

**REGIONAL TECHNICAL
ASSISTANCE CENTER
FOR EAST AFRICA**



AFRITAC
East

**INFORMATIONAL
ANNEXES**

2019



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Rwanda



Tanzania



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Informational Annexes

FY 2019

IMF East Africa Regional
Technical Assistance
Center (IMF East
AFRITAC)

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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. Final Agenda for the 21st Steering Committee Meeting

EAST AFRITAC–21st STEERING COMMITTEE MEETING Double Tree Hotel – Oyster Bay Dar es Salaam, March 31 - April 1, 2019 Final Agenda	
SUNDAY, MARCH 31, 2019	
Time	Activity
Whole Day	<i>Transfers from the Airport to Hotels</i>
14:00 – 15:00	Meeting of IMF HQ and East AFRITAC staff (Double Tree Hotel, Bay View Meeting Room)
15:30 – 16:30	Meeting of East AFRITAC member country delegates and IMF staff (Bay View Meeting Room)
17:00 – 18:00	Meeting of development partners and IMF staff (Bay View Meeting Room)
19:00 – 21:00	<i>Welcome Cocktail (Double Tree Hotel, Jetty)</i>
MONDAY, APRIL 1, 2019	
08:00 – 08:30	Registration of participants (Double Tree Hotel, Peninsula Ballroom)
08:30 – 08:35	Welcome by Hervé Joly, Steering Committee Secretary and Center Coordinator
08:35 – 8:45	Opening by Mr. Julian Banzi Raphael, Deputy Governor of the Bank of Tanzania and 21 st Steering Committee Chairperson

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08:45 – 9:00	<ul style="list-style-type: none"> • Approval of the Agenda (Chairperson) • Matters Arising from the 20th Steering Committee Meeting (Secretary/Center Coordinator)
9:00 – 10:30	<p>Reports on the Implementation of the FY 2019 Work Plan:</p> <ul style="list-style-type: none"> ➤ Presentation by East AFRITAC staff ➤ Member country/EAC presentations as users of TA/training ➤ Open discussion
10:30 – 11:00	<i>Coffee and Tea Break</i>
11:00 – 11:30	The IMF's review of its capacity development strategy (ICD)
11:30 – 12:00	East AFRITAC financial report for FY 2019 and update on Phase IV financing (ICD)
12:00 – 12:45	Development partner presentations on strategic priorities and implications for East AFRITAC
12:45 – 13:45	<i>Lunch (Double Tree Hotel, Marimba Restaurant)</i>
13:45 – 15:00	<p>East AFRITAC's Proposed Work Plan for FY20</p> <ul style="list-style-type: none"> ➤ Presentations by East AFRITAC staff ➤ Feedback from Steering Committee members
15:00 – 16:00	Mid-term Evaluation: Main Recommendations and IMF Response
16:00-16:15	<i>Coffee and tea break</i>
16:15 – 17:30	Preliminary discussion on priorities for Phase V (2020-25)
17:30 – 17:45	<ul style="list-style-type: none"> • Date and venue of 22nd Steering Committee meeting • Closing remarks by 21st Steering Committee Chair
19:00	<i>Dinner at Hamu Restaurant</i>

ANNEX III. Minutes of the 21st Steering Committee Meeting

Held at the Hilton DoubleTree Hotel, Dar es Salaam on April 1, 2019

Executive Summary

The 21st Steering Committee (SC)¹ welcomed member countries' achievements and IMF East AFRITAC (AFE) Technical Assistance (TA) and training support in FY19, the fourth year of Phase IV. The SC also welcomed the annual report to the SC and endorsed the proposed work plan for FY20. Particular emphasis was placed on:

- **Funding:** The Center's financial situation has improved significantly, thanks to new contributions from donors and member countries in the past year. However, prompt disbursement of the remaining contributions from member countries is necessary if the full work plan is to be implemented in FY20. The SC therefore encouraged Ethiopia to sign its letter of understanding and all member countries (except Malawi, which has already made its full contribution) to make their remaining financial contributions to the Center.
- **Mid-term evaluation:** SC members welcomed the conclusions of the recent independent evaluation of AFE, which found that the Center has been providing high-quality capacity development support, achieved most of its objectives and milestones, and used its resources effectively and flexibly in response to evolving demand and priorities and availability of financing. SC members also noted that many of the recommendations made in the evaluation report—including on the need to further strengthen coordination with development partners (DPs)—are already being implemented by the Center.
- **Phase V:** The fifth phase of the Center's work program is due to begin in May 2020. Presentations and discