop presentations.	Within the existing guidelines, the sharing of TA reporting and workshop presentations could be fostered at periodic RA retreats. As workshops are topical, all RAs from each particular area should attend an annual retreat to exchange information, experiences, best practices, and approaches to RBM in their area.	June 2014 (STA) July 2014 (FAD) Sept. 2014 (MCM)	Such retreats have continued in FY 17.
		Circulating to SC members executive	Executive summaries of the evaluations of other RTACs	March 2015	Two executive summary of the evaluation reports of



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		summaries of the evaluation of other RTACs.	will be circulated to SC members.		CARTAC and Central AFRITAC were circulated at the time of the FY2017 mid-year report.
Set 9					
	The effectiveness of workshops and training should be enhanced by further integrating them with AFE's TA work.	<p>Standardizing post workshop participant feedback questionnaires to ensure comparability and enable analyses. Developing a standard protocol in order to deal with post-workshop feedback and overall follow-up.</p> <p>Develop a more structured approach to post-workshop follow-ups including: (i) setting up a virtual network of participants; (ii) providing follow up training to the same participants on the same topic; (iii) setting up mentorship arrangements; (iv) providing on-the-job</p>	<p>Post-workshop participant feedback questionnaires will be standardized to ensure comparability and enable analysis. AFE, together with IMF HQ, will build on the existing strong evaluation and feedback system.</p> <p>AFE will aim to systematically include follow up actions in its post workshop reports. These already include some of the actions recommended. This is already done to a large extent. Considerable work is done in AFE to ensure workshop topics are very consistent with the TA work program and incorporate lessons.</p>	Phase IV	AFE has put in place several improvements to the evaluation and follow up of training. Database of training participants created and pilot follow up survey initiated.



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		training; and (iv) organizing study tours. AFE should (i) ensure that the topics selected for workshops are as directly linked as possible to the AFE/IMF work plans benefiting the majority of AFE member countries, to ensure that their impacts are maximized; (ii) establish a process for systematically following up on and incorporating in future TA and workshops lessons captured in BTOs.			
Set 10					
	The effectiveness of AFE's governance arrangements should be improved.	Re-examining the RTAC organization and management structure again in the light of experience. The reporting lines are in several different	The recommendations of the 2011 Interdepartmental Working Group on RTACs Report are being implemented to clarify responsibilities, align accountability with	Phase IV	Please see information under Set 2 on the RTAC Handbook which will help standardize processes across RTACs and at the HQ, and improve the



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
		directions depending on whether considering a CC, an RA, an STX or local staff. Financial controls are equally diffuse. The role of the Steering Committee is diffused. In these circumstances, it is difficult to pin down accountability, transparency or responsibility for success or failure.	responsibilities, and ensure an appropriate division of labor between center coordinators and HQ departments. Individual recommendations could be revisited in the light of experience.		RTAC's governance arrangements.
		More clearly and in greater detail defining the SC's role.	The role of the Steering Committee will be clarified and its effectiveness enhanced, including by devoting more space in SC meeting agendas to discuss and query results monitoring, discuss project results and strategic matters.	Phase IV	As above.
Set 11					



NO.	RECOMMENDATIONS	PROPOSED ACTION	IMF RESPONSE	TIMING OF ACTION	STATUS
	Ensure the Evaluation's recommendations are implemented.	<p>An implementation plan with quarterly milestones should be developed and presented to the Steering Committee.</p> <p>Steering Committee sub-committee to guide and monitor implementation should be considered.</p> <p>The recommendations from the 2009 evaluation should be revisited and, to the extent not captured in those above, implemented.</p>	<p>An implementation plan was presented at the March 2014 SC meeting; a revised plan, including HQ-based actions to be delivered by end-April. Quarterly milestones are not supported, as they impose an unnecessary burden on limited resources. Well-defined bi-annual milestones, together with a progress report to Steering Committee meetings would be more effective.</p> <p>The proposal to appoint a subcommittee to guide and monitor implementation was tabled for discussion at the March 2014 SC meeting. The proposal was not supported by the SC.</p> <p>The recommendations from the 2009 evaluation will be revisited and, as needed, their implementation expedited.</p>	<p>March 2014</p> <p>March 2014</p> <p>FY2015</p>	<p>Completed.</p> <p>Completed. The recommendations of the Phase III independent external mid-term evaluation have served as a key input for the design of Phase IV. The recommendations on strategy, monitoring and reporting, efficiency, results-orientation, and sustainability are currently being implemented and will further strengthen East AFRITAC's operations and TA results in Phase IV.</p>



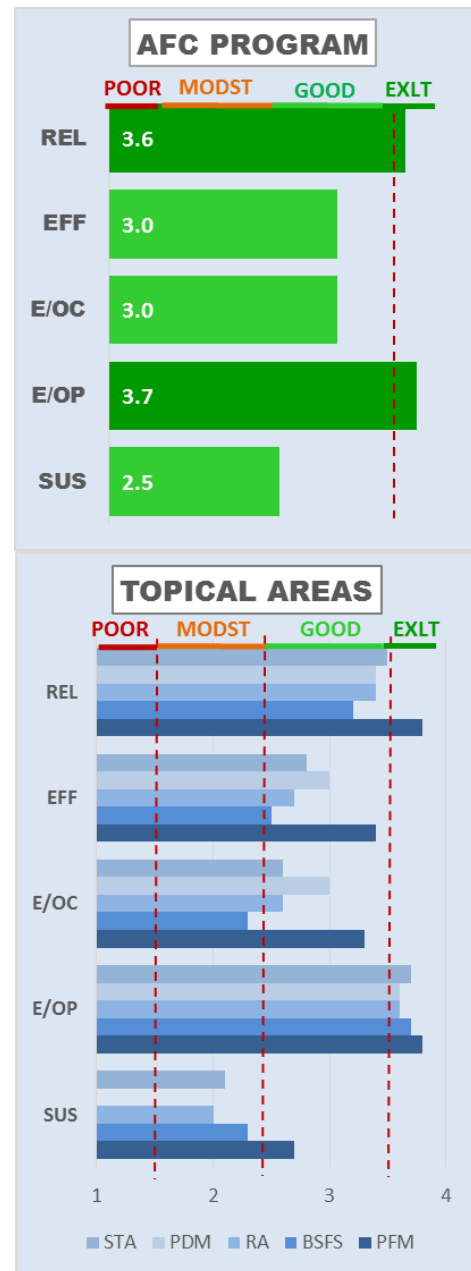
ANNEX VII. Central AFRITAC Mid-Term Evaluation for Phase II

Central AFRITAC – Mid-term Evaluation for Phase II (2011-2017)

Executive Summary

Our overall conclusion from the mid-term evaluation of Central AFRITAC's (AFC) second phase is that despite a challenging environment, the Centre has built strongly on the foundation from its previous phase. It is meeting important needs of its member countries and has introduced a number of innovative initiatives to develop sustainable reforms in key areas of macroeconomic management. Our evaluation ratings for the program and the topical areas reflect progress in the management, operations and TA delivery modalities that AFC has implemented during the review period. We understand that more recently further action has been taken by the Centre's management in a number of areas and should the review have included an assessment of these initiatives; the evaluation results may well have been even more positive.

The AFC program's relevance is rated as Excellent², confirming its consistency with the program document and alignment with member country needs. AFC has significantly improved its coordination with other TA providers, although the policy relating to dissemination of TA reports continues to act as a barrier. The program's efficiency is rated as Good, reflecting strong administration and processes at the Centre. However, high cost of operating from Libreville and sub-scale operations due to a shortfall in funding have contributed to relatively high overheads. Cancellations and postponements due to security problems and other reasons have also affected efficiency. Monitoring and follow-up is strong, especially for long-term, multi-mission projects. The AFC Results Based



² Excellent: All or substantially all objectives met; Good: Majority of objectives met; Modest: Few/minority of objectives met; Poor: Very few objectives met.



Management system is robust and well used for reporting and monitoring project implementation, with further improvements with respect to multi-annual projects being implemented. We rated the program Good for outcomes, and Excellent for outputs. Overall, AFC has realized some important outcomes, and made good progress on other objectives, although achievements have varied between topical areas. TA reports and workshops have been consistently of very high quality. Sustainability is rated as Good, although the environment in AFC member countries poses significant barriers and risks in this area. A number of innovative initiatives to build local capacity being implemented by AFC have contributed to a higher sustainability rating than is reflected in the topical assessments.

With respect to the topical areas:

- PFM accounted for almost 40% of resource allocation during the review period and has been performing very strongly. It is providing critical support toward the implementation of CEMAC directives and also assisting Burundi and DRC on implementing parallel legislations. Our PFM case studies in Gabon and Congo have highlighted a very effective approach to TA provision that is conducive to achieving strong results.
- Banking Supervision and Financial Stability (BSFS) has not performed as well in our assessment. TA in the topical area was adversely affected by a one-year gap in Resident Advisors, although corrective action from AFC management mitigated the problems. The work reviewed in our case studies, on passing various legislation and regulations at CEMAC and Burundi, although incorporating high quality advice, has been affected by extended delays in approvals, so very limited outcomes have been achieved.
- Statistics has seen the publication of updated annual accounts in a number of countries, which will significantly improve the information available for policymakers. However, weak capacity and management in many statistical offices have resulted in delays and there is high risk to sustaining the results achieved to date.
- Revenue administration work has mainly focused on taxation. In customs, the IMF is implementing a major program for CEMAC countries. The principal focus has been on strengthening VAT administrations and good progress is being made, although implementation is slower than anticipated.
- Public debt management started in the FY 2014 after a two-year gap due to resource constraints. The major work has been on TA needs assessments, training and some advice on organization of debt management offices, and we understand that some outcomes have been achieved in the area of government debt securities subsequent to the review period.



Recommendations

1. The program document for the next phase of AFC should provide a strategy for each country covering the different topical areas. The strategy should be integrated with RBM objectives and funding allocations. A program completion report should be prepared at the end of the current phase that would provide the foundation for the phase three strategy. (Priority: High)
2. Steering Committee (SC) effectiveness should be strengthened by focusing more on strategic issues during meetings, improving continuity of membership, more active role of SC members in implementing AFC TA in their countries and reinforcing their focal point role. AFC should provide appropriate support to SC members to enable this to happen. (Priority: High)
3. We recommend that IMF should design the proposed HQ IT systems aimed at providing integrated financial and qualitative TA performance information after taking into account the information needs of all RTAC stakeholders, and especially ensure that disaggregated data for countries as well as individual TA projects and workshops is available. (Priority: High)
4. AFC should strengthen further its RBM through better linkage of outcomes with TA, more focused risk definition and ensuring logframes cover the entire results chain. (Priority: Medium)
5. AFC should strengthen further its reporting to SC by reducing the volume of information provided, exploring options for consolidating information, providing results that are more directly related to AFC technical assistance, highlighting specific reasons for non-achievement of targets and presenting key performance indicators. (Priority: High)
6. The SC should discuss in detail donor needs for access to AFC reports, recipient and AFC constraints in sharing them, and agree an approach that expedites the sharing of such reports within the scope of current IMF dissemination policy. Information about such an expedited report sharing process should be distributed across all RTAC steering committees. (Priority: High)
7. ICD should revise its budgeting practices to reflect actual annual and category expenses in budgets for future years, and develop better linkages between financial budgets and resource allocations envisaged in work plans. (Priority: High)
8. ICD in partnership with AFC should at a very early stage of the next funding cycle seek to secure indications of interest from international donors to establish viability of the next



phase. Member countries should arrive at a formal decision on mechanisms within their countries that would ensure funds are earmarked to meet their funding commitments to AFC. (Priority: High)

9. AFC and IMF should work with AFRITAC East to move the responsibility of providing financial sector supervision technical assistance and training to Burundi to AFRITAC East. (Priority: High)
10. AFC in partnership with IMF should explore strategic options for increasing the availability of specialist knowledge available at the Managing Natural Resource Wealth Topical Trust Fund for AFC member countries, subject to member country interest and availability of AFC resources. (Priority: Medium)


ANNEX VIII.IMF East AFRITAC Work Plan Implementation, FY 2017

Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Revenue Administration					
AFE	Steering Committee Activities	Steering Committee Activities completed	3.6	Complete	Complete
Eritrea	Workshop on International Best Practice in Tax Administration - Registration, Filing and Payment, Debt Management and Accuracy of Reporting	National Training Conducted	1.9	Complete	Complete
Ethiopia	TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data	Report complete with action plan	0	Postponed to FY 18	Postponed to FY 18
Ethiopia	TA in developing a framework and guidelines for monitoring and managing compliance in the Construction and Financial sectors	Mission and Training Conducted	3.9	Complete	Complete
Ethiopia	TA is Strengthening Valuation Capacity in Customs	Mission and Training Conducted	3.9	Complete	Complete
Ethiopia	FAD Scoping Mission for Revenue Mobilization Trust Fund Program	Draft RM-TF program developed and accepted by ERCA	2.2	New & Complete	New & Complete
Ethiopia	TA to Review Organization Structure, Functional and Governance Arrangements	Revised Structure, functional and Governance arrangements recommended to ERCA	3.4	New & Complete	New & Complete
Kenya	TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data	Report complete with action plan	0	Cancelled	Cancelled



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Revenue Administration					
Kenya	TA in developing a framework and guidelines for monitoring and managing compliance in the telecommunications sectors	Training Conducted	3.9	Complete	Complete
Kenya	Carrying out a TADAT Assessment	Assessment conducted	12.3	Complete	Complete
Kenya	TA in Developing a Framework, criteria and guidelines for Taxpayer Segmentation	Recommended Framework, Criteria and Guidelines submitted to KRA	3.9	Complete	Complete
Kenya	Rewrite of the Kenya Income Tax Act	An initial LEG mission (IMF HQ Staff plus STX) occurred in November 2015. Two follow-up missions are expected to be requested in FY17: (1) to settle the draft Bill for public consultation; and (2) to finalize the Bill so that it can be tabled in Parliament	0	Cancelled	Cancelled
Kenya	Drafting main chapters of New VAT/Income tax law	Reach Agreement on drafting of main chapters of new income tax law and narrow down any outstanding tax policy issues	0	Cancelled	Cancelled
Malawi	TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data	Report on identified weakness, causes, recommendations and an	3.2	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Revenue Administration					
		action plans to address the weakness			
Malawi	TA in Developing Capacity to utilize an automated risk management systems (Asycuda and ITAS	Training Conducted	3.9	Complete	Complete
Malawi	Follow up TA in PCA Training in Customs	Training Concluded	4.9	Complete	Complete
Rwanda	TA in Developing a Model and Tool for Compliance Risk Analysis	Assessment of current practices and Training Conducted	3.9	Complete	Complete
Rwanda	Follow up TA in Developing a Model and Tool for Compliance Risk Analysis	Model developed and Training Conducted	3.4	Complete	Complete
Rwanda	TA in improving the collection and management of Tax Arrears	Training Conducted	3.9	Complete	Complete
Rwanda	Developing and Quality Assuring ETAX Procedures for Filing, Payment and Taxpayer Accounting	Revised Filing, Payment and Taxpayer Accounting Procedures developed	4.6	New & Complete	New & Complete
Rwanda	Strengthening Project Management Arrangements for the E-Tax Project	Mission Conducted	3.9	New & Complete	New & Complete
Rwanda	TA in developing a framework and guidelines for monitoring and managing compliance in the telecommunications sectors	Training Conducted	3.9	Complete	Complete
Tanzania	TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data	Report on identified weakness, causes and recommended remedies	4.4	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Revenue Administration					
Tanzania	TA in Designing national audit plans and associated performance measures and monitoring mechanisms	Report complete with audit plan, performance measures and reporting templates	3.9	Complete	Complete
Tanzania	FAD Diagnostic Mission in Tax and Customs Administration	Report on identified weakness, causes and recommended remedies	10.2	Complete	Complete
Tanzania	Follow-up work in relation to the tax law regime for extractive industries	Follow-up mission expected to be requested in FY17 following recent mission by LEG STX in September 2015	0	Cancelled	Cancelled
Tanzania (Zanzibar)	Presentation to Zanzibar Revenue Board	Presentation Delivered	0.7	New & Complete	New & Complete
Tanzania (Zanzibar)	Workshop on International Best Practice in Tax Administration - Registration, Filing and Payment, Debt Management and Accuracy of Reporting	National Training Conducted	1.6	New & Complete	New & Complete
Uganda	Blended Training in the TADAT methodology	Training Conducted	0.8	Complete	Complete
Uganda	TA in Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	Report with model and strategy for recruiting taxpayers	3.9	Complete	Complete
Uganda	Training in methodology for monitoring inaccurate reporting	Training Conducted	3.1	Complete	Complete
Uganda	TA in Developing a Compliance Risk Analysis Tool using a Matrix Model	Training Conducted	5.4	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Revenue Administration					
Regional e.g. EAC	Regional Workshop in Developing a Compliance Risk Analysis Tool using a Matrix Model	Workshop Conducted	4	Complete	Complete
Regional e.g. EAC	Regional Workshop in Operationalizing Customs Risk Management IT modules – case of Asycuda	Workshop Conducted	4	Complete	Complete
Regional e.g. EAC	Regional Workshop for ISORA –RAFIT Coordinators	Workshop Conducted	3	Complete	Complete
Regional e.g. EAC	Facilitating AFW2 Workshop on TADAT for Head of Tax Administration	Workshop Conducted	1	Complete	Complete
Total Resources			121		

Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Public Financial Management					
AFE	Inducting RA and retreat	RA installation /inspection completed	5	Complete	Complete
AFE	Corporate activities	Monthly report, Mid-year report, Annual report	11	Complete	Complete
Eritrea	PFM Legal Framework	Attachment completed	5	Complete	Complete
Eritrea	Training on budget issues	Workshop delivered	3	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Public Financial Management					
Ethiopia	Roll-out of PBB to regions	Framework for M&E of the Budget agreed on with authorities	0	Cancelled	Cancelled
Ethiopia	Supporting critical PFM reforms	Agreed strategy for priority PFM reforms	0	Postponed to FY 18	Postponed to FY 18
Ethiopia	Review of financial Administration laws	Draft recommendation submitted for approval	0	Cancelled	Cancelled
Kenya	Developing a framework for public investment management	Agreed strategy for strengthening public investment management	9	Complete	Complete
Kenya	Attachment on PIM	Attachment completed	0	Cancelled	Cancelled
Kenya	Fiscal decentralization	Recommendations made to support fiscal decentralization	6	Complete	In Progress
Kenya	Attachment on Debt Management	Attachment completed	0	Postponed to FY 18	Postponed to FY 18
Kenya	Fiscal reporting and support to Accounting Standards Board	IPSAS implementation roadmap agreed	9	Complete	In Progress
Kenya	Quality assuring the IFMIS implementation plans	IFMIS implementation plans incorporate recommendations made	7	Complete	Complete
Kenya	Improving monitoring and evaluation of the program based budget	Monitoring & Evaluation of the budget is based on the new framework	7	Complete	In Progress
Kenya	Publication of FTE	FTE Published	1	New & Complete	New & Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Public Financial Management					
Kenya	Fiscal Reporting	IPSAS implementation roadmap agreed	1	New & Complete	New & Complete
Malawi	Improving financial reporting	Financial reporting improved in accordance with approved roadmap	0	Complete	Complete
Malawi	Improving cash management and commitment controls	Cash management and commitment controls improved in accordance with approved roadmap	10	Complete	Complete
Malawi	Capacity building in medium-term orientation of budget	Capacity building sessions for MDAs delivered	10	Complete	Complete
Malawi	Review and redrafting of the PFM legal framework	Draft revised PFM law	13	Complete	Complete
Malawi	Quality assuring IFMIS implementation plans	IFMIS Implementation plans reflect recommendations	3	Complete	Complete
Rwanda	Data Collection for Fiscal Transparency Evaluation	MINECOFIN prepared for FTE and analysis of preliminary data completed	0	Postponed to FY 18	Postponed to FY 18
Rwanda	Fiscal Transparency Evaluation (funded by FAD)	FTE Report	0	Postponed to FY 18	Postponed to FY 18
Rwanda	Annual fiscal reporting and IPSAS implementation	Detailed roadmap approved	0	Postponed to FY 18	Postponed to FY 18
Rwanda	Desk review of the financial, procurement, and HR procedure manual	Acceptance of review results and agreement on recommendations	0	Cancelled	Cancelled



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Public Financial Management					
Tanzania	Capacity building in medium-term orientation of budget	Capacity building sessions for MDAs delivered	9	Complete	Complete
Tanzania	Attachment on PBB	Attachment completed	0	Cancelled	Cancelled
Tanzania	Review IFMIS Plans for strengthening system controls	Requirements incorporated in vendor contract	0	Cancelled	Cancelled
Tanzania	Review IFMIS implementation plan for new functionalities and modules	Recommendations incorporated into joint MoF/Vendor implementation plans	7	Complete	Complete
Tanzania	Fiscal reporting	QA of annual financial statements accepted	10	Complete	Complete
Tanzania	Improving cash planning and management	Recommendations for improved cash management agreed	7	Complete	In Progress
Tanzania	Fiscal Reporting	QA of annual financial statements accepted	1	New & Complete	New & Complete
Tanzania (Zanzibar)	Capacity building in medium-term orientation of budget	Capacity building sessions for MDAs delivered	10	Complete	Complete
Tanzania (Zanzibar)	Review the IFMIS upgrade plan and progress	QA recommendations incorporated into IFMIS implementation plans	7	Complete	Complete
Uganda	Supporting the development of Financial Regulations	Draft revised regulations submitted for approval	0	Cancelled	Cancelled
Uganda	Cash management	Recommendations for the improvement of cash	6	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Public Financial Management					
		management and commitment controls approved			
Uganda	Strengthening medium term budget frameworks (MTBFs)	The Forward Estimates inform the annual budget	14	Complete	Complete
Uganda	Cash management and expanding TSA coverage	Plan implemented for closing bank accounts	6	Complete	Complete
Uganda	Facilitating development of programs, program outcomes and indicators	Program, program outcomes and indicators are agreed	4	New & Complete	New & Complete
Uganda	Management and prevention of expenditure arrears	Recommendations for arrears management and prevention agreed	10	New & Complete	New & In Progress
Uganda	Public investment management	Recommendations for improving PIM accepted	16	New & Complete	New & In Progress
Regional e.g. EAC	PFM reform strategies	Workshop delivered	11	Complete	Complete
Regional e.g. EAC	Commitment control and cash management	commitment controls restored for all expenditure categories	3	New & Complete	New & Complete
Regional e.g. EAC	IFMIS benefits and risks	Workshop delivered	9	Complete	Complete
Regional e.g. EAC	Assessment of Public Investment Management	Workshop delivered	11	Complete	Complete
Regional e.g. EAC	PFM harmonization for EAMU	Workshop delivered	2	Complete	Complete
Total Resources			243		



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
AFE	Macro-Fiscal Retreat	Review of practices of PFM/MF advisors	2	Complete	Complete
AFE	Steering Committee Meeting	SC meeting completed	3.5	Complete	Complete
Eritrea	Improved Budgeting Practices	Participants training in budget practices	2	Complete	Complete
Ethiopia	Developing High Frequency Indicators of Economic Activity	HFI model updated and new modeling approaches adopted by authorities	3	Complete	Complete
Ethiopia	Training on Tax Policy and Revenue Forecasting	Better understanding of tax policy and revenue forecasting techniques	0	Postponed to FY 18	Postponed to FY 18
Ethiopia	Developing High Frequency Indicators of Economic Activity	Staff attached submits report to NBE	0	Postponed to FY 18	Postponed to FY 18
Kenya	Debt Sustainability Analysis and Fiscal Risk Reporting	Participants trained in DSA and able to apply LIC DSA template for Kenya	4	Complete	Complete
Kenya	Supporting the Preparation of the Fiscal Risk Statement	Revised draft of Fiscal Risk Statement published in Budget Documents	2	Complete	Complete
Kenya	Financial Programming	Participants trained in FPP using their own data	4	New & Complete	New & Complete
Malawi	Improving the Macro-Fiscal Database	Revised database is used by macro working group	4	Complete	Complete
Malawi	Macroeconomic Analysis and Forecasting	Participants trained in macroeconomic analysis and forecasting tools using EViews	3	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
Rwanda	Fiscal Transparency Evaluation	Fiscal Transparency Evaluation conducted	0	Postponed to FY 18	Postponed to FY 18
Tanzania	Review of revenue forecasting methods	Revenue forecasting approaches reviewed and recommendations made for improvement	0	Postponed to FY 18	Postponed to FY 18
Tanzania	Developing High Frequency Indicators of Economic Activity	HFI developed and benchmarked on rebased QGDP	0	Postponed to FY 18	Postponed to FY 18
Tanzania (Zanzibar)	Developing a Macro-Fiscal Database	Major data gaps filled and database more suitable for fiscal analysis	3	Complete	Complete
Uganda	GDP forecasting	GDP forecasting approaches updated and consolidated	0	Postponed to FY 18	Postponed to FY 18
Uganda	Financial Programming	Participants trained in FPP using Uganda data	3.5	Complete	Complete
Uganda	Revenue Forecasting	Revenue forecasting approaches revised	0	Postponed to FY 18	Postponed to FY 18
Uganda	Supporting the Preparation of the Fiscal Risk Statement	Revised draft of Fiscal Risk Statement published in Budget Documents	2	New & Complete	New & Complete
Regional e.g. EAC	Macroeconomic Forecasting	Participants trained in macroeconomic forecasting tools using EViews	4	Complete	Complete
Regional e.g. EAC	Fiscal Forecasting	Participants trained in fiscal forecasting tools using EViews	3	Complete	Complete
Regional e.g. EAC	Supporting the Preparation of EAC Medium-Term Convergence Program Documents	Partner States submit new/revised MTCP to EAC Secretariat	5	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Macro-Fiscal Analysis					
Regional e.g. EAC	ICD training - Macroeconomic Management and Fiscal Policy	Better understanding of fiscal policy issues and macro management	0	Cancelled	Cancelled
Regional e.g. EAC	Joint FAD/EAC PFM workshop	EAMU fiscal surveillance roadmap updated	0	Cancelled	Cancelled
Regional e.g. EAC	ICD training - Inclusive Growth	Better understanding of fiscal policy issues and macro management	0	Cancelled	Cancelled
Total Resources			48		

Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
AFE	HQ FSR retreat	Retreat realized	1	Complete	Complete
AFE	Corporate work at AFE / preparations SC and midterm report	Steering committee realized	5	Complete	Complete
Eritrea	Regulations on Mobile Financial Services / Agent Banking	Regulations drafted	2	Complete	Complete
Eritrea	Review and advise on prudential regulations for insurance	Revised (and if needed) additional regulations drafted	2	Complete	Complete
Ethiopia	Enhancement of financial safety net	DIS Law review and comments/recommendations integrated in draft	5	Complete	Complete
Ethiopia	Lease financing	Attachment realized	0	Cancelled	Cancelled



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Ethiopia	Review/diagnostic on the implementation of risk based supervision	Assessment and advise and planning for further enhancements adopted by NBE	2	Complete	Complete
Ethiopia	Withdrawal of Correspondent Banking Relationships	Assessment and advise and planning for further enhancements adopted by NBE	1.2	New & Complete	New & Complete
Ethiopia	Improving the crisis management and bank resolution framework	Roadmap for developing a crisis management a national contingency plan in place	6	New & Complete	New & Complete
Kenya	Developing an integrated supervisory framework	Draft framework realized and ready for piloting	3	Complete	In Progress
Kenya	Developing an in-house training course on Consolidated Supervision	In-house training course developed, trainers trained, and course delivered once	3	Complete	Complete
Kenya	Enhancing Risk-based supervision for Insurers	Training Realized	2	Complete	Complete
Malawi	Pilot examination on IT/technology risk supervision	Pilot examination realized	7	Complete	Complete
Malawi	Workshop on Consolidated Supervision and G/D-SIB framework	Training realized	2	Complete	Complete
Malawi	Assisting in a Workshop on Financial Sector Issues for the Judiciary	Workshop realized	2	Complete	Complete
Rwanda	Integrating Pillar 2 in and enhancing the RBS framework	Enhancements to the RBS framework drafted and ready for piloting	4	Complete	Complete
Rwanda	Training on Pillar 2 of the Basel II framework	Training realized	3	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Rwanda	Enhancing the supervisory framework for FX bureaus	Enhancements to the supervisory framework drafted and ready for piloting	5	Complete	Complete
Rwanda	Training on financial analysis, stress-testing and risk-based solvency	Training realized	2	Complete	Complete
Rwanda	Attachment on stress-testing and risk-based solvency requirements	Attachment realized	2.4	New & Complete	New & Complete
Tanzania	Developing an integrated supervisory framework	Draft framework realized and ready for piloting	3	Complete	In Progress
Tanzania	Implementation of Basel II/III framework	Regulations drafted and ready for QIS / parallel run	2	Complete	Complete
Tanzania	Analysis of financial markets and financial market infrastructure risk	Analytical tools developed	7	Complete	Complete
Tanzania	Training on financial analysis, stress-testing and risk-based solvency	Training realized	3	Complete	Complete
Tanzania	Training on micro-prudential stress-testing	Training realized	2	Complete	Complete
Tanzania	Supporting the roll-out of the new integrated supervisory framework	First pilot examination using the newly developed framework realized	3	Complete	In Progress
Tanzania	Enhancing Macro prudential policy framework and oversight	Training Realized	2	Complete	Complete
Uganda	Developing a regulatory and supervisory framework for agent banking	Attachment realized, supervisory framework drafted based on BOT framework	0	Cancelled	Cancelled
Uganda	LTV reporting and policy framework implemented	Data templates for reporting issued	2	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Sector Regulation and Supervision					
Uganda	Roll-out of risk based supervision	Two institutions examined using the CAMELS approach	4	Complete	Complete
Regional e.g. EAC	Workshop on RBS approach to AML/CFT supervision	Workshop realized	6	Complete	Complete
Regional e.g. EAC	Risk based solvency frameworks and supervision	Workshop realized	4	Complete	Complete
Regional e.g. EAC	Financial Stability Analysis and Policies	Workshop realized	1	Complete	Complete
Regional e.g. EAC	Regional workshop on technology risk	Workshop realized	3	Complete	Complete
Regional e.g. EAC	Introduction new Resident Advisor	Introduction new Resident Advisor	4	New & Complete	New & Complete
Total Resources			105		

Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Monetary Policy and Operations					
AFE	AFE Steering Committee Meeting	Attendance of SC meeting	3.6	Complete	Complete
Ethiopia	Methodologies to assessing the fair value of the exchange rate	Completion of training	0	Postponed to FY 18	Postponed to FY 18
Kenya	Development of a Forecasting and Policy Analysis System	Functioning FPAS	0	Postponed to FY 18	Postponed to FY 18



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Monetary Policy and Operations					
Kenya	Development of secured and unsecured money market	Stabilization of interest rate and base for the development of a true repo market	0	Cancelled	Cancelled
Malawi	Liquidity management in order to transit towards interest rate targeting	Improve liquidity management	1.9	Complete	Complete
Malawi	Development repo market (follow up)	Base for the development of a true repo market	0	Postponed to FY 18	Postponed to FY 18
Malawi	Development of a Forecasting and Policy Analysis System	Train the CB staff in conducting model-based policy analysis	16.9	Complete	Complete
Rwanda	Development of a Forecasting and Policy Analysis System	Train the CB staff in conducting model-based policy analysis;	11.4	Complete	Complete
Rwanda	Monetary policy and operational framework	Review the monetary policy and operations framework	6.7	New & Complete	New & Complete
Tanzania	Improvement of liquidity management for stabilization of Interest rate (follow up)	Improved liquidity management and stabilize interest rate	0	Postponed to FY 18	Postponed to FY 18
Tanzania	Emergency Liquidity Assistance framework	Framework for emergency liquidity assistance	2.9	Complete	Complete
Tanzania	Code of conduct for money and fx market (follow up)	Draft code of conduct	0	Postponed to FY 18	Postponed to FY 18
Tanzania	Development of a Forecasting and Policy Analysis System	Train the CB staff in conducting model-based policy analysis	20.4	Complete	Complete
Uganda	Framework for Emergency Liquidity Assistance	Framework for emergency liquidity assistance	2.9	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Monetary Policy and Operations					
Uganda	Development of a Forecasting and Policy Analysis System	Functioning FPAS	4.7	Complete	Complete
Uganda	Review of the money market and foreign exchange Code of Conduct	Reviewed Code of Conduct	0	Cancelled	Cancelled
Uganda	Development of the repo market and MRA (follow up)	Base for the development of a true repo market	1.9	Complete	Complete
Regional e.g. EAC	Foreign exchange trading simulation (in collaboration with AFW2)	Completion of workshop	0	Complete	Complete
Regional e.g. EAC	Monetary operation and Monetary policy	Completion of workshop	5.1	Complete	Complete
Regional e.g. EAC	Development harmonized EAC repo market	Harmonization of the MRA conducive of true repo	0	Postponed to FY 18	Postponed to FY 18
Regional e.g. EAC	Initiation of harmonization EAC operational framework	Roadmap for an harmonized operational framework	0	Postponed to FY 18	Postponed to FY 18
Regional e.g. EAC	Development of a Forecasting and Policy Analysis System	0	4.9	Complete	Complete
Total Resources			83		



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Market Infrastructures and Payments					
AFE	Steering committee meeting	SCM completed	2.5	Complete	Complete
AFE	Retreat	Review practices HQ/RTACs	1.5	Complete	Complete
AFE	Retreat	Review practices HQ/RTACs	1.5	New & Complete	New & Complete
AFE	PFMI Workshop		2	New & Complete	New & Complete
Ethiopia	Oversight training	Completion of attachment; preparation of report of lessons learned and target actions	1.5	New & Complete	New & Complete
Kenya	Oversight training	Completion of attachment; preparation of report of lessons learned and target actions	2.5	Complete	Complete
Kenya	Develop Risk management framework for the NPS	Completion of framework for the management of all types of risk	0	Cancelled	Cancelled
Kenya	Provide guidance for conducting an assessment of FMIs	CBK applies the knowledge and conducts an assessment of the RTGS	3	Complete	Complete
Malawi	Developing oversight framework for retail payments	Central bank defines policy objectives and responsibilities for oversight of retail payments market	0	Cancelled	Cancelled
Malawi	Provide guidance for conducting an assessment of FMIs	BOT applies the knowledge and conducts an assessment of the RTGS	0	Cancelled	Cancelled
Regional e.g. EAC	PFMI Workshop	FMIs conduct one assessment during the current FY, within 6 months of workshop	5	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Financial Market Infrastructures and Payments					
Rwanda	Oversight training	Completion of attachment; preparation of report of lessons learned and target actions	0	Cancelled	Cancelled
Tanzania	Oversight training	Completion of attachment; preparation of report of lessons learned and target actions	2.5	Complete	Complete
Tanzania	Provide guidance for conducting an assessment of FMIs	BOT applies the knowledge and conducts an assessment of the RTGS	3	Complete	Complete
Tanzania	Developing oversight framework for retail payments	Central bank aligns its actions with its policy objectives for development and oversight of retail payments market	4	Complete	Complete
Uganda	Oversight training	Completion of attachment; preparation of report of lessons learned and target actions	2.5	Complete	Complete
Uganda	Provide guidance for conducting an assessment of FMIs	BOU applies the knowledge and conducts an assessment of the RTGS	3	Complete	Complete
Uganda	Review Bills of Exchange Act	Amended law presented to Parliament	2	Complete	Complete
Total Resources			37		



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Real Sector Statistics					
AFE	RTAC Statistics Advisors Retreat	Workshop realized	1.5	Complete	Complete
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	AFE TA Management. Annual Report and work plan endorsed	3.6	Complete	Complete
Ethiopia	Study the use of administrative data to compile quarterly GDP (case of Rwanda) and apply the skill to improve QGDP by activity	Improvement to source data used for quarterly GDP estimates are made.	0	Cancelled	Cancelled
Ethiopia	Develop the methodology for compiling QGDP-E estimates	Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements	0	Cancelled	Cancelled
Ethiopia	Assist with compilation of QGDP-E estimates	Additional aggregates (QGDP-E) are developed to meet national data requirements and ISWGNA minimum requirements	0	Postponed to FY 18	Postponed to FY 18
Ethiopia	SUT training and assessment of source data for SUT development	Improvement to source data for compiling SUT; and technical capacity of staff improved	3.0	New & Complete	New & Complete
Kenya	Review and Update work-in-progress model for crops and livestock	The general framework, concepts and definitions follow the 2008 SNA	3	Complete	Complete
Kenya	Support compilation of annual general government sector accounts and aggregates until net lending	The range of accounts compiled and disseminated meet national data requirements and ISWGNA minimum requirement	3	Complete	In progress



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Real Sector Statistics					
Kenya	Support rebasing of Construction Input Price Index	Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products.	3	Complete	Complete
Kenya	Support development of import and export price index	Coverage and scope are expanded to include export and import price indices	3	Complete	Complete
Malawi	Assist with benchmarking of quarterly GDP-P estimates to the revised annual GDP estimates.	Periodic benchmark estimates, annual time series and quarterly time series are consistent with each other	3	Complete	In Progress
Malawi	Review of CPI methodology and assist to produce national CPI	General framework, concepts and definitions follow the 2004 CPI Manual	3.5	Complete	Complete
Malawi	Study the use of administrative data to compile quarterly GDP (case of Rwanda) and apply the skill to improve QGDP by activity	Improvement to source data used for quarterly GDP estimates are made.	2.5	New & Complete	New & Complete
Rwanda	Develop the CPI rebasing methodology and action plan for implementation	Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products.	2.5	Complete	Complete
Rwanda	Assist with rebasing of CPI	Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to support compilation of indexes across regions/products.	2.5	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Real Sector Statistics					
Rwanda	Re-referencing of constant price GDP estimates to 2015 for EAC purpose	Relative to the new base year, discontinuity are eliminated, with long term consistent time series completed.	0	Postponed to FY 18	Postponed to FY 18
Rwanda	Review the rebased GDP	Measure of GDP are consistent with acceptable small statistical discrepancies in all years supported by improved source data, methodologies or statistical techniques.	4.2	Complete	Complete
Rwanda	Assisting with finalization of GDP rebasing	Improved national accounts estimates	3.5	New & Complete	New & Complete
Tanzania	Assist with the analysis of census of industrial production data set as benchmark estimates for rebasing of GDP	Classifications, sectorization and basis of recording are updated to conform more closely to internationally accepted standards, guidelines, or good practices	3.5	Complete	Complete
Tanzania	Develop methodology for compiling general government sector accounts.	Annual general government sector accounts and aggregates are developed to meet national data requirements and ISWGNA minimum requirements	3	Complete	In Progress
Tanzania	Review and Update work-in-progress model for crops and livestock	The general framework, concepts and definitions follow the 2008 SNA	3	Complete	Complete
Tanzania	Support improvement of import and export price indices	Improvements to source data used for compiling XMPI are made	2.5	Complete	Complete
Tanzania (Zanzibar)	Develop the CPI rebasing methodology and action plan for implementation	Data compilation employ sound statistical techniques to deal with data sources including weighting structure consistent to	3	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Real Sector Statistics					
		support compilation of indexes across regions/products.			
Tanzania (Zanzibar)	Review data sources and compilation methodology for annual national accounts statistics	Improved source data for annual national accounts estimates	3	Complete	Complete
Tanzania (Zanzibar)	Review and Update work-in-progress model for crops and livestock	The general framework, concepts and definitions follow the 2008 SNA	3	Complete	Complete
Uganda	Review and support improvement of the compilation system	Improved compilation system	3.5	Complete	Complete
Uganda	Implement improvements to compilation of GDP by expenditure.	Improvement to source data and methodology used for annual estimates are made	3	Complete	Complete
Uganda	Review and Update work-in-progress model for crops and livestock	The general framework, concepts and definitions follow the 2008 SNA	3	Complete	Complete
Uganda	Assist with the compilation of the Construction Inputs Price Index	Coverage and scope are expanded to include Construction Inputs Price Index	3.5	Complete	In progress
Regional e.g. EAC	Agricultural Price Index workshop	Member countries strengthen their compilation and dissemination of data on prices according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	3.5	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Real Sector Statistics					
Regional e.g. EAC	SUT development using country data - analyses of household budget survey, BOP and custom datasets	Classifications, sectorization and basis of recording are updated to conform more closely to internationally accepted standards, guidelines, or good practices	9	Complete	Complete
Regional e.g. EAC	Harmonization of National Accounts - EAC workshop: Progress	Member countries strengthen their compilation and dissemination of data on national accounts according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	3.5	Complete	Complete
Regional e.g. EAC	National accounts training	Member countries strengthen their compilation and dissemination of data on national accounts according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	6	New & Complete	New & Complete
Total Resources			98		



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Government Finance Statistics					
AFE	AFE Corporate Activities (Including Steering Committee Meeting)	AFE TA Management. Annual Report and work plan endorsed	2.6	Complete	Complete
AFE	RTAC Statistics Advisors Retreat	Workshop realized	2.1	Complete	Complete
Ethiopia	A TA Mission to determine whether a legal and institutional environment and resources exist for preparing GFS Statistics.	Members of a GFS TWG are identified and a GFSM 2014 Implementation is outlined by November 2016.	2.6	Complete	Complete
Ethiopia	A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan.	A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed.	0	New & Postponed	New & Postponed
Ethiopia	Training Course in Fundamental GFS Concepts and Principles.	At least 12 compilers receive the GFS training by August 2016.	1.3	New & Complete	New & Complete
Kenya	GFS TA Mission to review new high-frequency data, stock data, and data quality.	Release of monthly BCG and quarterly central government GFS by December 2016.	2.8	Complete	In Progress
Kenya	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy.	General government Statistical Discrepancy is acceptable by March 2017.	0	Postponed to FY 18	Postponed to FY 18
Malawi	A TA Mission to determine whether a legal and institutional environment and resources exist for preparing GFS Statistics.	Members of a GFS TWG are identified and a GFSM 2014 Implementation is outlined by August 2016.	2.7	Complete	Complete
Malawi	A mentoring opportunity for a Malawi GFS compiler in the form of	Mentoree co-authors a Technical Note related to the GFS TA Mission in which she/h participates.	0	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Government Finance Statistics					
	a visit to another AFE Member State to observe GFS compilation.				
Malawi	A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan.	A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed.	4	New & Complete	New & Complete
Malawi	Training Course in Fundamental GFS Concepts and Principles.	At least 12 compilers receive the GFS training by August 2016.	2.7	New & Complete	New & Complete
Rwanda	GFS TA Mission to review new high-frequency data, stock data, and data quality.	Release of monthly BCG and quarterly central government GFS by March 2017.	4.6	Complete	In Progress
Rwanda	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy.	General government Statistical Discrepancy is acceptable by March 2017.	2.9	Complete	Complete
Rwanda	Fiscal Transparency Evaluation mission	Perform a Fiscal Transparency Evaluation Mission	0	Postponed to FY 18	Postponed to FY 18
Rwanda	Training Course in Fundamental GFS Concepts and Principles.	At least 12 compilers receive the GFS training by August 2016.	3.4	New & Complete	New & Complete
Tanzania	GFS TA Mission to review new high-frequency data, stock data, and data quality.	Release of monthly BCG and quarterly central government GFS by March 2017.	5.8	Complete	In Progress
Tanzania	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy.	General government Statistical Discrepancy is acceptable by March 2017.	0	Postponed to FY 18	Postponed to FY 18
Tanzania	Increase mentorees knowledge of Regional Developments in GFS compilation.	Mentoree co-authors a Technical Note related to the GFS TA Mission in which she/h participates.	0	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Government Finance Statistics					
Tanzania (Zanzibar)	Training Course in Fundamental GFS Concepts and Principles.	At least 12 compilers receive the GFS training by August 2016.	3.9	Complete	Complete
Tanzania (Zanzibar)	A TA Mission to assess progress on implementation of the GFS and PSDS Work Plan.	A GFSM 2014-based Public Sector Institutional Table and a Chart of Accounts are nearly completed.	4.6	New & Complete	New & Complete
Tanzania (Zanzibar)	A TA Mission to determine whether a legal and institutional environment and resources exist for preparing GFS Statistics.	Members of a GFS TWG are identified and a GFSM 2014 Implementation is outlined by November 2016.	1.5	New & Complete	New & Complete
Uganda	GFS TA Mission to review new high-frequency data, stock data, and data quality.	Release of monthly BCG and quarterly central government GFS by April 2017.	4.9	Complete	In Progress
Uganda	GFS TA Mission to assess the quality of GFS based on the Statistical Discrepancy.	General government Statistical Discrepancy is acceptable by April 2017.	8.7	Complete	Complete
Regional e.g. EAC	Regional Workshop on GFS Harmonization: Accelerating GDP and Extending the Guidelines	New general government GFS datasets for FY 2013/14 and FY 2014/15 for partner states are released by September 2016.	6.1	Complete	Complete
Regional e.g. EAC	Regional Workshop on GFS Harmonization: Data quality and the Guidelines,	Institutionalize a process improving data quality by December 2016.	6.7	Complete	Complete
Regional e.g. EAC	Regional Workshop on GFS Harmonization: Assessing and integrating implementation, public	Institutionalize a process for assessing work plans to improve data quality by December 2016.	2.7	Complete	Complete



Beneficiary	Activity Title	Milestone	Resources (FPWs)	Status of Activity	Status of Milestone
Government Finance Statistics					
	sector debt data development and data quality improvements plans.				
Regional e.g. EAC	Training on Public Debt and Macroeconomic Management	Train at least 12 participants concerning government deficits and public private partnerships.	1.2	Complete	Complete
Regional e.g. EAC	"Improvements in East African Statistics Through Capacity Development."	Local, Regional, and International Press Coverage of this public (press) event.	4	New & Complete	New & Complete
Total Resources			82		



ANNEX IX. IMF East AFRITAC Training Workshops, FY 2017

	Area	Workshop Title	Quarter	Start Date	End Date	Location
1	Revenue Administration	Regional Workshop for ISORA – RAFIT Coordinators	Q1	May 9, 2016	May 13, 2016	Ebene, Mauritius
2	Monetary Policy and Operations	Foreign Exchange Trading Simulation (in collaboration with AFW2)	Q1	June 20, 2016	June 24, 2016	Johannesburg, South Africa
3	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	Q1	July 11, 2016	July 14, 2016	Tanzania (Zanzibar)
4	Government Financial Statistics	Assessing and Integrating Fiscal and Debt Data Development (Implementation), Public Sector Debt Statistics Development, and Data Quality Improvement Plans	Q1	July 12, 2016	July 15, 2016	Tanzania (Zanzibar)
5	Real Sector Statistics	SUT Development Using Country Data - Analyses of Household Budget Survey, BOP and Custom Datasets	Q2	August 1, 2016	August 6, 2016	Lake Kivu, Rwanda
6	Macro-Fiscal Analysis	Macroeconomic Forecasting	Q2	August 8, 2016	August 12, 2016	Arusha, Tanzania
7	Macro-Fiscal Analysis	Fiscal Forecasting	Q2	August 15, 2016	August 18, 2016	Arusha, Tanzania
8	Government Financial Statistics	Release of New FY 2013/14 and FY 2014/15 GFS Datasets to the Public	Q2	August 29, 2016	September 2, 2016	Dar es Salaam, Tanzania
9	Financial Sector	Workshop on RBS Approach to AML/CFT Supervision	Q2	September 5, 2016	September 9, 2016	Tanzania (Zanzibar)



	Area	Workshop Title	Quarter	Start Date	End Date	Location
	Regulation and Supervision					
10	Financial Sector Regulation and Supervision	Information Technology Risk Supervision	Q2	September 15, 2016	September 16, 2016	Dar es Salaam, Tanzania
11	Macro-Fiscal Analysis	Supporting the Preparation of EAC Medium-Term Convergence Program Documents	Q2	September 19, 2016	September 21, 2016	Arusha, Tanzania
12	Revenue Administration	Developing a Compliance Risk Analysis Tool using a Matrix Model	Q2	October 10, 2016	October 14, 2016	Kampala, Uganda
13	Economic and Financial Statistics	National Accounts Statistics	Q2	October 10, 2016	October 21, 2016	Kampala, Uganda
14	Revenue Administration	Operationalizing Customs Risk Management IT modules – Case of Asycuda	Q2	October 17, 2016	October 21, 2016	Lilongwe, Malawi
15	Public Financial Management	IFMIS Benefits and Risks	Q2	October 18, 2016	October 21, 2016	Dar es Salaam, Tanzania
16	Government Financial Statistics	High-frequency GFS, the Guidelines, and Data Quality	Q3	November 28, 2016	December 2, 2016	Kampala, Uganda
17	Public Financial Management	Assessment of Public Investment Management	Q3	November 28, 2016	December 2, 2016	Kigali, Rwanda



	Area	Workshop Title	Quarter	Start Date	End Date	Location
18	Real Sector Statistics	Harmonization of National Accounts - EAC workshop: Progress	Q4	February 6, 2017	February 10, 2017	Entebbe, Uganda
19	Real Sector Statistics	Agricultural Price Index Workshop (AFE/MEFMI/STA)	Q4	February 20, 2017	February 24, 2017	Arusha, Tanzania
20	Financial Sector Regulation and Supervision	Risk Based Solvency Frameworks and Supervision	Q4	February 20, 2017	February 24, 2017	Kampala, Uganda
21	Public Financial Management	PFM Reform Strategies	Q4	February 21, 2017	February 24, 2017	Tanzania (Zanzibar)
22	Joint Public Financial Management & Macro-Fiscal Analysis	PFM Harmonization for EAMU	Q4	March 20, 2017	March 23, 2017	Arusha, Tanzania
23	Monetary Policy and Operations	Improving Monetary Policy Frameworks	Q4	March 20, 2017	March 24, 2017	Arusha., Tanzania
24	Financial Market Infrastructures and Payments	PFMI Workshop	Q4	April 24, 2017	April 28, 2017	Zanzibar, Tanzania
25	Financial Sector Regulation and Supervision	Financial Stability Analysis and Policies	Q4	Apr-17	Apr-17	Postponed to FY 2018

**East AFRITAC / ICD Course FY 2017**

	Course Title	Start Date	End Date	Location
1	Macroeconomic Management and Fiscal Policy	December 5, 2016	December 9, 2016	Cancelled

East AFRITAC Workshops with Advisors as Resource Persons FY 2017

	Area	Course Title	Start Date	End Date	Location
1	Revenue Administration	Facilitating AFW2 Workshop on TADAT for Head of Tax Administration	May 26, 2016	May 27, 2016	Ghana
2	Financial Market Infrastructures and Payments	PFMI Workshop (MCM had invited AFE's participation in a PFMI workshop for CARTAC)	April 10, 2017	April 13, 2017	St. Kitts and Nevis

East AFRITAC National Trainings FY 2017

	Area	Course Title	Start Date	End Date	Location
1	Revenue Administration	Developing capacity to utilize an automated risk management system (Asycuda and ITAS)	June 13, 2016	July 1, 2016	Malawi
2	Revenue Administration	Blended Training in the TADAT Methodology	August 23, 2016	August 26, 2016	Uganda
3	Revenue Administration	International Best Practice in Tax Administration – Registration, filling and Payment, Debt Management and Accuracy Reporting	September 5, 2016	September 9, 2016	Eritrea
4	Revenue Administration	International Best Practice in Tax Administration	March 13, 2017	March 17, 2013	Tanzania (Zanzibar)



	Area	Course Title	Start Date	End Date	Location
5	Revenue Administration	Presentation to Zanzibar Revenue Board	December 6, 2016	December 8, 2016	Tanzania (Zanzibar)
6	Public Financial Management	Training on Budget Issues	June 6, 2016	June 10, 2016	Eritrea
7	Macro-Fiscal Analysis	Debt Sustainability Analysis and Fiscal Risk Reporting	May 16, 2016	May 20, 2016	Kenya
8	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	May 23, 2016	May 27, 2016	Malawi
9	Macro-Fiscal Analysis	Improved budgeting practices	June 6, 2016	June 10, 2016	Eritrea
10	Macro-Fiscal Analysis	Financial Programming	November 21, 2016	November 25, 2016	Uganda
11	Macro-Fiscal Analysis	Financial Programming	April 24, 2017	April 28, 2017	Kenya
12	Financial Sector Regulation and Supervision	Financial Sector Issues for the Judiciary	June 9, 2016	June 13, 2016	Malawi
13	Financial Sector Regulation and Supervision	Micro-prudential stress-testing	June 27, 2016	July 1, 2016	Tanzania
14	Financial Sector Regulation and Supervision	Financial analysis, stress-testing and risk-based solvency	August 9, 2016	August 16, 2016	Tanzania
15	Financial Sector Regulation and Supervision	Workshop on Consolidated Supervision and G/D-SIB framework	January 30, 2017	February 3, 2017	Malawi
16	Financial Sector Regulation and Supervision	Financial analysis, stress-testing and risk-based solvency	February 27, 2017	March 3, 2017	Rwanda
17	Financial Sector Regulation and Supervision	Risk Based Supervision for Insurance	April 6, 2017	April 7, 2017	Kenya
18	Financial Sector Regulation and Supervision	Macro Prudential Policy Framework	April 10, 2017	April 20, 2017	Tanzania (Zanzibar)
19	Financial Sector Regulation and Supervision	Training on Pillar 2 of the Basel II framework	October 24, 2016	October 26, 2017	Rwanda
20	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	March 6, 2017	March 24, 2017	Rwanda
21	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	July 25, 2016	August 5, 2016	Tanzania



	Area	Course Title	Start Date	End Date	Location
22	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	January 9, 2017	January 20, 2017	Uganda
23	Monetary Policy and Operations	Development of a Forecasting and Policy Analysis System	April 3, 2017	April 14, 2017	Malawi
24	Government Finance Statistics	Training Course in Fundamental GFS Concepts and Principles.	June 20, 2016	June 24, 2016	Tanzania (Zanzibar)
25	Government Finance Statistics	Training Course in Fundamental GFS Concepts and Principles	August 1, 2016	August 5, 2016	Malawi
26	Government Finance Statistics	Training Course in Fundamental GFS Concepts and Principles	October 17, 2016	October 21, 2016	Ethiopia
27	Government Finance Statistics	Training Course in Fundamental GFS Concepts and Principles.	February 13, 2017	February 17, 2017	Rwanda



ANNEX X.

IMF East AFRITAC Technical Assistance Reports, FY 2017

Country	Report	Mission Members	Dates
Revenue Administration			
Ethiopia	Ethiopia - National Training on Valuation in Customs	Ernest M. Sigande	July 25-August 5, 2016
Ethiopia	Ethiopia: Managing Compliance in the Financial Sector	Martin Roche	November 7-18, 2016
Ethiopia	A Review of Organization Structure, Functional Direction and Governance	Maureen C. Kidd	December 8-18, 2016
Kenya	Building Capacity to Audit Mobile Phone Service Providers	Georges Dudouyt	July 4-15, 2016
Kenya	Strengthening Taxpayer Segmentation	Annette Chooi	July 11-22, 2016
Malawi	Developing an Effective Post Clearance Audit Function	Ernest M. Sigande	June 23 – July 1, 2016
Malawi	Improving Integrity of the Taxpayer Register	Cheryl-Lea Field	October 31-November 18, 2016
Malawi	National Training: Developing Capacity to Utilize an Automated Risk Management System	Joshua Aslett	April 17-28, 2017
Rwanda	Developing Actionable Compliance Plans	Joshua Aslett	May 2-13, 2016
Rwanda	Rwanda: Developing and Quality Assuring E-Tax Procedures for Filing, Payment and Taxpayer Accounting, June 13-24, 2016	Muyangwa Muyangwa Anthony Lester	June 13-24, 2016
Rwanda	Rwanda: Strengthening Project Management Arrangements for the E-Tax Project	Yvonne M. Michel	July 25-August 5, 2016
Rwanda	Improving Management and Collection of Tax Arrears	Annette Chooi	October 3-14, 2016



Country	Report	Mission Members	Dates
Rwanda	Managing Compliance in the Telecommunications Sector	Andrew Chege	October 17-28, 2016
Rwanda	Enhancing Compliance Management Capabilities	Joshua Aslett	January 26-February 7, 2017
Tanzania	Tanzania: Strengthening Audit Planning and Performance Reporting	Michael Smithson	August 15-26, 2016
Tanzania	Improving the Integrity of the Taxpayer Register and Accuracy of Taxpayer Ledger Data	Cheryl-Lea Field	February 27-March 17, 2017
Uganda	Uganda: Monitoring Taxpayer Accuracy of Reporting	Michael Smithson	July 25-August 5
Uganda	Uganda: Developing Compliance Risk Analysis Capacity	Muyangwa Muyangwa Josh Aslett	August 15-26, 2016
Uganda	Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	Shane P. Reardon	October 10-21, 2016
Public Financial Management			
Eritrea	Workshop Report -National Training workshop on Budget Issues	Kubai Khasiani Fazeer Sheik Rahim	June 6-10, 2016
Kenya	Aide Memoire - Improving the coverage and quality of annual financial reporting	Amitabh Tripathi Abdul Khan Frans van Schaik	May 30- June 10, 2016
Kenya	BTO - FTE Publication	Richard Allen Paul Seeds	July 11 – 13, 2016
Kenya	BTO- National Budget Review Workshop	Kubai Khasiani	August 3, 2016
Kenya	Aide Memoire - Developing a framework for Public Investment Management	Kubai Khasiani Simon Groom Willie Du Preez	October 12-26, 2016
Kenya	Aide Memoire - Review of IFMIS enhancements and revised TSA proposals	Paul Seeds John Gardner	October 24 - November 4, 2016
Kenya	Aide Memoire-Improving Monitoring and Evaluation	Kubai Khasiani Simon Groom	April 17- May 2, 2017



Country	Report	Mission Members	Dates
	of Program Based Budgeting		
Malawi	Building and Sustaining Financial Control	FAD Mission: Suzanne Flynn, Paul Seeds, Abdul Khan, Kieran McDonald"	August 22 - September 2, 2016
Malawi	Aide Memoire-Building Capacity and Sequencing Reforms for Budget Formulation	"Kubai Khasiani Florence Kuteesa Robert Clifton	January 18- February 2, 2017
Malawi	Aide Memoire - Strengthening reporting in IFMIS (<i>Draft</i>)	Paul Seeds	March 28-April 7, 2017
Malawi	Aide Memoire - Strengthening cash management and the Treasury Single Account (TSA) (<i>Draft</i>)	Paul Seeds John Gardner	April 18-28, 2017
Tanzania	Aide Memoire - Improving annual financial reporting	Amitabh Tripathi Abdul Khan Frans van Schaik	May 16-27, 2016
Tanzania	Aide Memoire - Capacity Building in the medium term orientation of the budget	Kubai Khasiani, Jack Mason, Robert Clifton	July 25- August 5, 2016
Tanzania	Aide Memoire - Building capacity in cash management	Amitabh Tripathi Per Olof Jonnson	September 19-30, 2016
Tanzania	Aide Memoire-Strengthening controls and reporting in IFMIS	Paul Seeds Stephen Hallan	March 8-21, 2017
Tanzania (Zanzibar)	Aide Memoire - Strengthening institutional capacity for budget formulation	Kubai Khasiani Florence Kuteesa Jack Mason	July 11-22, 2016
Tanzania (Zanzibar)	Aide Memoire - Review of IFMIS upgrade plans and progress	Paul Seeds Stephen Barungi	August 8- 19, 2016
Uganda	Aide Memoire - Strengthening cash management	Amitabh Tripathi John Gardner	June 20- July 1, 2016



Country	Report	Mission Members	Dates
Uganda	Workshop Report - National Training Workshop on strengthening of medium term orientation of the budget	Kubai Khasiani, Tawfik Ramtoolah, Edgardo Mimica, Fernando Britos Ferlluga	August 10-30, 2016
Uganda	Aide Memoire - Strengthening Cash Management and Reviewing the Treasury Single Account	Amitabh Tripathi John Gardner	November 21 - December 2, 2016
Uganda	Aide Memoire - Managing and preventing expenditure arrears	Amitabh Tripathi Paul Seeds Carole Pretorius	January 9 – 20, 2017
Uganda	Mission Report-Uganda Public Investment Management	Christianne Roehler Kubai Khasiani Arturo Navarro Francisco Meijia	March 1-14, 2017
Regional Workshop	Workshop Report - IFMIS Effectiveness: Strengthening PFM Operational Support and Control	Paul Seeds Ali Hashim Soren odd Langhoff Jean de dieu Rurangirwa	October 18-21, 2016
Regional Workshop	Workshop Report-Strengthening institutions for Public Investment Management	Kubai Khasiani Paul Seeds Willie Du Preez Martin Darcy Robert Clifton Ashni Singh	November 28- December 2, 2016
Regional Workshop	Workshop Report - Design, Sequencing and Implementation of PFM Reforms (Draft)	Amitabh Tripathi	February 21-24, 2017
Macro-Fiscal Analysis			
EAC	EAC workshop on medium-term convergence program – Workshop report – September 2016	Martina Dalic Sybi Hida Fazeer Rahim	September 19-22, 2016
Kenya	National workshop on debt sustainability – Workshop report – May 2016	Ricardo Marto Fazeer Rahim Bahrom Shukurov	May 16-20, 2016



Country	Report	Mission Members	Dates
Malawi	National workshop on macroeconomic forecasting – Workshop report – May 2016	Bertrand Candelon Fazeer Rahim	May 23-27, 2016
Tanzania (Zanzibar)	Developing a macro-fiscal database – TA report – September 2016	Anna Lennblad	September 5-16, 2016
Regional Workshop	Regional workshop on macro-fiscal forecasting – Workshop report – August 2016	Heloisa Marone Fazeer Rahim Phyllis Resnick	August 8-19, 2016
Financial Sector Regulation and Supervision			
Eritrea	Regulatory Framework for Insurance Supervision in Eritrea (September 2016)	Michael Hafeman	August 1-5, 2016
Kenya	Kenya: Implementing Consolidated Supervision (September 2016)	Michael A. Andrews	July 18-29, 2016
Malawi	Reserve Bank of Malawi: Assisting in a Pilot Examination of IT Risk	Abhilash Bhachech Dercio Mutimucuo	September 19-30, 2016
Malawi	Reserve Bank of Malawi: Assisting in the Development of Supervisory Framework for Domestic Systemically Important Banks (D-SIBS)	Courtney Christie-Veitch Luis Raul Romero	January 30-February 2, 2017
Rwanda	Implementing Consolidated Supervision from a Host Perspective	Dirk Grolleman	July 5-12, 2016
Rwanda	Rwanda: Developing a Supervisory Framework for Foreign Exchange Bureau Supervision	Dirk Jan Grolleman Rudolf Ridderstap	August 15-26, 2016
Rwanda	Upgrading the National Bank of Rwanda's Risk Based Supervision Framework	Jan Rein Pruntel	October 12-25, 2016
Tanzania	Tanzania: Developing Capacity on Financial	Gonzalo Pastor Rowland Brown	May 30-June 10, 2016



Country	Report	Mission Members	Dates
	Markets and Infrastructure Analysis for Financial Stability Purposes		
Tanzania	Risk-Based Solvency Requirements for Insurers in Tanzania (September 2016)	Michael Hafeman	August 9-16, 2016
Tanzania	Tanzania: Developing Basel III Based Capital Adequacy Regulations	Dirk Jan Grolleman	October 17-21, 2016
Uganda	Moving Towards the Implementation of Risk-Based Supervision of Insurance in Uganda: On-site Assistance for the Inspection of Insurance Companies	Naren Sheth	September 12-23, 2016
Financial Market Infrastructures and Payments			
Kenya	Strengthening Compliance with the CPSS-IOSCO Principles for Financial Market Infrastructures	Faith Stewart	July 26-August 5, 2016
Tanzania	Strengthening Compliance with the CPSS-IOSCO Principles for Financial Market Infrastructures	Faith Stewart	July 26-August 5, 2016
Monetary and Policy Operations			
Malawi	Modernizing the Monetary Policy Framework, Scoping Mission (<i>draft</i>)	Stephen Mulema	May 23 – June 3, 2016
Rwanda	Monetary Policy Operations Framework: Transitioning to Inflation Targeting Lite	Marin Molosag Nadeem Ul Haque Wilson Varghese	December 1 – 16, 2016
Tanzania	Lender of Last Resort	Stéphane Couderc Michael Maher	July 18-22, 2017
Uganda	Developing the REPO Market (<i>draft</i>)	Richard Comotto	May 16-20, 2016
Real Sector Statistics			



Country	Report	Mission Members	Dates
Ethiopia	Technical Assistance report on National Accounts Statistics Mission (<i>draft</i>)	Robin Youll	March 27 – April 7, 2017
Kenya	Kenya - Technical Assistance Report on the National Accounts Statistics Mission	Pamela Audi	July 13-26, 2016
Kenya	Technical Assistance report on Construction Input Price Index Mission	Edwin St. Catherine	November 30-December 13, 2016
Kenya	Technical Assistance report on Export and Import Price Index Mission	Dale Smith	February 6-17, 2017
Kenya	Technical Assistance report on National Accounts Statistics Mission	Pamela Audi	February 27-March 10, 2017
Malawi	Report on the Consumer Price Index Mission	Dale A. Smith	August 15-26, 2016
Malawi	Report on the National Accounts Mission	Pamela Audi	October 24-November 2, 2016
Rwanda	Technical Assistance report on the National Accounts Statistics Mission	Pamela Audi Robin Youll	January 4-13, 2017
Rwanda	Technical Assistance report on Consumer Price Index Mission	Walter Lane	October 31 – November 11, 2016
Rwanda	Technical Assistance report on National Accounts Statistics Mission (<i>draft</i>)	Robin Youll	March 6-17, 2017
Tanzania	Report on the National Accounts Statistics	Seppo Varjonen	September 12-23, 2016
Tanzania	Technical Assistance Report on the National Accounts Statistics Mission	Pamela Audi	November 14-25, 2016
Tanzania	Technical Assistance report on Export and Import Price Index Mission (<i>draft</i>)	Dale Smith	March 13-24, 2017
Tanzania (Zanzibar)	Zanzibar - Technical Assistance Report on the	Pamela Audi	May 16-27, 2016



Country	Report	Mission Members	Dates
	National Accounts Statistics Mission		
Tanzania (Zanzibar)	Technical Assistance report on Consumer Price Index Mission	Dale A. Smith	September 12-23, 2016
Tanzania (Zanzibar)	Report on the National Accounts Statistics Mission	Pamela Audi	September 26-October 7, 2016
Tanzania (Zanzibar)	Technical Assistance report on National Accounts Statistics Mission (<i>draft</i>)	Pamela Audi	April 19-28, 2017
Uganda	Technical Assistance Report on the National Accounts Statistics Mission	Robin Youll	October 17-28, 2016
Uganda	Uganda: TA report on the National Accounts Statistics Mission	Robin Youll	January 23 - February 3, 2017
Uganda	Technical Assistance report on Construction Input Price Index Mission (<i>draft</i>)	Edwin St. Catherine	March 13-24, 2017
Uganda	Technical Assistance report on National Accounts Statistics Mission (<i>draft</i>)	Robin Youll	April 19-28, 2017
Government Finance Statistics			
Ethiopia	AFRITAC East Technical Assistance and Training Mission to Ethiopia	Brooks Robinson Giovanna Dabbicco	October 17-28, 2016
Kenya	AFRITAC East Technical Assistance Note on the Government Finance Statistics Mission	Brooks Robinson	August 8-19, 2016
Malawi	AFRITAC East Technical Assistance and Training Mission to Malawi	Brooks Robinson Francois Engelbrecht	July 25-August 5, 2016
Malawi	AFRITAC East Technical Assistance Note on Government Finance Statistics Mission (<i>Draft</i>)	Francois Engelbrecht Lize-Marie Janse van Rensburg	April 10-13, 2017
Rwanda	Note on Government Finance Statistics Technical	Clement Ncuti Ismael Ahamdanech Zarco	July 18-27, 2016



Country	Report	Mission Members	Dates
	Assistance Mission, July 18-27, 2016		
Rwanda	Report on Government Finance Statistics Technical Assistance Mission (<i>Draft</i>)	Ismael Ahamdanech Zarco	February 6-17, 2017
Tanzania	AFE Technical Assistance Note on GFS Mission	Francois Engelbrecht Lize-Marie Janse van Rensburg	October 17-28, 2016
Tanzania (Zanzibar)	Improving Zanzibar's Government Finance Statistics	Brooks Robinson Francois Engelbrecht Tim Youngberry	June 20-24, 2016
Tanzania (Zanzibar)	Technical Assistance Note: Improving Zanzibar's Government Finance Statistics (<i>Draft</i>)	Ismael Ahamdanech Zarco Tim Youngberry Sylvia Okolieaboh	February 20-24, 2017
Uganda	Technical Note for AFE GFS Technical Assistance Mission to Uganda	Brooks Robinson Francois Engelbrecht	November 14-25, 2016
Uganda	AFRITAC East Government Finance Statistics Technical Assistance Mission (<i>Draft</i>)	Francois Engelbrecht Lize-Marie Janse van Rensburg	April 18-28, 2017



ANNEX XI. IMF East AFRITAC Reports Uploaded to the Extranet, FY 2017

Country	Title	Mission Dates
Eritrea	Regulatory Framework for Insurance Supervision in Eritrea (September 2016)	August 1-5, 2016
Ethiopia	Building Capacity on Supervision of Reinsurance	November 5-13, 2015
Ethiopia	Capacity Building in Cash Management, April 2016	February 8-18, 2016
Ethiopia	Ethiopia: Developing and Enhancing the Bank Resolution and Crisis Management Framework (May 2016)	February 8-19, 2016
Ethiopia	Strengthening Management of Tax Payer Registration and Ledger Data	March 21-April 1, 2016
Ethiopia	TA Report on National Training on Valuation in Customs	July 25-August 5, 2016
Ethiopia	Ethiopia - National Training on Valuation in Customs (July 25-August 5, 2016)	July 25-August 5, 2016
Ethiopia	AFRITAC East Technical Assistance and Training Mission to Ethiopia	October 17-28, 2016
Ethiopia	Ethiopia: Managing Compliance in the Financial Sector	November 7-18, 2016
Ethiopia	Ethiopia - A Review of Organization Structure, Functional Direction and Governance	December 8-18, 2016
Kenya	Kenya - Technical Assistance Report on the Government Finance Statistics	February 15-19, 2016
Kenya	Improving Coverage and Quality of Annual Financial Reporting	May 30-June 10, 2016
Kenya	Building Capacity to Audit Mobile Phone Service Providers	July 4-15, 2016
Kenya	Strengthening Taxpayer Segmentation	July 11-22, 2016
Kenya	Kenya - Technical Assistance Report on the National Accounts Statistics Mission, July 13-26, 2016	July 13-26, 2016
Kenya	Kenya: Implementing Consolidated Supervision (September 2016)	July 18-29, 2016
Kenya	Strengthening Compliance with the CPSS-IOSCO Principles For Financial Market Infrastructures	July 26-August 5, 2016
Kenya	AFRITAC East Technical Assistance Note on the Government Finance Statistics Mission (August 8-19, 2016)	August 8-19, 2016



Country	Title	Mission Dates
Kenya	Review of the Integrated Financial Management Information System Support to Cash Management and the Treasury Single Account	October 24-November 4, 2016
Kenya	Technical Assistance Report on Construction Input Price Index Mission	November 30-December 13, 2016
Malawi	Strengthening Anti-Money Laundering And Combating The Financing Of Terrorism Supervision	January 11-20, 2016
Malawi	Reserve Bank of Malawi: Developing IT Examination Procedures for Banking Supervision	March 7-11, 2016
Malawi	Developing an Effective Post Clearance Audit Function	March 13-26, 2016
Malawi	Report on the National Accounts Statistics Mission	April 13-26, 2016
Malawi	Reserve Bank of Malawi: Follow Up on the Implementation of Pillar 2 of the Basel II	April 18-29, 2016
Malawi	AFRITAC East Technical Assistance and Training Mission to Malawi	July 25-August 5, 2016
Malawi	Report on the Consumer Price Index Mission, August 15-26, 2016	August 15-26, 2016
Malawi	Reserve Bank of Malawi: Assisting in a Pilot Examination of IT Risk	September 19-30, 2016
Malawi	Report on the National Accounts Mission	October 24-November 2, 2016
Malawi	Malawi: Improving Integrity of the Taxpayer Register, Oct 31 - Nov 18, 2016	October 31-November 18, 2016
Rwanda	Technical Assistance Report on Government Finance Statistics Mission, February 29, 2016	January 18-19, 2016
Rwanda	Financial Analysis and Stress Testing of Insurers in Rwanda (May 2016)	February 15-19, 2016
Rwanda	Developing a Compliance Risk Analysis Model and Tool	February 15-26, 2016
Rwanda	Technical Assistance Report on National Accounts Statistics	February 22-March 4, 2016



Country	Title	Mission Dates
Rwanda	Improving Revenue Forecasting	March 14-23, 2016
Rwanda	Developing Actionable Compliance Plans	May 2-13, 2016
Rwanda	Developing and Quality Assuring E-Tax Procedures for Filing Payment and Taxpayer Accounting	June 13-24, 2016
Rwanda	Implementing Consolidated Supervision from a Host Perspective	July 5-12, 2016
Rwanda	Note on Government Finance Statistics Technical Assistance Mission, July 18-27, 2016	July 18-27, 2016
Rwanda	Rwanda: Strengthening Project Management Arrangements for the E-Tax Project	July 25-August 5, 2016
Rwanda	Rwanda: Developing a Supervisory Framework for Foreign Exchange Bureau Supervision (November 2016)	August 16-26, 2016
Rwanda	Improving Management and Collection of Tax Arrears	October 3-14, 2016
Rwanda	Upgrading the National Bank of Rwanda's Risk Based Supervision Framework	October 12-25, 2016
Rwanda	Managing Compliance in the Telecommunications Sector	October 17-28, 2016
Rwanda	Technical Assistance report on the National Accounts Statistics Mission	January 4-13, 2017
Tanzania	Technical Assistance Report on Government Finance Statistics Mission, April 2016	October 5-16, 2015 & February 15-26, 2016
Tanzania	Report on the Quarterly National Accounts Statistics Mission	January 18-29, 2016
Tanzania	Stress Testing of Insurers in Tanzania	February 22-26, 2016
Tanzania	Aide Memoire - Improving Annual Financial Reporting	May 16-27, 2016
Tanzania	Tanzania: Developing Capacity on Financial Markets and Infrastructure Analysis for Financial Stability Purposes (August 2016)	May 30-June 10, 2016
Tanzania	Strengthening Compliance with the CPSS-IOSCO Principles For Financial Market Infrastructures	July 26-August 5, 2016



Country	Title	Mission Dates
Tanzania	Risk-Based Solvency Requirements for Insurers in Tanzania (September 2016)	August 9-16, 2016
Tanzania	Tanzania: Strengthening Audit Planning and Performance Reporting (August 15-26, 2016)	August 15-26, 2016
Tanzania	Report on the National Accounts Statistics	September 12-23, 2016
Tanzania	Tanzania - Building Capacity in Cash Management, December 2016	September 19-30, 2016
Tanzania	Developing Basel III - Based Capital Adequacy Regulations	October 17-21, 2016
Tanzania	Report on the National Accounts Mission	November 14-25, 2016
Tanzania (Zanzibar)	Zanzibar - Technical Assistance Report on the National Accounts Statistics Mission, May 16-27, 2016	May 16-27, 2016
Tanzania (Zanzibar)	Improving Zanzibar's Government Finance Statistics	June 20-24, 2016
Tanzania (Zanzibar)	Review of IFMIS upgrade plans and progress	August 8- 19, 2016
Tanzania (Zanzibar)	Technical Assistance report on Consumer Price Index Mission,	September 12-23, 2016
Tanzania (Zanzibar)	Report on the National Accounts Statistics Mission,	September 26-October 7, 2016
Uganda	Moving Towards the Implementation of Risk-Based Supervision of Insurance in Uganda: Training on Supervision of Reinsurance and Assisting on an Industry Seminar of Risk-Based Supervision	October 26-November 4, 2015
Uganda	Report on Prices Statistics Mission, March 2016	January 11-29, 2016
Uganda	Implementing Supervisory Frameworks for Market Risk of Banks in Uganda	January 18-28, 2016
Uganda	Technical Assistance Report on the National Accounts Statistics, February 2016	February 22 – March 4, 2016
Uganda	Report on the Government Finance Statistics Technical Assistance Mission, May 2016	March 7-18, 2016
Uganda	Strengthening the Organizational Arrangements for the Payments Function	April 20-27, 2016
Uganda	Strengthening Cash Management	June 20-July1, 2016



Country	Title	Mission Dates
Uganda	Uganda: Monitoring Taxpayer Accuracy of Reporting (July 25-August 5, 2016)	July 25-August 5, 2016
Uganda	Uganda: Developing Compliance Risk Analysis Capacity (August 15-26, 2016)	August 15-26, 2016
Uganda	Uganda - Moving Towards Risk Based Supervision, On-site Assistance for Inspection of Insurance Companies, Nov 2016	September 12-23, 2016
Uganda	Uganda - Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	October 10-21, 2016
Uganda	Technical Assistance Report on the National Accounts Statistics Mission	October 17-28, 2016
Uganda	Technical Note for AFE GFS Technical Assistance Mission to Uganda, November 14-25, 2016	November 14-25, 2016
Uganda	Uganda - Strengthening Cash Management and Reviewing the Treasury Single Account, January 2017	November 21-December 2, 2016



ANNEX XII. IMF East AFRITAC Short Term Experts, FY 2017

Revenue Administration

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	July 25, 2016	August 5, 2016	Ernest M. Sigande	Zambia
2	Ethiopia	December 5, 2016	December 16, 2016	Maureen C. Kidd	Canada
3	Kenya	July 4, 2016	July 15, 2016	Georges Dudouyt	France
4	Kenya	July 11, 2016	July 22, 2016	Annette Chooi	Australia
5	Malawi	June 23, 2016	July 1, 2016	Ernest M. Sigande	Zambia
6	Malawi	October 31, 2016	November 18, 2016	Cheryl-Lea Field	Australia
7	Malawi	April 17, 2017	April 28, 2017	Joshua M. Aslett	United States of America
8	Rwanda	May 2, 2016	May 13, 2016	Joshua M. Aslett	United States of America
9	Rwanda	May 13, 2016	May 24, 2016	Anthony R. Lester	New Zealand
10	Rwanda	October 3, 2016	October 14, 2016	Annette Chooi	Australia
11	Rwanda	October 17, 2016	October 28, 2016	Andrew G. Chege	Kenya
12	Rwanda	January 25, 2017	February 7, 2017	Joshua M. Aslett	United States of America
13	Tanzania	August 15, 2016	August 26, 2016	Michael R. Smithson	Australia
14	Tanzania	February 27, 2017	March 17, 2017	Cheryl-Lea Field	Australia
15	Uganda	July 25, 2016	August 5, 2016	Michael R. Smithson	Australia
16	Uganda	August 15, 2016	August 26, 2016	Joshua M. Aslett	United States of America
17	Uganda	October 10, 2016	October 21, 2016	Shane P. Reardon	Australia
18	Regional e.g. EAC	October 10, 2016	October 14, 2016	Joshua M. Aslett	United States of America
19	Regional e.g. EAC	October 17, 2016	October 21, 2016	Kebede L. Shai	Ethiopia
20	Regional e.g. EAC	October 17, 2016	October 21, 2016	Ernest M. Sigande	Zambia



Public Financial Management

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Kenya	May 16, 2016	May 27, 2016	Frans Van Schaik	Netherlands
2	Kenya	May 16, 2016	May 27, 2016	Abdul Khan	Australia
3	Kenya	October 24, 2016	November 4, 2016	John Gardner	United Kingdom
4	Kenya	October 12, 2016	October 26, 2016	Simon Groom	United Kingdom
5	Kenya	October 12, 2016	October 26, 2016	Willie Du Preez	South Africa
6	Kenya	April 17, 2017	May 2, 2017	Simon Groom	United Kingdom
7	Malawi	April 18, 2016	April 28, 2016	John Gardner	United Kingdom
8	Malawi	January 18, 2017	February 2, 2017	Florence Kuteesa	Uganda
9	Malawi	January 18, 2017	February 2, 2017	Robert Clifton	South Africa
10	Tanzania	May 30, 2016	June 10, 2016	Frans Van Schaik	Netherlands
11	Tanzania	May 30, 2016	June 10, 2016	Abdul Khan	Australia
12	Tanzania	July 11, 2016	July 22, 2016	Florence Kuteesa	Uganda
13	Tanzania (Zanzibar)	July 11, 2016	July 22, 2016	Jack Mason	United States of America
14	Tanzania	July 25, 2016	August 5, 2016	Jack Mason	United States of America
15	Tanzania	July 25, 2016	August 5, 2016	Robert N. Clifton	South Africa
16	Tanzania (Zanzibar)	August 8, 2016	August 19, 2016	Stephen Barungi	Uganda
17	Tanzania	September 19, 2016	September 30, 2016	Per Olof Jonsson	Sweden



	Country of Assignment	Start Date	End Date	Expert	Country of Origin
18	Tanzania	March 3, 2017	March 21, 2017	Stephen R. Hallan	United Kingdom
19	Uganda	June 20, 2016	July 1, 2016	John Gardner	United Kingdom
20	Uganda	August 10, 2016	August 31, 2016	Edgardo S. Mimica	Chile
21	Uganda	August 10, 2016	31.08.2016	Fernando R. Britos	Argentina
22	Uganda	August 10, 2016	31.08.2016	Tawfik Ramtoolah	United States of America
23	Uganda	August 17, 2016	31.08.2016	Phyllis Makau	Kenya
24	Uganda	November 2, 2016	16.11.2016	Tawfik Ramtoolah	United States of America
25	Uganda	November 21, 2016	02.12.2016	John Gardner	United Kingdom
26	Uganda	January 9, 2017	20.01.2017	Carole A. Pretorius	United Kingdom
27	Regional	October 18, 2016	October 21, 2016	Soren Odd Langhoff	Denmark
28	Regional	October 18, 2016	October 21, 2016	Jean de dieu Rurangirwa	Rwanda
29	Regional	October 18, 2016	October 21, 2016	Ali Hashim	Pakistan
30	Regional	November 28, 2016	December 2, 2016	Martina Darcy	United Kingdom
31	Regional	November 28, 2016	December 2, 2016	Willie Du Preez	South Africa
32	Regional	November 28, 2016	December 2, 2016	Robert Clifton	South Africa
33	Regional	February 21, 2017	February 24, 2017	Jack Diamond	United States of America
34	Regional	February 21, 2017	February 24, 2017	Robert Muwanga	Uganda
35	Regional	February 21, 2017	February 24, 2017	Lewis Hawke	United States of America



Macro-Fiscal Analysis

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	November 7, 2016	November 16, 2016	Robin Youll	United Kingdom
2	Ethiopia	November 7, 2016	November 18, 2016	Martin Roche	Ireland
3	Kenya	April 24, 2017	April 28, 2017	Anna Lennblad	Sweden
4	Malawi	May 23, 2016	May 27, 2016	Bertrand Candelon	Belgium
5	Malawi	November 21, 2016	December 2, 2016	Anna Lennblad	Sweden
6	Tanzania (Zanzibar)	September 5, 2016	September 16, 2016	Anna Lennblad	Sweden
7	Tanzania	March 1, 2017	March 12, 2017	Robin Youll	United Kingdom
8	Uganda	February 27, 2017	March 3, 2017	Anna Lennblad	Sweden
9	Regional e.g. EAC	August 8, 2016	August 12, 2016	Heloisa C. Marone	Brazil
10	Regional e.g. EAC	August 8, 2016	August 18, 2016	Phyllis Resnick	United States of America
11	Regional e.g. EAC	September 19, 2016	September 21, 2016	Martina Dalic	Croatia

Financial Sector Regulation and Supervision

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Eritrea	August 1, 2016	August 5, 2016	Michael J. Hafeman	Canada
2	Ethiopia	December 12, 2016	December 21, 2016	James R. Hambric	USA
3	Ethiopia	February 27, 2017	March 3, 2017	Narendra A. Sheth	Canada
4	Kenya	July 18, 2016	July 29, 2016	Michael A. Andrews	Canada
5	Kenya	December 5, 2016	December 9, 2016	Calvin Johansson	Canada
6	Kenya	December 5, 2016	December 9, 2016	Paul Baneke	Netherlands
7	Malawi	September 19, 2016	September 30, 2016	Abhilash Bhachech	Canada
8	Malawi	September 19, 2016	September 30, 2016	Dercio E. Mutimucuio	Mozambique



9	Malawi	January 30, 2017	February 3, 2017	Michael A. Andrews	Canada
10	Malawi	January 30, 2017	February 3, 2017	Luis R. Romero	Chile
11	Rwanda	August 15, 2016	August 26, 2016	Rudolf J. Ridderstap	Netherlands
12	Rwanda	October 12, 2016	October 25, 2016	Jan Rein Pruntel	Netherlands
13	Rwanda	February 27, 2017	March 3, 2017	Michael J. Hafeman	Canada
14	Tanzania	May 30, 2016	June 10, 2016	Gonzalo Pastor	Peru
15	Tanzania	May 30, 2016	June 10, 2016	Rowland F. Brown	Namibia
16	Tanzania	August 9, 2016	August 16, 2016	Michael J. Hafeman	Canada
17	Tanzania	November 28, 2016	December 2, 2016	Calvin Johansson	Canada
18	Tanzania	November 28, 2016	December 2, 2016	Paul Baneke	Netherlands
19	Uganda	September 12, 2016	September 23, 2016	Narendra A. Sheth	Canada
20	Regional e.g. EAC	September 5, 2016	September 9, 2016	Andrew J. Milford	Australia
21	Regional e.g. EAC	September 5, 2016	September 9, 2016	Oormi Khuller	India
22	Regional e.g. EAC	September 14, 2016	September 16, 2016	Abhilash Bhachech	Canada
23	Regional e.g. EAC	September 14, 2016	September 16, 2016	Dercio Mutimucuo	Mozambique
24	Regional e.g. EAC	February 20, 2017	February 24, 2017	Narendra A. Sheth	Canada
25	Regional e.g. EAC	February 20, 2017	February 24, 2017	Michael J. Hafeman	Canada

Monetary Policy and Operations

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Rwanda	December 1, 2016	December 16, 2016	Wilson Varghese	Canada
2	Tanzania	July 18, 2016	July 25, 2016	Stephane Couderc	France
3	Tanzania	July 18, 2016	July 25, 2016	Michael Maher	Ireland
4	Uganda	May 16, 2016	May 20, 2016	Richard Comotto	United Kingdom



5	Uganda	July 27, 2016	August 3, 2016	Stephane Couderc	France
6	Uganda	July 27, 2016	August 3, 2016	Michael Maher	Ireland

Financial Market Infrastructures

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Tanzania	January 30, 2017	February 10, 2017	Biagio Bossone	Italy
2	Regional e.g. EAC	April 24, 2017	April 28, 2017	Biagio Bossone	Italy
3	Regional e.g. EAC	April 24, 2017	April 28, 2017	Robert G. Clarke	United Kingdom

Real Sector Statistics

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	March 27, 2017	April 7, 2017	Robin Youll	United Kingdom
2	Kenya	November 30, 2016	December 13, 2016	Edwin St. Catherine	St. Lucia
3	Kenya	February 6, 2017	February 17, 2017	Dale A. Smith	United States of America
4	Malawi	August 15, 2016	August 26, 2016	Dale A. Smith	United States of America
5	Rwanda	October 31, 2016	November 11, 2016	Walter Lane	United Kingdom
6	Rwanda	January 4, 2017	January 13, 2017	Robin Youll	United Kingdom
7	Rwanda	March 6, 2017	March 17, 2017	Robin Youll	United Kingdom
8	Tanzania (Zanzibar)	September 12, 2016	September 23, 2016	Dale A. Smith	United States of America
9	Tanzania	September 12, 2016	September 23, 2016	Seppo M. Varjonen	Finland
10	Tanzania	March 13, 2017	March 24, 2017	Dale A. Smith	United States of America
11	Uganda	October 17, 2016	October 28, 2016	Robin Youll	United Kingdom
12	Uganda	January 23, 2017	February 3, 2017	Robin Youll	United Kingdom
13	Uganda	March 13, 2017	March 24, 2017	Edwin St. Catherine	St. Lucia
14	Uganda	April 19, 2017	April 28, 2017	Robin Youll	United Kingdom



15	Regional, e.g. EAC	August 1, 2016	August 6, 2016	Robin Youll	United Kingdom
16	Regional, e.g. EAC	August 1, 2016	August 6, 2016	Ramesh Kolli	India
17	Regional, e.g. EAC	October 10, 2016	October 21, 2016	Artashes Shaboyan	Armenia
18	Regional, e.g. EAC	February 6, 2017	February 10, 2017	Robin Youll	United Kingdom
19	Regional, e.g. EAC	February 6, 2017	February 10, 2017	Artashes Shaboyan	Armenia
20	Regional, e.g. EAC	February 20, 2017	February 24, 2017	Dale A. Smith	United States of America
21	Regional, e.g. EAC	February 20, 2017	February 24, 2017	Edwin St. Catherine	St. Lucia

Government Finance Statistics

	Country of Assignment	Start Date	End Date	Expert	Country of Origin
1	Ethiopia	October 20, 2016	October 28, 2016	Giovanna Dabbicco	Italy
2	Ethiopia	March 20, 2017	March 24, 2017	Giovanna Dabbicco	Italy
3	Malawi	July 25, 2016	August 5, 2016	Francois S. Engelbrecht	South Africa
4	Malawi	April 10, 2017	April 13, 2017	Lize J. van Rensburg	Australia
5	Malawi	April 10, 2017	April 13, 2017	Francois S. Engelbrecht	South Africa
6	Rwanda	July 18, 2016	July 27, 2016	Ismael A. Zarco	Spain
4	Rwanda	July 18, 2016	July 27, 2016	Clement Ncuti	Rwanda
8	Rwanda	February 6, 2017	February 17, 2017	Ismael A. Zarco	Spain
9	Rwanda	February 13, 2017	February 17, 2017	Michael Seiferling	United Kingdom
10	Tanzania	June 20, 2016	June 24, 2016	Francois S. Engelbrecht	South Africa



11	Tanzania	June 20, 2016	June 24, 2016	Tim Youngberry	Australia
12	Tanzania	October 17, 2016	October 28, 206	Francois S. Engelbrecht	South Africa
13	Tanzania	October 17, 2016	October 28, 206	Lize J. van Rensburg	Australia
14	Tanzania (Zanzibar)	February 20, 2017	February 24	Ismael A. Zarco	Spain
15	Tanzania (Zanzibar)	February 20, 2017	February 24	Tim Youngberry	Australia
16	Uganda	November 14, 2016	November 25, 2016	Francois S. Engelbrecht	South Africa
17	Regional e.g. EAC	July 12, 2016	July 15, 2016	Ismael A. Zarco	Spain
18	Regional e.g. EAC	August 29, 2016	September 2, 2016	Ismael A. Zarco	Spain
19	Regional e.g. EAC	August 29, 2016	September 2, 2016	Tim Youngberry	Australia
20	Regional e.g. EAC	November 28, 2016	December 2, 2016	Ismael A. Zarco	Spain
21	Regional e.g. EAC	November 28, 2016	December 2, 2016	Francois S. Engelbrecht	South Africa



ANNEX XIII. IMF East AFRITAC Work Plan, FY 2018

Revenue Administration

Better revenue administration, management and governance arrangements							Strategic Objective
Strengthen revenue administration management and governance arrangements							Topic Objective
Ethiopia		Kenya		Malawi			
National Training to Develop Compliance Risk Analysis Capacity	TA to assist ERCA to develop a Prioritized TADAT Implementation Plan	FAD HQ Follow up mission to assist KRA to develop a Prioritized Plan of Action - Post TADAT	National Training in Developing Compliance Risk Analysis capacity in Tax	National Training in Developing Compliance Risk Analysis capacity in Tax	Follow up National Training in Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs	FAD Follow up Mission	Activity Title
Corporate priorities are better managed through effective risk management	A reform strategy and a strategic management framework are adopted and institutionalized	A reform strategy and a strategic management framework are adopted and institutionalized	Corporate priorities are better managed through effective risk management	Corporate priorities are better managed through effective risk management	Corporate priorities are better managed through effective risk management	A reform strategy and a strategic management framework are adopted and institutionalized	Outcome
1. Risk Management policy consistent with Fund advice is issued by management by May 2017; and 2. Tax Compliance Risk Management staff use the RDF model and other risk analysis tools to develop first generation compliance improvements plans for FY18/19, complete with a framework for assessing impact of compliance activities in full by May 2018	With FAD and AFE assistance, ERCA develops actions to address TADAT identified weaknesses included in strategic and operational plans by October 2017	With FAD and AFE assistance, KRA develops actions to address TADAT identified weaknesses included in strategic and operational plans by June 2017	KRA develops a clear process and procedures to take into account all information at KRA's disposal to identify, assess, rank and quantify risks by March 18	MRA develops a clear process and procedures to take into account all information at MRA's disposal to identify, assess, rank and quantify risks by December 2017	MRA's Risk Management Unit develops a first generation Compliance improvements plans for FY 18/19 using a structured process and the RDF model for analysis by April 2018	Mission recommendation agreed to by Dec 2017	Milestone
Activity Timing = H2; FPWs = 3.4	Activity Timing = H1; FPWs = 3.9	Activity Timing = H1; FPWs = 6.8	Activity Timing = H1; FPWs = 3.4	Activity Timing = H1; FPWs = 4.4	Activity Timing = H2; FPWs = 3.4	Activity Timing = H2; FPWs = 6.6	Proposed Resources

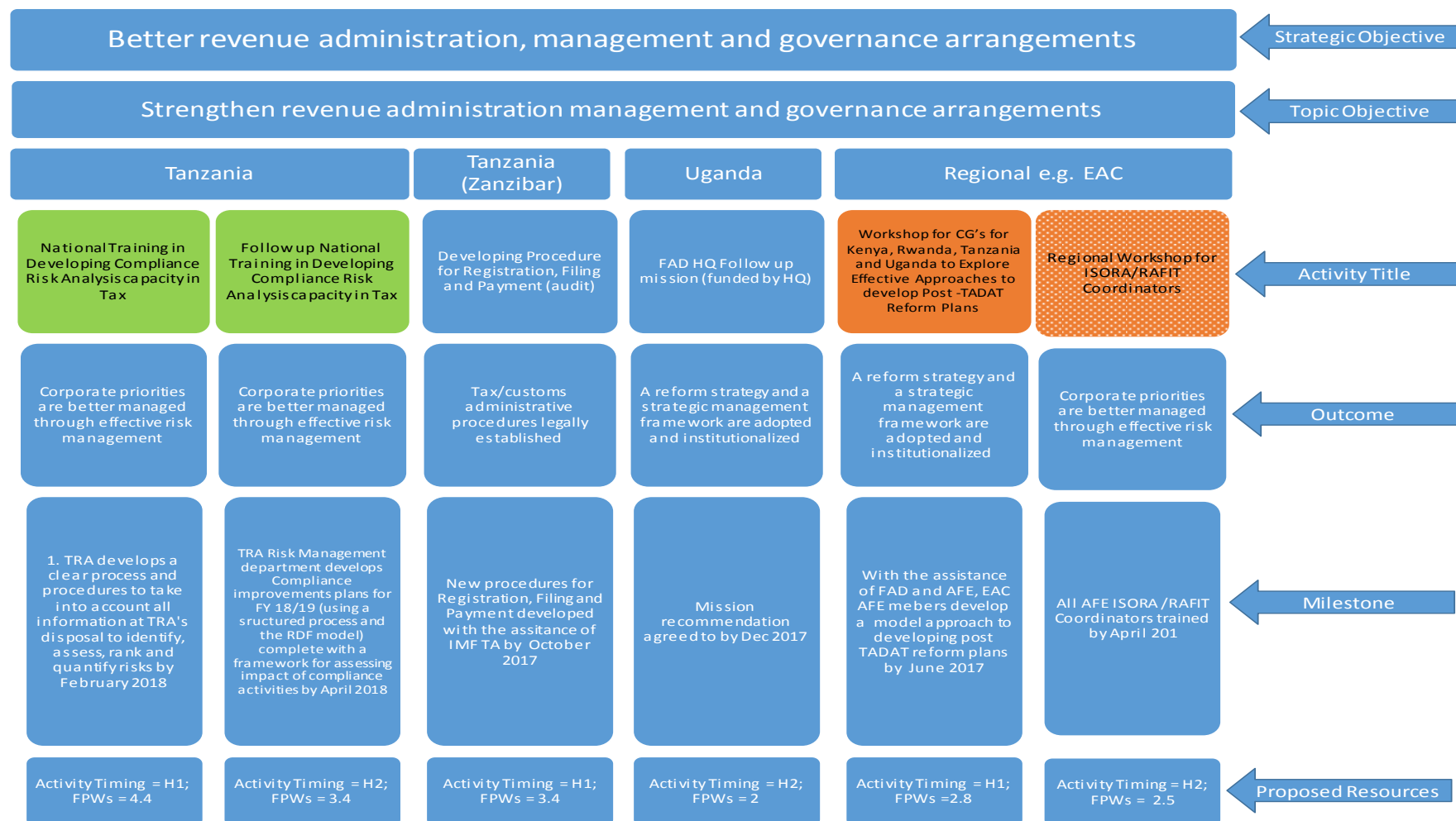
Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Head Quarters staff, short term experts and attachments)



Revenue Administration



Revenue Administration

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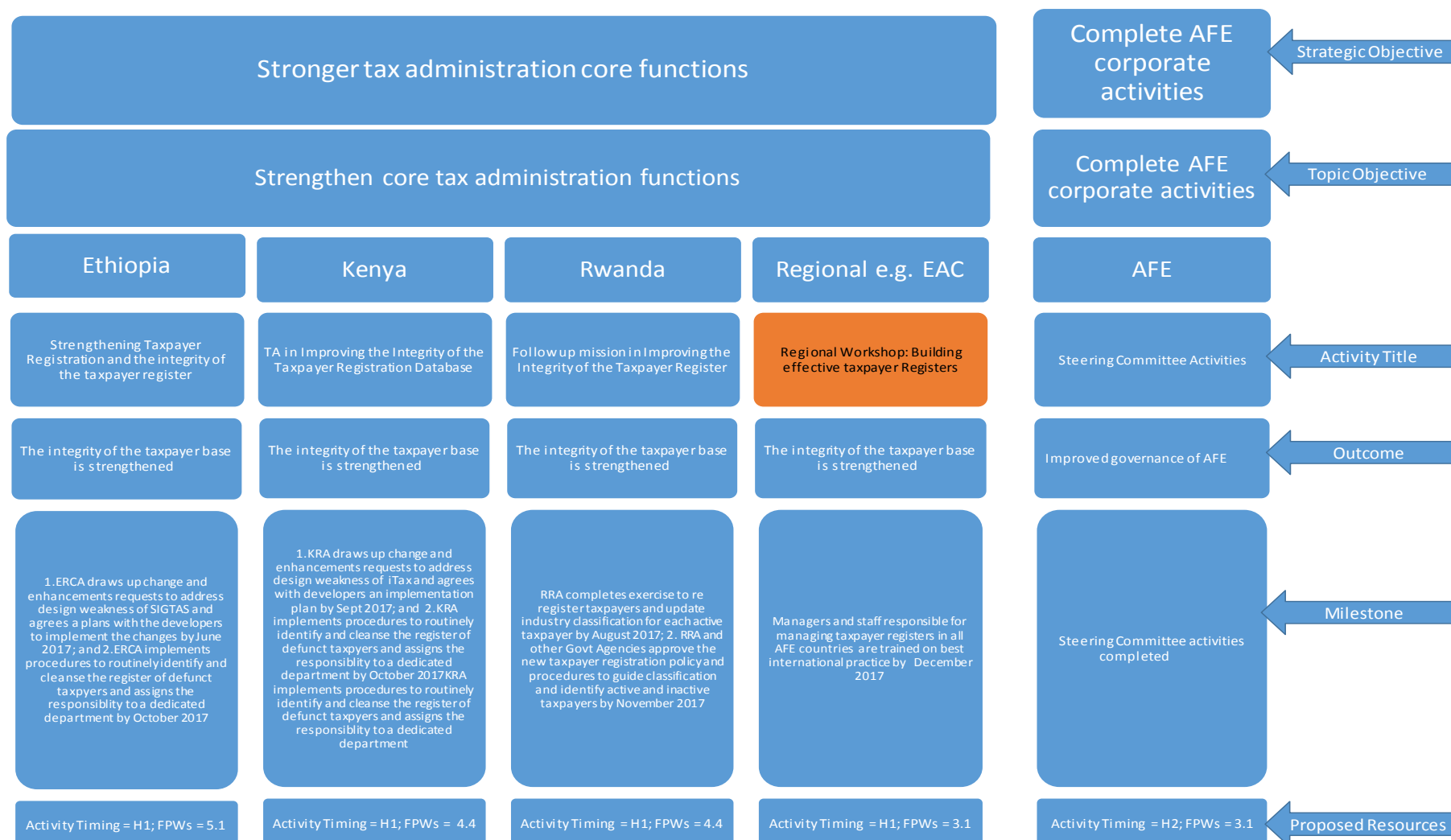
Strengthen core customs administration functions					Strategic Objective
Improved Customs Administration functions					Topic Objective
Eritrea	Malawi	Rwanda	Uganda	Regional e.g. EAC	
Diagnostic Mission to Review Key Customs Operations to Improve Efficiency	Follow up TA in Post Clearance Audit Training in Customs	National Training on Developing Post Clearance Audit Capacity in Customs	Strengthening the Post Clearance Audit Practice in Customs	TA to Assist the EAC Secretariat at to Develop an Action Plan for further Regional Customs Integration (including, to the extent possible, the IT platform).	Activity Title
Customs control during the clearance process more effectively ensures accuracy of declarations	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Trade facilitation and service initiatives support voluntary compliance	Outcome
With AFE assistance, Customs Department identifies key weaknesses in core processes and develops an action plans by March 2018	1. MRA develop a first generation PCA Audit plan for FY 17/18 by July 2017; and 2. MRA Customs Division develops a compliance improvements strategy by December 2017	1. RRA develops a compliance improvements strategy for customs (as part of the RRA Compliance Improvement Plans) by March 2018; and 2. RRA develop a first generation PCA Audit plan for FY 18/19 by March 2018	URA develops a compliance improvement and enforcement strategy for customs (as part of the URA Compliance Improvement Plan) by Dec 2017; and 2. URA develops first generation PCA Audit plan for FY 18/19 by March 2018	Action plan for customs regional integration approved by EAC Secretariat by Dec 2017	Milestone
Activity Timing = H2; FPWs = 5.1	Activity Timing = H1; FPWs = 3.4	Activity Timing = H1; FPWs = 3.4	Activity Timing = H2; FPWs = 5.1	Activity Timing = H1; FPWs = 6.6	Proposed Resources

Revenue Administration

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 ■ National Trainings
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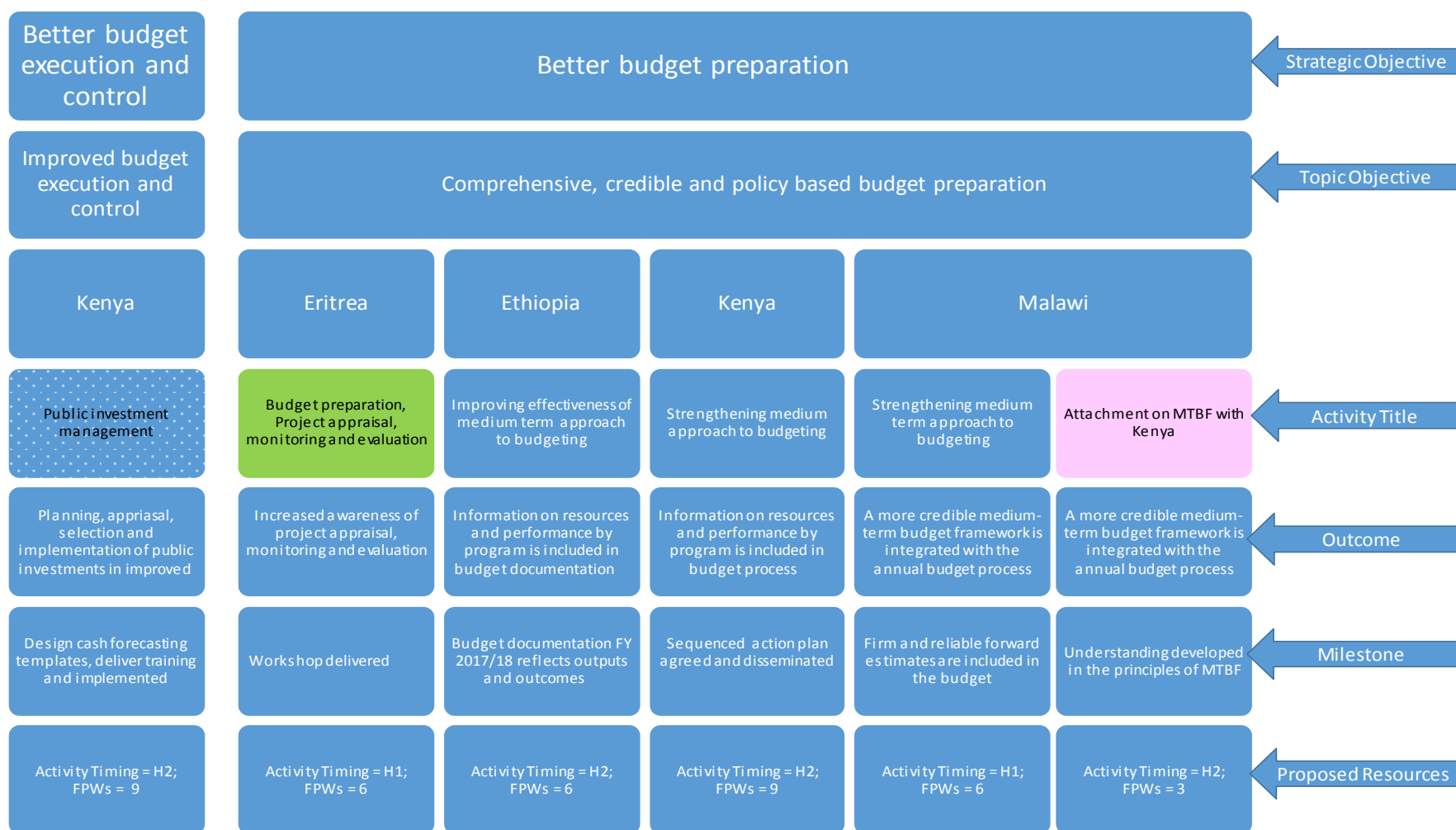


Public Financial Management

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Public Financial Management

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Better budget preparation						Improved laws and effective PFM institutions	Strategic Objective
Comprehensive, credible and policy based budget preparation						Improved laws and effective PFM institutions	Topic Objective
Rwanda	Tanzania		Tanzania (Zanzibar)	Uganda	Regional e.g. EAC	Ethiopia	
Strengthening coverage of the national budget	Strengthening medium term approach to budgeting	Attachment on MTBF with Uganda	Strengthening the medium term approach to budgeting	Strengthening the medium term approach to budgeting	Improving budget documentation	Developing PFM reform strategy	Activity Title
A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term budget framework is integrated with the annual budget process	Publication of more comprehensive and improved budget documentation	Capacity of MoFEC to meet its PFM responsibilities is enhanced	Outcome
Budget documentation to Parliament is complete and includes extra budgetary funding	Training delivered and an action plan for MTBF implementation is agreed on and disseminated	Understanding developed in the principles of MTBF	Firm and reliable forward estimates are included in the budget	Firm and reliable forward estimates are included in the budget	Workshop delivered	PFM reform strategy document approved	Milestone
Activity Timing = H1; FPWs = 7	Activity Timing = H1; FPWs = 6	Activity Timing = H2; FPWs = 3	Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 12	Activity Timing = H1; FPWs = 6	Proposed Resources

Public Financial Management

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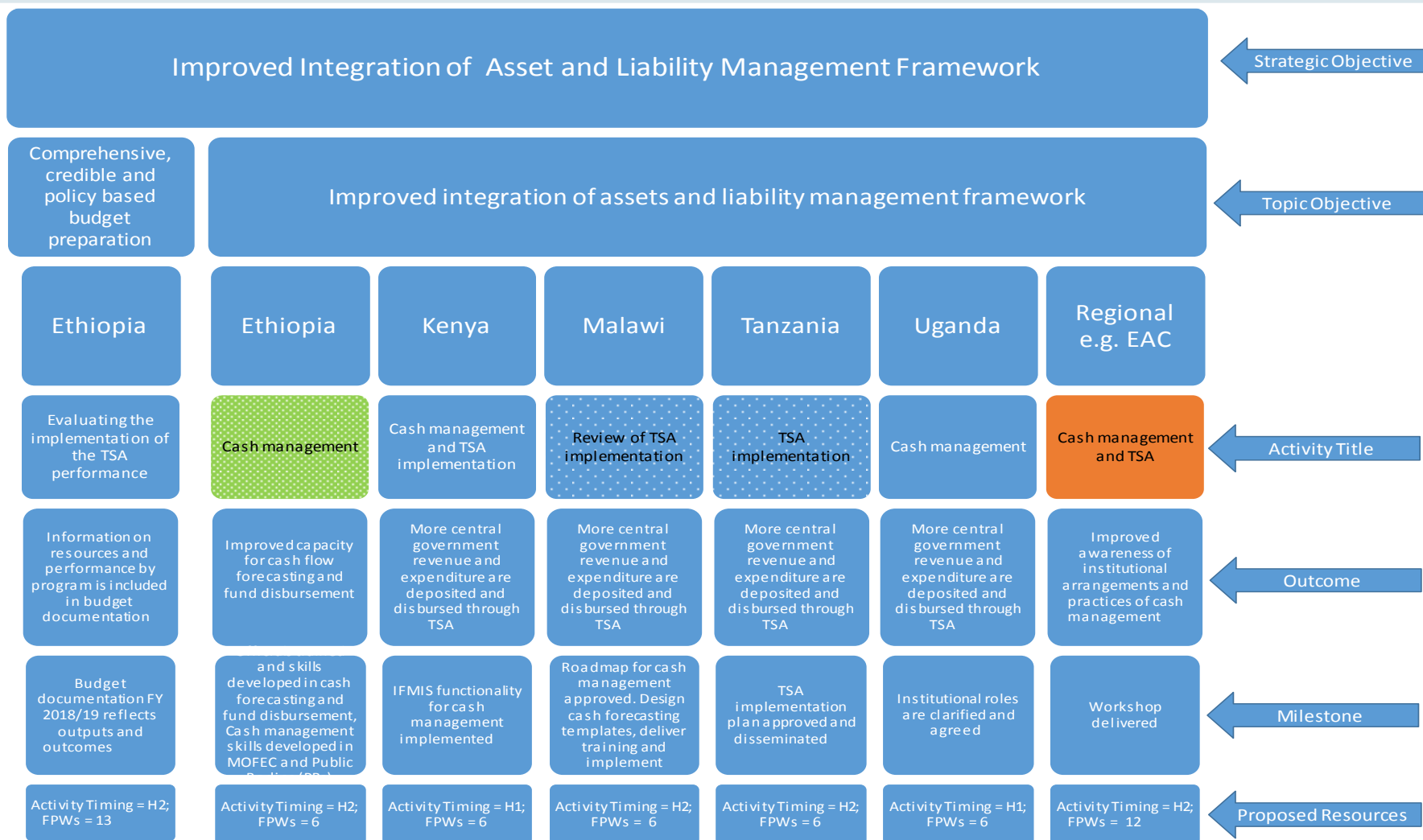
Improved coverage and quality of Fiscal Reporting							Strategic Objective
Improved coverage and quality of fiscal reporting							Topic Objective
Kenya	Malawi	Rwanda		Tanzania	Uganda		
Fiscal Reporting	Attachment on IPSAS implementation to Tanzania	Improving coverage of financial reporting	Review the CoA to align it with IPSAS accrual and GFS 2014	Desk review of the IPSAS implementation plan	Fiscal reporting	Improving the coverage and quality of financial reporting	Activity Title
Comprehensiveness and quality of fiscal reports is enhanced	2. Comprehensiveness and quality of fiscal reports is enhanced	Comprehensiveness and quality of fiscal reports is enhanced	Chart of Accounts aligned international financial reporting standards	Comprehensiveness and quality of fiscal reports is enhanced	Comprehensiveness and quality of fiscal reports is enhanced	Comprehensiveness and quality of fiscal reports is enhanced	Outcome
Roadmap for IPSAS implementation agreed by NT and published	Skills developed in accrual based IPSAS to support development of a roadmap for migration to accrual accounting.	Timely publication of in-year and audited annual financial reports	Recommendations on revising CoA accepted and implementation plan agreed	IPSAS implementation plan approved and disseminated	FY 2016-17 AFS consolidated as per GFS segments and comparable with budget execution reports	Roadmap for IPSAS implementation plan approved and disseminated	Milestone
Activity Timing = H1; FPWs = 9	Activity Timing = H1; FPWs = 5	Activity Timing = H2; FPWs = 6	Activity Timing = H1; FPWs = 7	Activity Timing = H1; FPWs = 4	Activity Timing = H1; FPWs = 6	Activity Timing = H1; FPWs = 10	Proposed Resources

Public Financial Management

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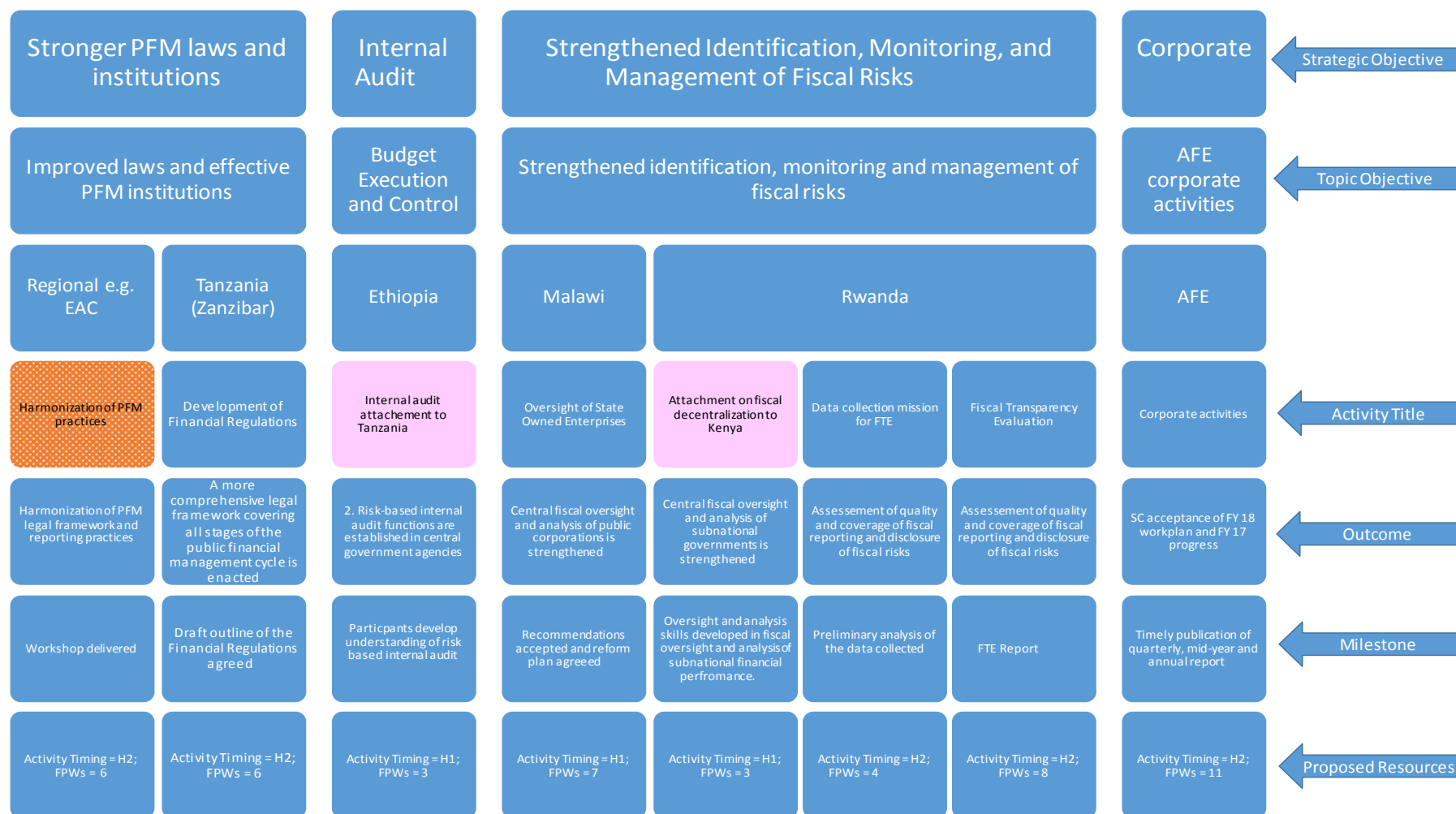


Public Financial Management

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National Trainings
Attachments

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Macro-Fiscal Analysis

Legend:

TA Missions
Workshops
National Trainings
Attachments

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Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Better budget preparation						Strategic Objective
Comprehensive, credible, and policy based budget preparation						Topic Objective
Eritrea	Ethiopia	Kenya	Malawi	Rwanda		
Macroeconomic Analysis and Forecasting	Training on Tax Policy and Revenue Forecasting	Developing a Fiscal Framework for Resource Revenue Management	Update to the FPP framework	Follow up on the Revenue forecasting tool (REFOTO)	Financial Programming and Policies	Activity Title
A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term macro-fiscal framework is included in budget documentation	A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term macro-fiscal framework is included in budget documentation	A more credible medium-term budget framework is integrated with the annual budget process	A more credible medium-term macro-fiscal framework is included in budget documentation	Outcome
Participants trained in macro analysis and forecasting	Better understanding of tax policy and revenue forecasting techniques	Action plan by authorities to develop a fiscal framework for resource revenue management	Updated medium-term fiscal framework is used to determine resource envelope in next year's budget preparation	REFOTO integrated with macro framework and used during next year's budget process	Participants trained; Improvement in end-of-training test score over pre-training test score	Milestone
Activity Timing = H1; FPWs = 2.0	Activity Timing = H1; FPWs = 3.0	Activity Timing = H1; FPWs = 5.0	Activity Timing = H1; FPWs = 5.0	Activity Timing = H2; FPWs = 5.0	Activity Timing = H1; FPWs = 2.5	Proposed Resources

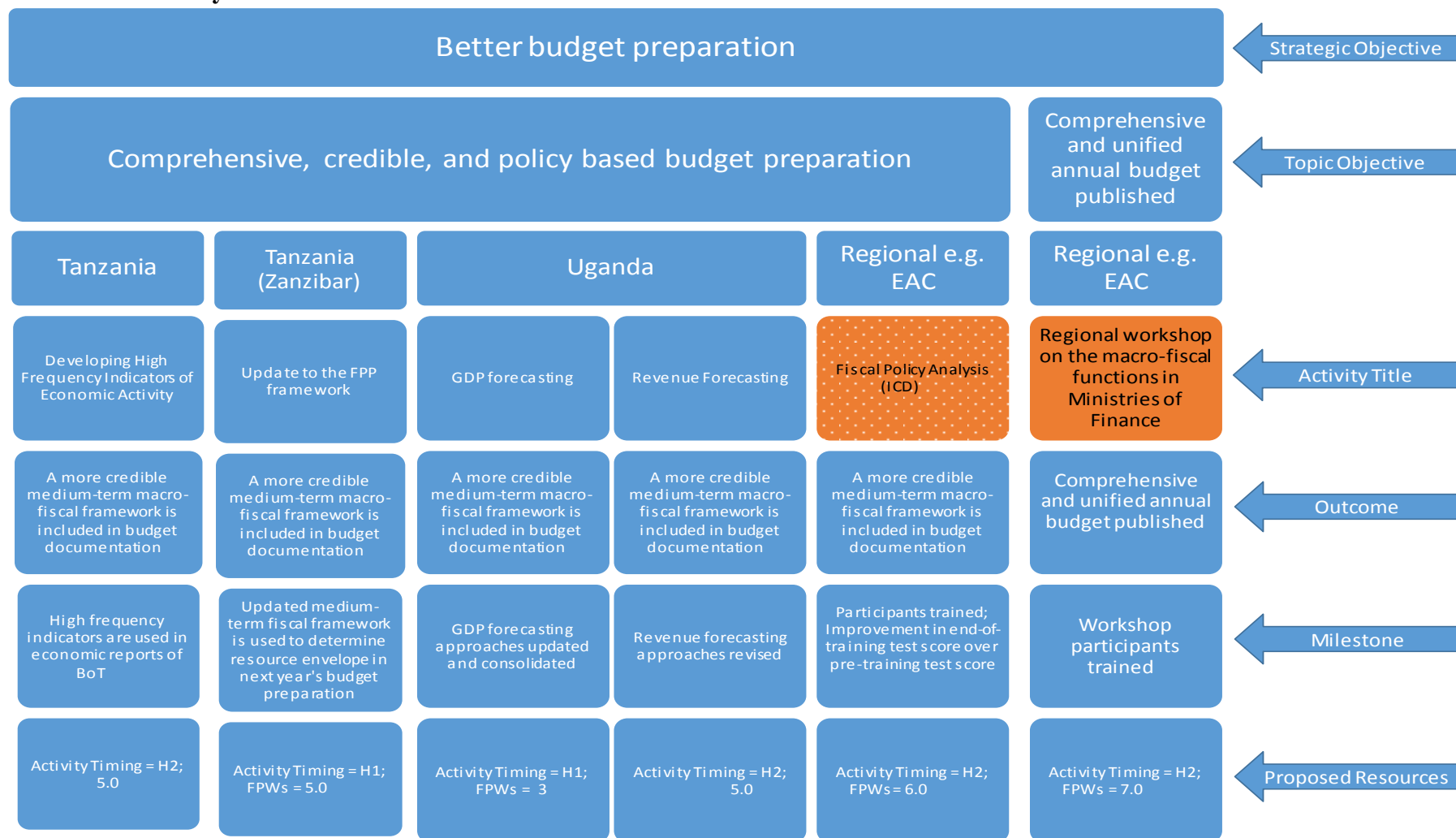
Legend:

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Macro-Fiscal Analysis



Macro-Fiscal Analysis

Legend:

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 ■ Workshops
 ■ National Trainings
 ■ Attachments

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 Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Harmonized PFM practices and improved fiscal surveillance of partner states	Strengthened identification, monitoring and management of fiscal risks		Corporate		← Strategic Objective
Harmonized PFM practices and improved fiscal surveillance of partner states	Strengthened identification, monitoring and management of fiscal risks		Complete AFE corporate activities		← Topic Objective
Regional e.g. EAC	Malawi	Rwanda	AFE		
Annual PFM Workshop	Hands on training on Fiscal risk Identification, Monitoring and reporting	Fiscal Transparency Evaluation	Corporate activities (including Steering Committee)	Annual PFM /MFA retreat at Headquarters	← Activity Title
Stronger convergence among partner states to facilitate the creation of a single currency	Better disclosure and management of contingent liabilities	Better disclosure and management of contingent liabilities	SC acceptance of FY 2018 work plan and FY 2017 progress	Training of LTX, Experience sharing and enhanced collaboration between HQ departments and RTACs	← Outcome
EAC partner states revise their PFM harmonization action plan	MOFEPD staff trained in techniques for identifying, and quantifying fiscal risks	FTE Report Prepared and action plan accepted by authorities	AFE TA Management. Annual Report and work plan endorsed	Workshop realized	← Milestone
Activity Timing = H2; FPWs = 1.8	Activity Timing = H2; FPWs = 2.0	Activity Timing = H2; FPWs = 4.0	Activity Timing = H2; FPWs = 4.6	Activity Timing = H2; FPWs = 2.0	← Proposed Resources

Legend:

TA Missions
Workshops
National Trainings
Attachments

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Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Financial Sector Regulation and Supervision



Financial Sector Regulation and Supervision

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan

Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



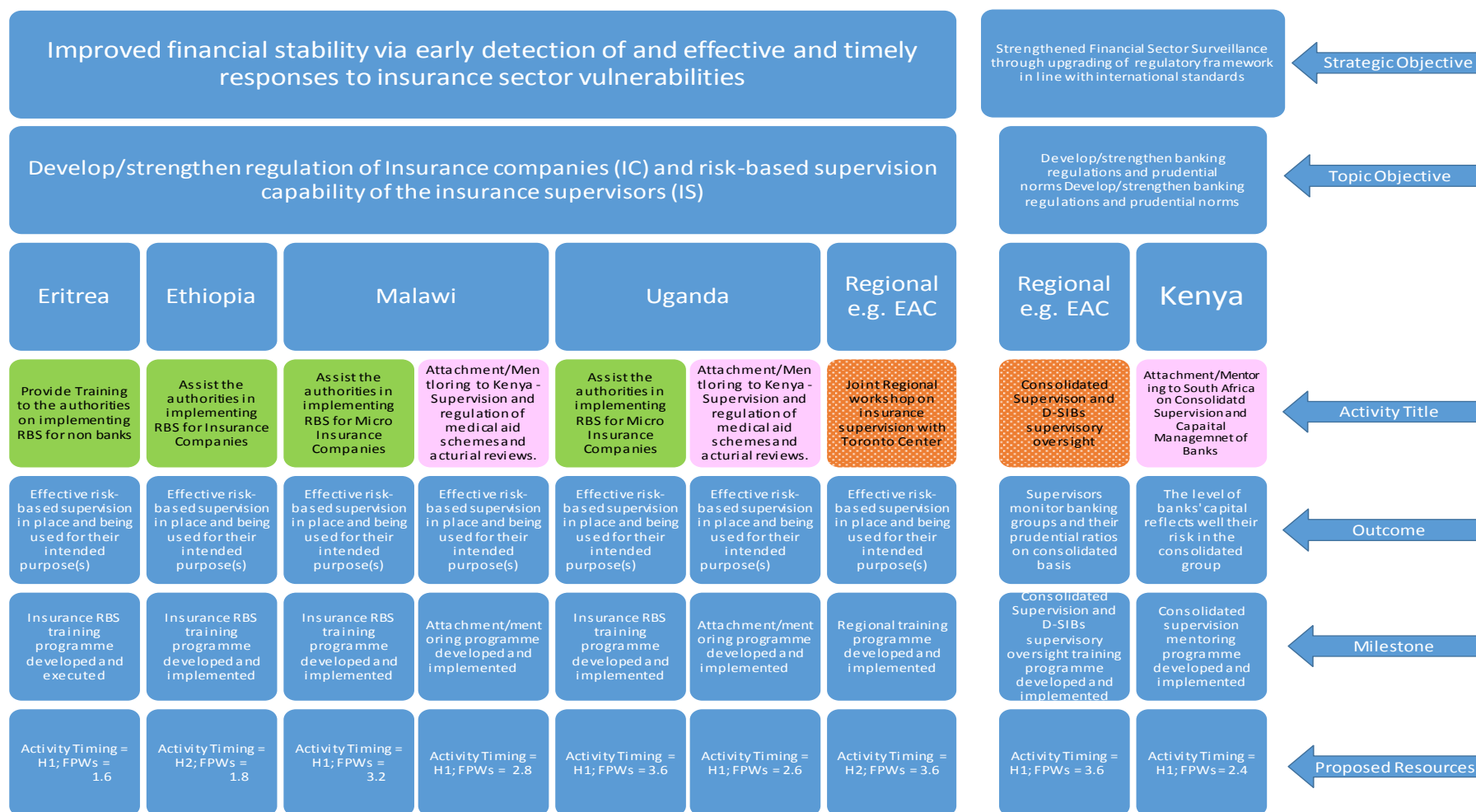
Strengthened systemic risk monitoring, stress testing and crisis management to promote financial stability			To put in place a securities regulation and supervision framework that addresses key risks in the sector system					Complete AFE Corporate activities		← Strategic Objective
Develop/strengthen stress testing capability of the central bank (CB)			To implement consolidated supervision and capital management framework for banks	To strengthen regulatory framework, supervisory tools and capacity to address key risks in securities sector				Complete AFE Corporate activities		← Topic Objective
Tanzania	Uganda	Regional e.g. EAC	Kenya	Kenya	Malawi	Rwanda	Tanzania	AFE		
Enhancing stress testing framework	Enhancing stress testing framework	Regional workshop on Financial Stability Health and Soundness Indicators and stress testing for Banks and Non-banks	Strengthening Financial Analysis and Risk-Based Securities Supervision	Strengthening Financial Analysis and Risk-based Securities Supervision	Strengthening Financial Analysis, stress testing and Risk-based Securities Supervision	Strengthening securities supervision in Rwanda	Enhancing oversight of non-bank securities firms	Corporate work at AFE / Preparation SC reporting etc.	FSR HQ Retreat	← Activity Title
Effective stress testing model(s) in place and being used for their intended purposes(s)	Effective stress testing model(s) in place and being used for their intended purposes(s).	Effective stress testing model(s) in place and being used for their intended purposes(s).	The level of banks' capital reflects well their risk in the consolidated group	Market Intermediary supervisory framework in place that is compliant with international standards	Market Intermediary supervisory framework in place that is compliant with international standards	Market Intermediary supervisory framework in place that is compliant with international standards	Market Intermediary supervisory framework in place that is compliant with international standards	Strengthened RBM reporting at the AFE Steering Committee meetings	Strengthened FSR Advisor's capacity to deliver TA	← Outcome
Stress testing training programme developed and implemented. (2) Stress testing framework revised.	Stress testing training programme developed and implemented. (2) Stress testing framework revised	Financial stability indicators and Stress testing programme developed and implemented. (2) Stress testing framework revised.	Consolidated Supervision mentoring programme developed and implemented.	Securities RBS training programme developed and implemented	Securities RBS training programme developed and implemented	Securities supervision training programme developed and implemented	Securities supervision training programme developed and implemented	FSR reports and presentations developed for SC meetings etc.	FSR HQ Retreat realized.	← Milestone
Activity Timing = H1; FPWs = 2	Activity Timing = H1; FPWs = 3	Activity Timing = H1; FPWs = 4.8	Activity Timing = H1; FPWs = 2.4	Activity Timing = H2; FPWs = 1.8	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 2	Activity Timing = H2; FPWs = 3.1	Activity Timing = H2; FPWs = 1.4	← Proposed Resources

Financial Sector Regulation and Supervision

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TA Missions Workshops National Trainings Attachments

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Financial Sector Regulation and Supervision

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TA Missions Workshops National Trainings Attachments

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More Efficient use of supervisory resources to better oversee key risks in the banking system										Strategic Objective	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes										Topic Objective	
Eritrea			Ethiopia	Kenya	Malawi	Rwanda	Tanzania	Uganda			
Provide Training to the authorities on implementing RBS for banks	Assist the authorities in implementing RBS	Assist the authorities in implementing RBS - Developing risk profiles for banks	Assist the authorities in implementing RBS for banks	Strengthening RBS processes (Integrating Basel II / Pillar II, RBS and CAMELS)	Strengthening RBS and consolidated supervision and D-SIBs processes (Integrating Basel II / Pillar II, RBS and CAMELS)	Strengthening RBS processes (Integrating Basel II / Pillar II, RBS and CAMELS) - Followup mission	Strengthening RBS processes (Integrating Basel II / Pillar II, RBS and CAMELS) - Followup mission	Attachment/Mentoring -Agent Banking (BOT, Tanzania)	Assist the authorities in implementing RBS	Development of supervisory framework for digital channels and products	Activity Title
Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Strengthened institutional structure and operational procedures for RBS implementation	Outcome
Banking RBS training programme developed and executed	Banking RBS framework developed and implemented	Institutional profiles developed for banks	Banking RBS training programme developed and executed	Risk profiles for banks developed and implemented	Risk-based processes and manuals revised.	Risk profiles for banks developed and implemented	Risk-based processes and manuals revised.	Agent Banking Attachment / training programme developed and executed	Banking RBS training programme developed and executed	Banking RBS training programme developed and executed	Milestone
Activity Timing = H1; FPWs = 1.8	Activity Timing = H1; FPWs = 1.6	Activity Timing = H2; FPWs = 1.6	Activity Timing = H1; FPWs = 1.8	Activity Timing = H1; FPWs = 1.8	Activity Timing = H1; FPWs = 1.8	Activity Timing = H1; FPWs = 1.8	Activity Timing = H1; FPWs = 1.6	Activity Timing = H1; FPWs = 0.6	Activity Timing = H1; FPWs = 1.6	Activity Timing = H1; FPWs = 3	Proposed Resources

Monetary Policy and Operations

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Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes						Strategic Objective
Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime						Topic Objective
Kenya	Rwanda	Malawi	Tanzania	Uganda	Regional e.g. EAC	
Forecasting and Policy Analysis (FPAS)	Forecasting and Policy Analysis (FPAS)	Forecasting and Policy Analysis (FPAS)	Forecasting and Policy Analysis (FPAS)	Forecasting and Policy Analysis (FPAS)	Forecasting and Policy Analysis (FPAS)	Activity Title
MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making	MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making	Economic analysis and forecasting capabilities at the central bank are sufficiently improved	Economic analysis and forecasting capabilities at the central bank are sufficiently improved	Economic analysis and forecasting capabilities at the central bank are further improved	Capacity building in the area of monetary policy analysis and forecasting	Outcome
Training provided to produce consistent well-focused forecast report and presentation for MPC ; 2. Assistance provided during a real-time forecasting round	1. Training provided to produce consistent well-focused forecast report and presentation for MPC 2. Assistance provided during a real-time forecasting round	provided on the implementation of FPAS, based on review of existing practices; 2. Training provided to develop core quarterly projection model (QPM) ; 3. Training provided to develop and/or improve satellite models ; 4. Training provided to do monetary policy analysis and produce forecast using core	1. Recommendations provided on the implementation of FPAS, based on review of existing practices 2. Training provided to develop core quarterly projection model (QPM) 3. Training provided to develop and/or improve satellite models 4. Training provided to do monetary policy analysis and produce forecast using core QPM	Training provided to review model structure and latest forecast, and to improve model performance	Workshop programme developed and implemented	Milestone
Activity Timing = H2; FPWs = 5.0	Activity Timing = H1; FPWs = 6 and Activity Timing = H2; FPWs = 7.0	Activity Timing = H1; FPWs = 6.0 and Activity Timing = H2; FPWs = 13.0	Activity Timing = H1; FPWs = 12.0 and Activity Timing = H2; FPWs = 7.0	Activity Timing = H2; FPWs = 5.0	Activity Timing = H1; FPWs = 6 and Activity Timing = H2; FPWs = 7.0	Proposed Resources

Monetary Policy and Operations

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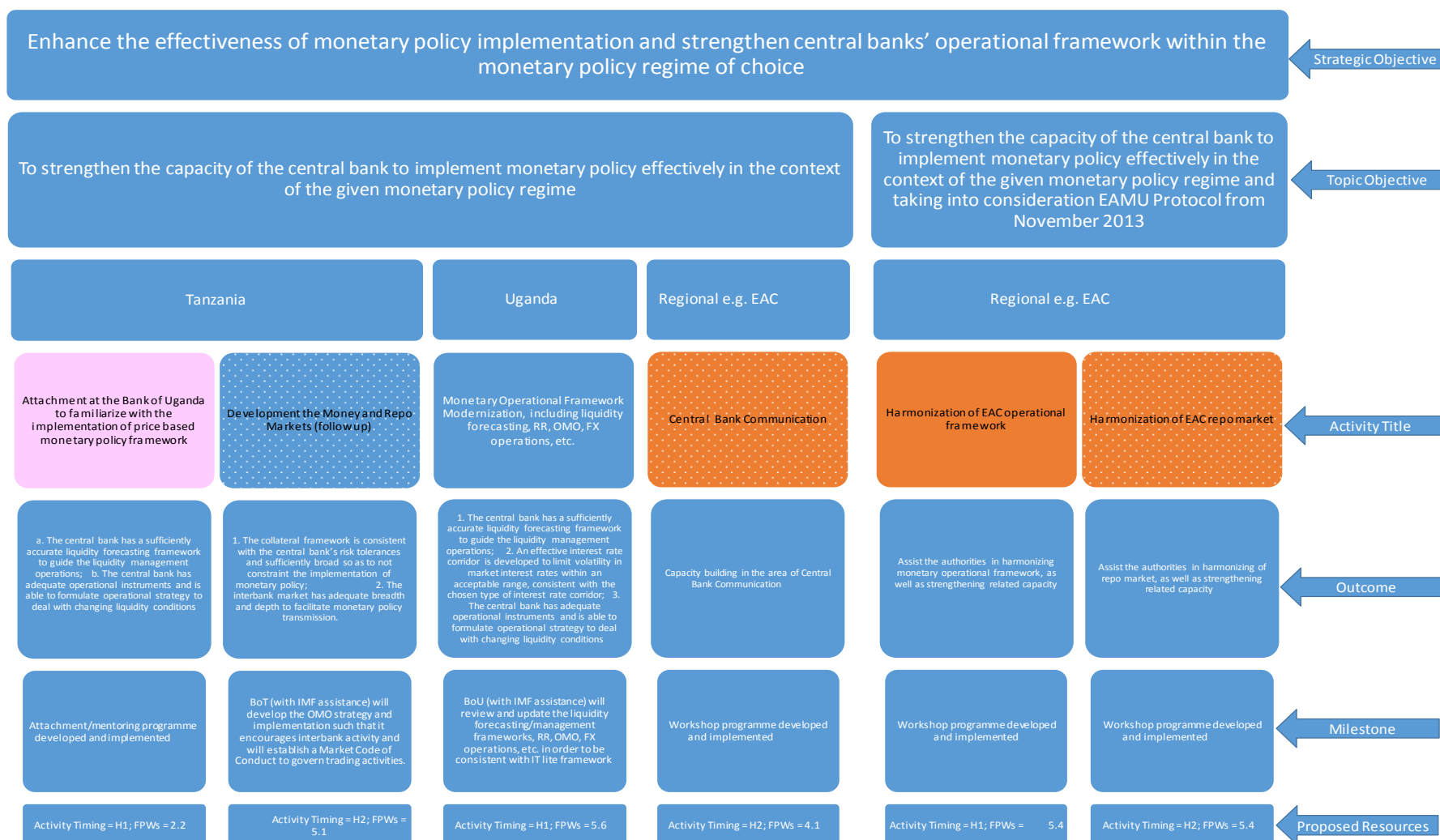
Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice					Strategic Objective
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime					Topic Objective
Ethiopia	Kenya	Malawi	Rwanda		
Developing liquidity forecasting and management frameworks	Attachment at the Reserve Bank of South Africa to familiarize with monetary policy formulation, implementation and liquidity management	Improve Monetary and Exchange Rate Implementation and Development of Repo market	Attachment at the Bank of Uganda to familiarize with the implementation of price based monetary policy framework	Development of the Money and Repo Markets	Activity Title
The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations	Capacity building in the area of implementation of IT framework	1) The central bank has a adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions; 2) The interbank market has a adequate breadth and depth to facilitate monetary policy transmission	a. The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations; b. The central bank has a adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	1. The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy; 2. The interbank market has a adequate breadth and depth to facilitate monetary policy transmission	Outcome
NBE will update and improve (with IMF assistance) liquidity forecasting and management frameworks	Attachment/mentoring programme developed and implemented	1. RBW will review (with IMF assistance) and will announce to the market the design of monetary policy operations framework that governs the implementation of OMO and the role of the standing facilities within the framework; 2. RBW (with the IMF assistance) will develop a horizontal Repo market	Attachment/mentoring programme developed and implemented	NBR (with IMF assistance) will develop the OMO strategy and implementation such that it encourages interbank activity and will establish a Market Code of Conduct to govern trading activities	Milestone
Activity Timing = H1; FPWs = 5.6	Activity Timing = H2; FPWs = 2.6	Activity Timing = H1; FPWs = 8.5	Activity Timing = H1; FPWs = 2.2	Activity Timing = H2; FPWs = 5.6	Proposed Resources

Monetary Policy and Operations

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Monetary Policy and Operations

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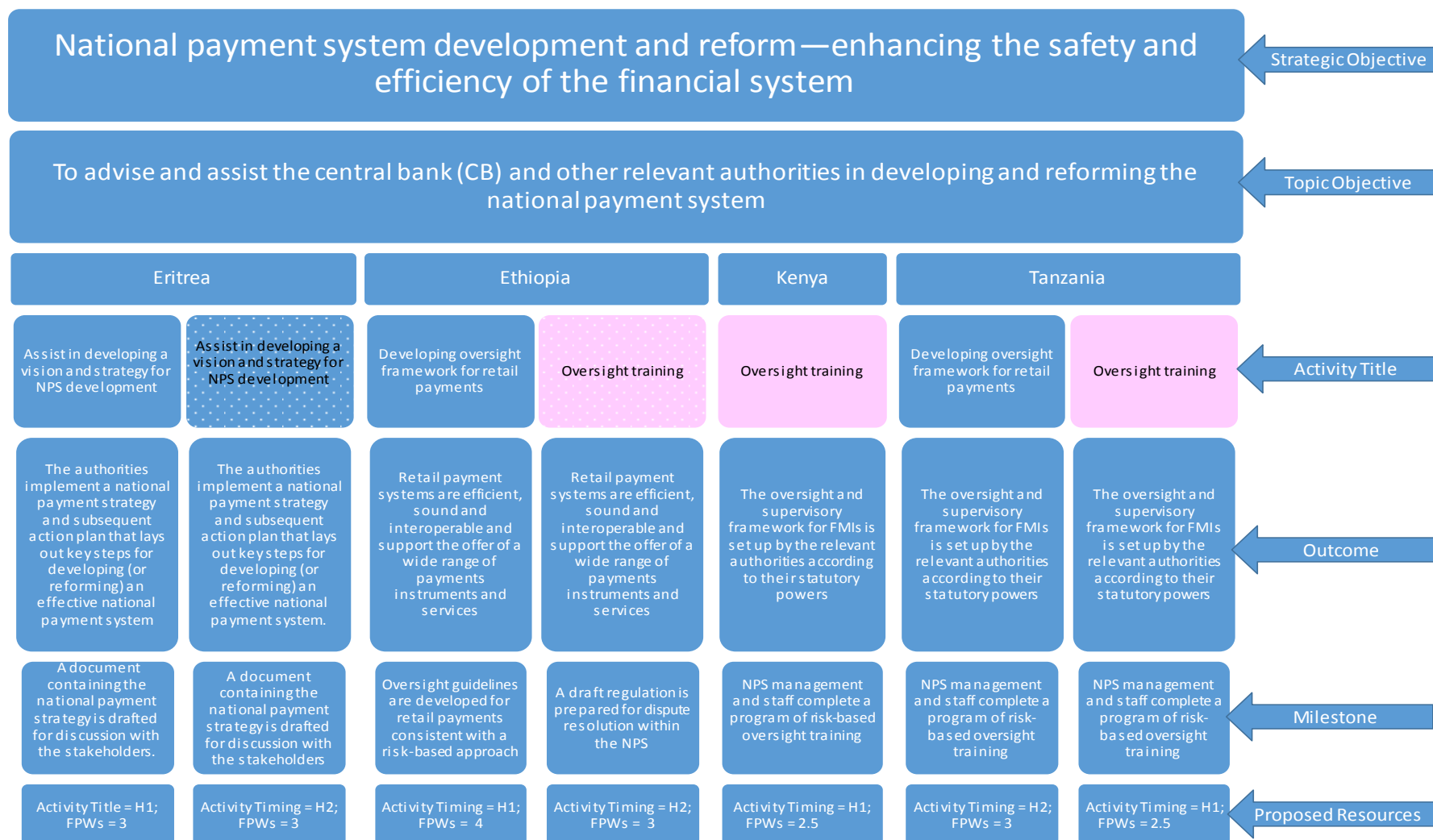
Enhancing the effectiveness and consistency of central bank FX operations with the chosen monetary policy and FX regime	Manage the foreign reserves to serve strategic objectives: Safety, Liquidity and Optimal Return		Complete AFE Corporate activities		Strategic Objective
To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime	To strengthen central bank's (CB) Reserve Management Policy Framework and management of Foreign Exchange Reserves		Complete AFE Corporate activities		Topic Objective
Regional e.g. EAC	Eritrea	Kenya	AFE		
Exchange Rate Policy	Comprehensive review of BE risk management practices	Foreign Reserve Management	Corporate work at AFE/Preparation SC reporting, etc.	MONOPS HQ retreat	Activity Title
Capacity building in the area of Exchange Rate Policy	CB has an effective and consistent Risk Policy Framework in place	CB has effective and consistent investment policy and guidelines	Strengthening RBM reporting at the AFE SC meetings	Strengthening MONOPS advisor's capacity to deliver TA MONOPS	Outcome
Workshop programme developed and implemented	BE will develop (with IMF assistance) and implement risk policy framework	CBK will develop (with IMF assistance) policy framework/ guidelines and will approve by the CBK Board	MONOPS reports and presentations will be developed for SC meetings, etc.	HQ retreat realised	Milestone
Activity Timing = H1; FPWs = 4.1	Activity Timing = H1; FPWs = 5.6	Activity Timing = H1; FPWs = 5.6	Activity Timing = H2; FPWs = 3.6	Activity Timing = H2; FPWs = 2.0	Proposed Resources

Financial Market Infrastructures and Payments

Legend:

TA Missions
Workshops
National Trainings
Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)

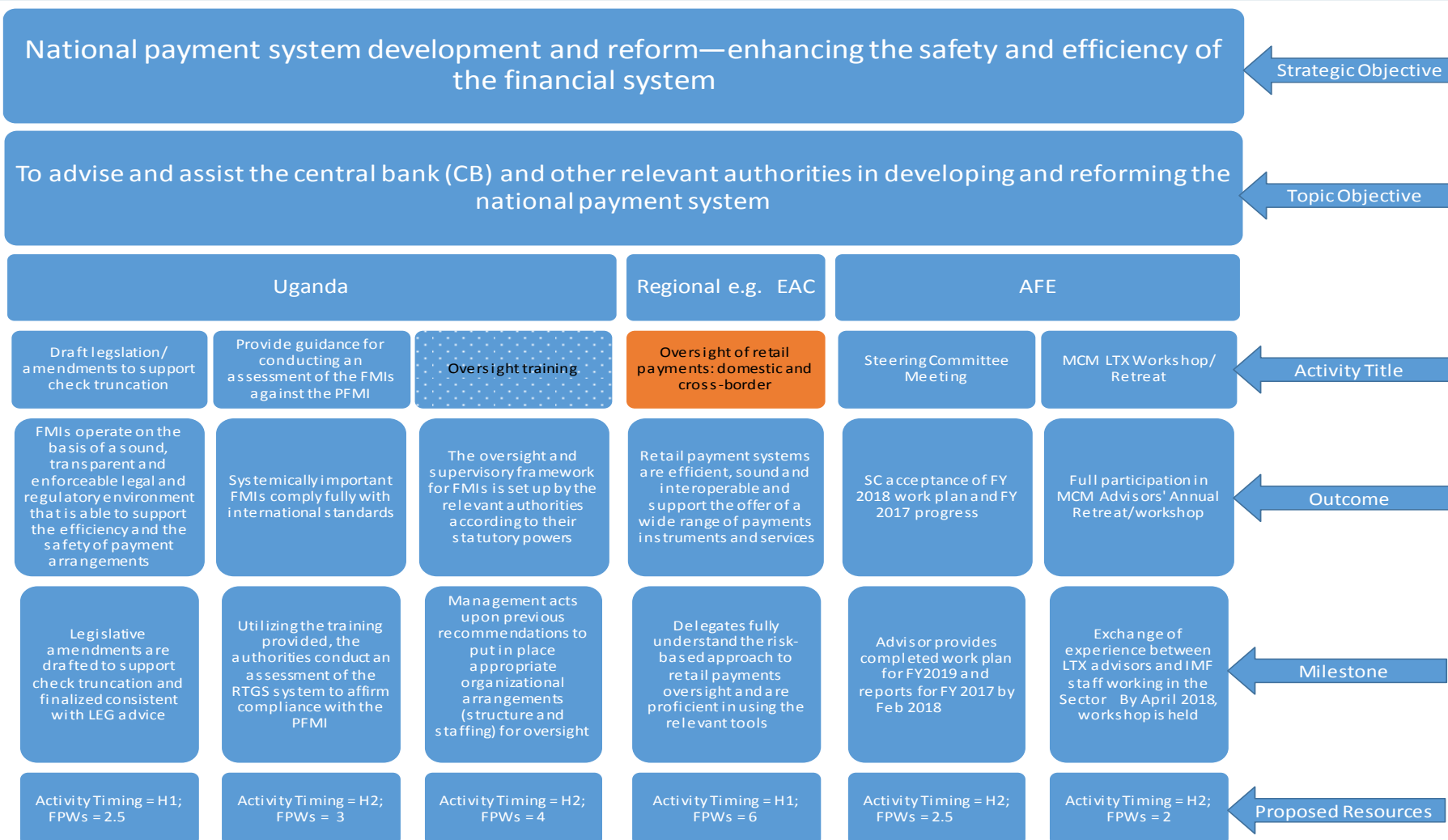


Financial Market Infrastructures and Payments

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Real Sector Statistics

Legend:

■ TA Missions
 ■ Workshops
 ■ National Trainings
 ■ Attachments

The dotted cells are for activities included in the contingency plan
 Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Strengthen macroeconomic amd financial statistics compilation and dissemination for decision making						StrategicObjective
Eritrea strengthens its compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata		Eritrea strengthens its compilation and dissemination of data on prices according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata		Ethiopia strengthens its compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata		TopicObjective
Ethiopia strengthens its compilation and dissemination of data on prices according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata		Kenya strengthens its compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata				
Eritrea	Eritrea	Ethiopia	Ethiopia	Kenya		ActivityTitle
National Training on GDP compilation by economic activity	CPI rebasing	Developing quarterly GDP by expenditure	CPI rebasing	Developing 2015 supply and use tables (SUT) - a analyses of benchmark survey dataset	Developing 2015 supply and use tables (SUT) - reconciliation and balancing	
Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2)	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2)	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Source data are adequate for the compilation of the national accounts (DQAF 3.1)	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Outcome
All the new staff in national accounts section are trained on compilation of a nnuual GDP estimates by economic activity by October 2017	CPI weights are updated to a more recent base year (by December 2017)	Methodology for compiling quarterly GDP by expenditure are developed to meet national data requirements and ISWGNA minimum requirements by February 2018	CPI weights are updated to a more recent base year (by December 2017)	Improvements to source data for 2015 SUT development are made. (Completed by December 2017)	Improve ments are made to the way in which adjustments to source data are made in developing 2015 SUT. [by April 2018]	Milestone
Activity Timing = H1; FPWs = 5.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H1; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Proposed Resources

Real Sector Statistics

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



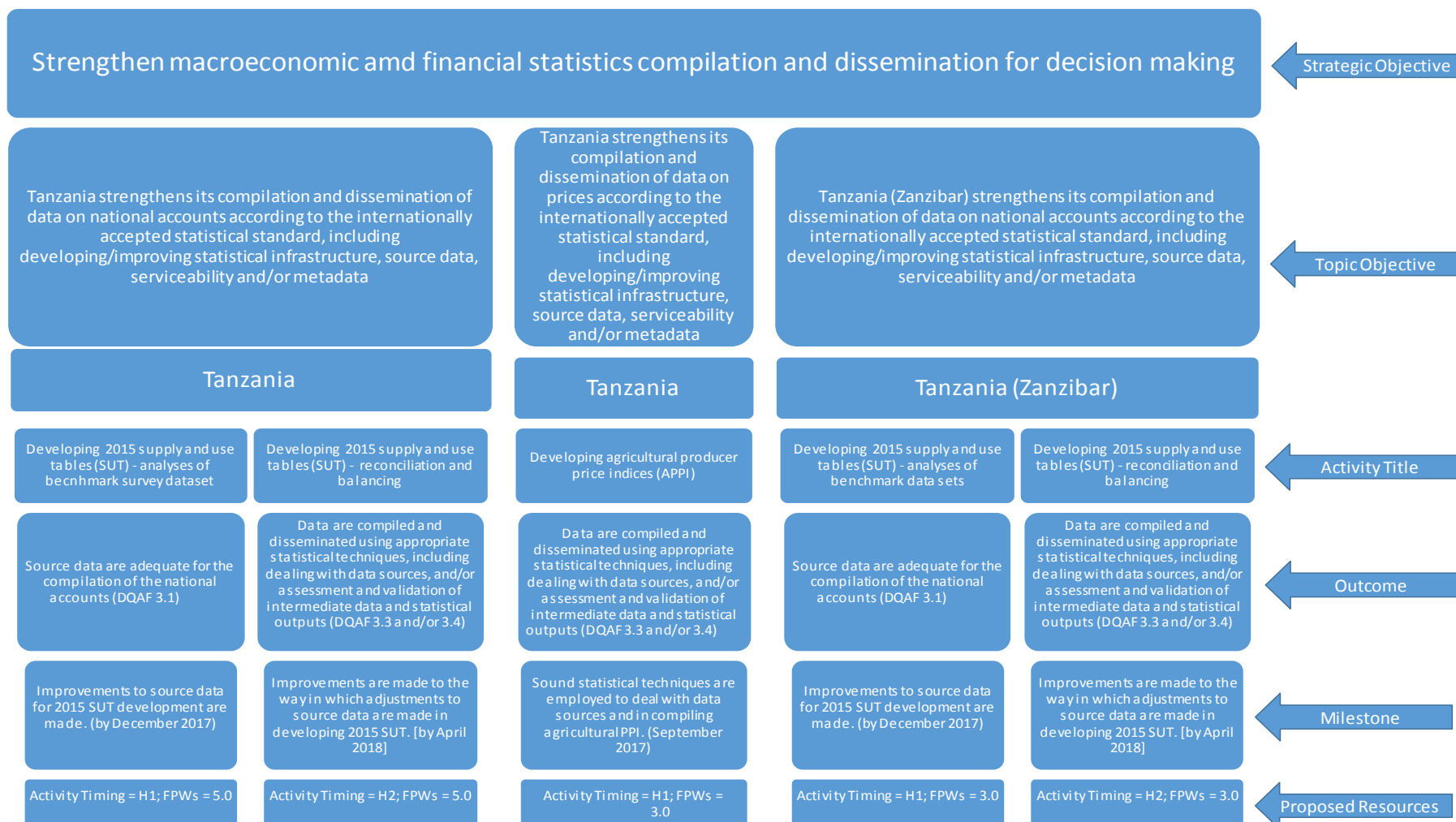
Strengthen macroeconomic and financial statistics compilation and dissemination for decision making						Strategic Objective
Kenya strengthens its compilation and dissemination of data on prices according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	Malawi strengthens its compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	Malawi strengthens its compilation and dissemination of data on prices according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	Rwanda strengthens its compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata		Member countries strengthen their compilation and dissemination of data on national accounts according to the internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata	Topic Objective
Kenya	Malawi	Malawi	Rwanda		Regional e.g. EAC	
Rebasing construction input price index (CPI)	Improving annual preliminary GDP estimates	CPI rebasing	Compiling 2015 constant price GDP estimates	Assessing source data for further development and compilation of other accounts/aggregate not currently compiled	Regional AFE NAS Workshop	Activity Title
Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Source data are adequate for the compilation of the national accounts (DQAF 3.1)	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide (DQAF 2.1)	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2)	Outcome
CPI weights are updated to a more recent base year (by December 2017)	Improved source data is used to compile improved preliminary annual GDP estimates by economic activity. (by October 2017)	CPI weights are updated to a more recent base year (by Dec 2017)	GDP volume estimates produced meet EAC requirements (2015 as the reference base). (By August 2017)	Relative to the baseline, deviations from 2008 SNA are reduced (Completed by March 2019). --deviations to be assessed at the start of the 2017 rebasing project (By Dec 2017)	National accounts compilers trained in estimation of the the valuation sub-matrices of the Supply and Use Tables (by August 2017)	Milestone
Activity Timing = H1; FPWs = 3.5	Activity Timing = H1; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H2; FPWs = 3.0	Activity Timing = H1; FPWs = 5.5	Proposed Resources

Real Sector Statistics

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)

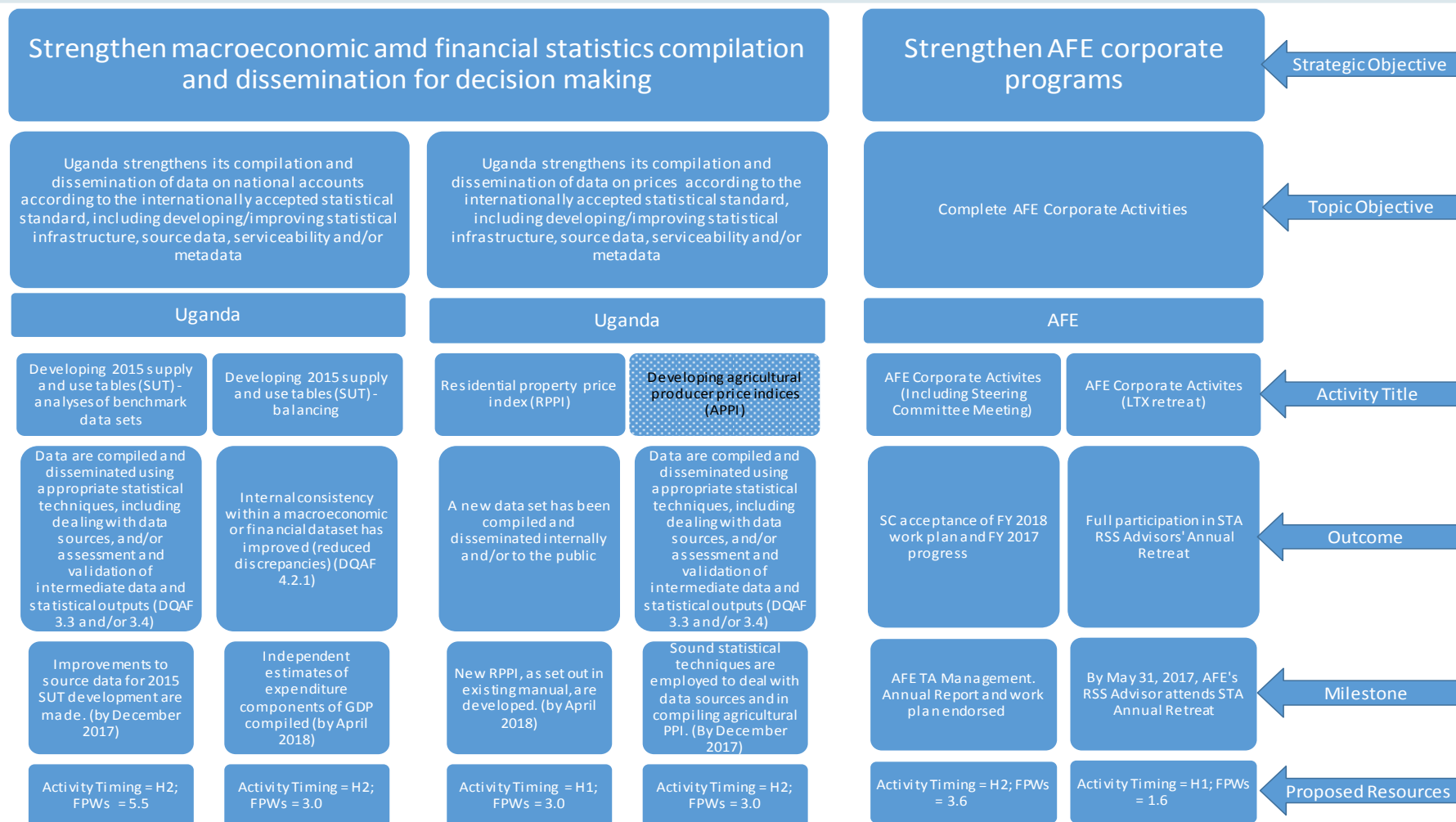


Real Sector Statistics

Legend:

■ TA Missions
 ■ Workshops
 ■ National Trainings
 ■ Attachments

The dotted cells are for activities included in the contingency plan
 Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Government Finance Statistics

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Strengthen macroeconomic and financial statistics compilation and dissemination for decision making						Strategic Objective
Assess the transparency of Rwanda's fiscal statistics by conducting a Fiscal Transparency Evaluation (FTE)	Government Financial Statistics Aligned with International Guidelines	Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.				Topic Objective
Rwanda	AFE	Eritrea		Ethiopia		
Fiscal Transparency Evaluation	STA GFS Advisors' Annual Retreat	GFS assessment mission	GFS training mission	GFS Technical Assistance Mission	GFS Technical Assistance and Training Mission	Activity Title
Improved understanding of the extent to which Rwanda's fiscal statistics are reported on a transparent basis	Full participation in STA GFS Advisors' Annual Retreat	Legal and institutional environment are favorable for GFS compilation and dissemination, and resources are adequate for this purpose	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Data are compiled and disseminated using the coverage and scope of the latest manual/guide, and staff capacity is increased through training	Outcome
By 30/04/2018, an FTE Report is prepared for Rwanda.	By July 31, 2017, AFE's GFS Advisor attends STA Annual Retreat	By 31/10/2017, an assessment of Eritrea's institutional environment for compiling and disseminating GFS is completed	By 30/04/2018, at least 10 staff members participate in GFS Training; learn to compile and disseminate GFS with minimal assistance	By 07/07/2018, annual GFS and PSDS that are compiled are aligned with the GFSM 2001/14 and PSDSG 2013.	By 31/12/2017, GFS are compiled for general government. By 30/04/2018 compilers are trained to compile GFS with minimal assistance	Milestone
Activity Timing = H2; FPWs = 3.2	Activity Timing = H1; FPWs = 2.4	Activity Timing = H1; FPWs = 4.4	Activity Timing = H2; FPWs = 4.4	Activity Timing = H1; FPWs = 4.4	Activity Timing = H2; FPWs = 4.4	Proposed Resources

Government Finance Statistics

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Strengthen macroeconomic and financial statistics compilation and dissemination for decision making						Strategic Objective
Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.						Topic Objective
Kenya	Malawi		Rwanda	Tanzania		
GFS Technical Assistance Mission	GFS Technical Assistance Mission	GFS Technical Assistance and Training Mission	GFS Technical Assistance Mission	GFS Technical Assistance Mission	High Frequency GFS	Activity Title
Higher frequency data has been compiled and disseminated internally and/or to the public	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide, and staff capacity is increased through training	Higher frequency data has been compiled and disseminated internally and/or to the public	Higher frequency data has been compiled and disseminated internally and/or to the public	Higher frequency data has been compiled and disseminated internally and/or to the public	Outcome
By 31/12/2017, GFS are compiled on an annual (general government) and quarterly (budgetary central government) basis	By 30/04/2018, annual GFS are aligned with the GFSM 2001/14; PSDS are more aligned with the PSDSG 2013	By 31/12/2018, GFS are compiled for general government. GFS compilers are trained to compile GFS with minimal assistance	By 31/12/2017, GFS are compiled on an annual (general government) and monthly (budgetary central government) basis	By 31/12/2017, GFS that are compiled are on an annual (general government) and monthly (budgetary central government) basis.	By 31/10/2017 two Tanzanian compilers participate in Attachment in Uganda on high-frequency GFS.	Milestone
Activity Timing = H2; FPWs = 4.4	Activity Timing = H1; FPWs = 4.4	Activity Timing = H2; FPWs = 4.4	Activity Timing = H1; FPWs = 4.1	Activity Timing = H1; FPWs = 5.2	Activity Timing = H1; FPWs = 3	Proposed Resources

Government Finance Statistics

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan

Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)



Strengthen macroeconomic and financial statistics compilation and dissemination for decision making							Strategic Objective
Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata						Complete AFE Corporate Activities	Topic Objective
Tanzania (Zanzibar)		Uganda	Regional			AFE	
GFS Technical Assistance Mission	GFS Technical Assistance Mission	GFS Technical Assistance Mission	Expanding GFS to the Public Sector and the GUIDELINES	Automating GFS Compilation; Accelerating GFS Dissemination	Resolving Compilation and Dissemination Issues	Steering Committee Meeting	Activity Title
Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Data are compiled and disseminated using the coverage and scope of the latest manual/guide, and staff capacity is increased through training	Improved timeliness of data made available internally and/or to the public (shorter delays)	A new data set has been compiled and disseminated internally and/or to the public	Improved timeliness of data made available internally and/or to the public (shorter delays)	Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Full participation in the GFS Steering Committee Meeting	Outcome
By 30/04/2018, annual GFS are aligned with the GFSM 2001/1	By 31/12/2018, GFS are compiled for general government. Compilers are trained to compile GFS with minimal assistance	By 30/04/2018, annual GFS are disseminated within 3 quarters; documentation improved. By 31/12/2018, annual GFS disseminated within 2 quarters	By 31/10/2017, at least 15 AFE Member States representatives attend the workshop; final draft of GUIDELINES Chapters are prepared	By 30/04/2018, at least 15 AFE Member States representatives attend the workshop on accelerating GFS dissemination.	By 30/04/2018, at least 15 AFE Member States representatives attend the workshop on resolving GFS compilation and dissemination issues	By 30/04/2018, AFE GFS Advisor provides all relevant materials for AFE Steering Committee Meeting and Annual Report	Milestone
Activity Timing = H1; FPWs = 4.4	Activity Timing = H2; FPWs = 4.4	Activity Timing = H2; FPWs = 4.4	Activity Timing = H1; FPWs = 8	Activity Timing = H2; FPWs = 7.2	Activity Timing = H2; FPWs = 7.5	Activity Timing = H2; FPWs = 2.7	Proposed Resources

Legend:

TA Missions Workshops National Trainings Attachments

The dotted cells are for activities included in the contingency plan
Field Person Weeks (includes Resident Advisor weeks spent at the Centre and in the field, IMF Headquarters staff, short term experts and attachments)


ANNEX XIV.IMF East AFRITAC Workshops, FY 2018

	Area	Workshop Title	Proposed Timing	Location
1	Revenue Administration	Workshop for CG's for Kenya, Rwanda, Tanzania and Uganda to Explore Effective Approaches to develop Post -TADAT Reform Plans	H1	TBD
2	Revenue Administration	Regional Workshop: Building effective taxpayer Registers	H1	TBD
3	Revenue Administration	Regional Workshop for ISORA/ RAFIT Coordinators	H2	TBD
4	Public Financial Management/ Macro-Fiscal Analysis	Improving budget documentation	H1	TBD
5	Public Financial Management	Cash management and TSA	H2	TBD
6	Public Financial Management	Harmonization of PFM practices	H2	TBD
7	Macro-Fiscal Analysis	Regional workshop on the macro-fiscal functions in Ministries of Finance	H2	TBD
8	Macro-Fiscal Analysis	Fiscal Policy Analysis (ICD)	H2	TBD
9	Financial Sector Regulation	Joint Regional workshop on insurance supervision with Toronto Center	H2	TBD
10	Financial Sector Regulation	Regional workshop on Basel II/III - COMESA Monetary Institute	H1	TBD
11	Financial Sector Regulation	Regional workshop on Financial Stability Health and Soundness Indicators and stress testing for Banks and Non-banks	H1	TBD
12	Financial Sector Regulation	Consolidated Supervision and D-SIBs supervisory oversight	H1	TBD
13	Monetary Policy and Operations	Harmonization of EAC Operational framework	H1	TBD
14	Monetary Policy and Operations	Exchange Rate Policy	H1	TBD

Highlighted activities reflect those in the contingency plan



	Area	Workshop Title	Proposed Timing	Location
15	Monetary Policy and Operations	Central Bank Communication	H2	TBD
16	Monetary Policy and Operations	Harmonization of EAC repo market	H2	TBD
17	Financial Market Infrastructures & Payments	Oversight of retail payments: domestic and cross-border	H1	TBD
18	Real Sector Statistics	Regional AFE NAS Workshop	H1	TBD
19	Government Financial Statistics	Expanding GFS to the Public Sector and the GUIDELINES	H1	TBD
20	Government Financial Statistics	Automating GFS Compilation; Accelerating GFS Dissemination	H2	TBD
21	Government Financial Statistics	Resolving Compilation and Dissemination Issues	H2	TBD

East AFRITAC National Trainings FY 2018

	Area	Title	Location
1	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	Ethiopia
2	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	Kenya
3	Revenue Administration	Follow up National Training in Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs	Malawi
4	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	Malawi
5	Revenue Administration	Follow up TA in Post Clearance Audit Training in Customs	Malawi
6	Revenue Administration	National Training on Developing Post Clearance Audit Capacity in Customs	Rwanda

Highlighted activities reflect those in the contingency plan



	Area	Title	Location
7	Revenue Administration	National Training in Developing Compliance Risk Analysis capacity in Tax	Tanzania
8	Revenue Administration	Follow up National Training in Developing Compliance Risk Analysis capacity in Tax	Tanzania
9	Revenue Administration	Strengthening the Post Clearance Audit Practice in Customs	Uganda
10	Public Financial Management	Project appraisal, monitoring and evaluation	Eritrea
11	Public Financial Management	Roll-out of PBB	Tanzania
12	Public Financial Management	Cash management	Ethiopia
13	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	Eritrea
14	Macro-Fiscal Analysis	Training on Tax Policy and Revenue Forecasting	Ethiopia
15	Macro-Fiscal Analysis	Hands on training on Fiscal Risk Identification, Monitoring and reporting	Malawi
16	Macro-Fiscal Analysis	Financial Programming and Policies	Rwanda
17	Financial Sector Regulation and Supervision	Provide Training to the authorities on implementing RBS for non-banks	Eritrea
18	Financial Sector Regulation and Supervision	Provide Training to the authorities on implementing RBS for banks	Eritrea
19	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for Insurance Companies	Ethiopia
20	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for banks	Ethiopia
21	Financial Sector Regulation and Supervision	Strengthening Financial Analysis and Risk-based Securities Supervision	Kenya

Highlighted activities reflect those in the contingency plan



	Area	Title	Location
22	Financial Sector Regulation and Supervision	Strengthening Financial Analysis and Risk-based Securities Supervision	Malawi
23	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for Micro Insurance Companies	Malawi
24	Financial Sector Regulation and Supervision	Strengthening securities supervision in Rwanda	Rwanda
25	Financial Sector Regulation and Supervision	Enhancing Macro prudential oversight on non-bank insurance companies and pension firms	Tanzania
26	Financial Sector Regulation and Supervision	Enhancing stress testing framework	Tanzania
27	Financial Sector Regulation and Supervision	Enhancing oversight of non-bank securities firms	Tanzania
28	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS for Insurance Companies	Uganda
29	Financial Sector Regulation and Supervision	Assist the authorities in implementing RBS	Uganda
30	Financial Sector Regulation and Supervision	Development of supervisory framework for digital channels and products	Uganda
31	Financial Sector Regulation and Supervision	Enhancing stress testing framework	Uganda
32	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Kenya
33	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Malawi
34	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Rwanda
35	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Tanzania

Highlighted activities reflect those in the contingency plan



	Area	Title	Location
36	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Uganda
37	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	Regional
38	Real Sector Statistics	National Training on GDP compilation by economic activity	Eritrea
39	Government Finance Statistics	GFS training mission	Eritrea
40	Government Finance Statistics	GFS Technical Assistance and Training Mission	Ethiopia
41	Government Finance Statistics	GFS Technical Assistance and Training Mission	Malawi

Highlighted activities reflect those in the contingency plan



ANNEX XV. IMF East AFRITAC Budget and Financing

AFRITAC East Phase IV – Status of Contribution as at end-April, 2017

Donor Country	Agreement Currency				USD Equivalent			USD Equivalent		
	Currency	Signed LOU	Additional Pledges	Total	Signed LOU	Additional Pledges	Total	Requested	Received	Past Due
Partners										
European Commission	EUR	6,000,000	10,000,000	16,000,000	6,570,000	10,637,894	17,207,894	6,570,000	6,570,000	-
The Netherlands	EUR	4,000,000	-	4,000,000	4,317,430	-	4,317,430	4,317,430	4,317,430	-
Switzerland	USD	1,000,000	-	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	-
United Kingdom	GBP	4,500,000	-	4,500,000	6,988,663	-	6,988,663	6,988,663	6,988,663	-
Subtotal - Partners					18,876,093	10,637,894	29,513,987	18,876,093	18,876,093	-
Members										
Eritrea	USD	790,000	-	790,000	790,000	-	790,000	-	158,000	-
Malawi	USD	790,000	-	790,000	790,000	-	790,000	316,000	158,000	158,000
Rwanda	USD	790,000	-	790,000	790,000	-	790,000	316,000	158,000	158,000
Uganda	USD	790,000	-	790,000	790,000	-	790,000	316,000	-	316,000
Kenya	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
Ethiopia	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
Tanzania	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
Subtotal - Members					3,160,000	2,370,000	5,530,000	948,000	474,000	632,000
Members					22,036,093	13,007,894	35,043,987	19,824,093	19,350,093	632,000
IMF Contribution				3,700,000	3,700,000	-	3,700,000	3,700,000	3,700,000	-
Total					25,736,093	13,007,894	38,743,987	23,524,093	23,050,093	632,000
Funding Surplus/(Gap)							(12,655,546)			
Working Budget							51,399,533			

Source: Institute for Capacity Development



**IMF Africa Capacity Building Initiative - East AFRITAC Phase IV Financial Summary Fiscal Year 2017
(as of April 30, 2017)**

Expenses	FY2016 - 20			FY2016			FY2017			FY2018
	Program Budget	Working Budget	Total Outturns	Budget	Outturn	Execution	Budget	Outturn	Execution	Budget
	US\$	US\$	US\$	US\$	US\$	Percent	US\$	US\$	Percent	US\$
Long-term Experts	16,240,750	15,515,197	5,351,177	2,946,326	2,474,600	84	3,178,096	2,876,577	91	3,321,141
Fiscal	6,942,844	6,522,563	2,333,254	1,297,987	1,025,539	79	1,345,450	1,307,715	97	1,368,876
Monetary	3,962,702	3,402,700	1,109,621	651,350	599,842	92	629,068	509,779	81	749,275
Statistics	2,975,736	2,590,964	891,701	525,923	410,742	78	566,347	480,959	85	555,242
Results-based Management		674,932	102,818	-	-	-	132,417	102,818	78	186,941
Regional Travel	2,359,468	2,324,038	913,784	471,066	438,477	93	504,815	475,307	94	460,807
Short-term Experts	15,852,268	14,269,063	5,521,248	2,227,547	2,144,263	96	3,080,496	3,376,985	110	2,858,389
Fiscal	7,093,034	6,420,626	2,448,602	956,663	903,151	94	1,495,302	1,545,451	103	1,297,877
Monetary	3,699,915	2,859,175	1,111,181	510,635	442,168	87	602,564	669,013	111	571,165
Statistics	3,639,692	3,343,232	1,446,773	494,502	583,381	118	566,203	863,392	152	619,677
Legal	510,294	31,586	31,586	20,294	10,423	51	15,000	21,163	141	-
Research	909,333	155,743	155,743	245,453	155,743	63	-	-	---	-
ICD	-	1,458,700	327,363	-	49,397	-	401,427	277,966	69	369,670
Training	6,784,132	7,474,694	2,487,409	1,590,873	1,194,521	217	1,730,483	1,292,888	88	1,629,619
TA seminars	5,680,172	7,281,100	2,293,814	1,485,242	1,038,669	70	1,518,348	1,255,145	83	1,629,619
ICD Training	1,103,960	193,595	193,595	105,631	155,852	148	212,135	37,743	18	-
HQ TA Delivery	1,346,072	2,931,539	364,953	445,842	204,007	46	791,775	167,044	46	836,651
Fiscal	809,275	1,047,805	274,718	373,813	150,264	40	344,319	124,454	36	252,610
Monetary	193,758	624,135	3,696	18,838	3,696	20	227,664	-	---	202,731
Statistics	150,788	228,656	26,490	12,288	8,310	68	97,722	18,180	19	66,059
Legal	192,251	60,050	60,050	40,903	41,738	102	44,000	18,312	42	-
ICD	-	970,893	6,097	-	-	-	78,070	6,097	8	315,251
Backstopping/Project Mgmt/Staff Trav	4,646,541	3,381,294	1,254,843	684,408	601,860	88	730,053	652,983	93	694,828
Backstopping	2,414,564	1,648,351	672,169	444,530	302,148	68	310,770	370,021	119	318,972
Project Management	819,567	474,652	180,884	134,860	90,122	67	93,522	90,762	97	95,990
Staff Travel	1,412,409	1,258,292	401,790	105,018	209,590	200	325,760	192,200	59	279,866
Other	1,649,686	1,205,080	206,747	46,186	67,927	147	202,264	138,820	65	529,565
Evaluation	300,000	300,000	-	-	-	-	-	-	---	300,000
Miscellaneous Office costs	365,092	695,080	206,747	46,186	67,927	147	132,061	138,820	105	159,565
Contingency	984,594	210,000	-	-	-	-	70,203	-	---	70,000
Subtotal Donor Expenses	46,519,449	44,776,867	15,186,377	7,941,183	6,687,179	84	9,713,167	8,505,296	88	9,870,194
Trust Fund Management	3,256,361	3,134,381	1,063,046	555,883	468,103	84	679,922	595,371	88	690,914
Total Donor Expenses	49,775,810	47,911,248	16,249,424	8,497,066	7,155,281	84	10,393,089	9,100,667	88	10,561,107
Office Coordination and Administrative	3,703,989	3,488,285	1,405,637	612,751	643,126	105	700,802	762,511	109	680,515
Total East AFRITAC	53,479,800	51,399,533	17,655,061	9,109,817	7,798,407	86	11,093,891	9,863,178	89	11,241,622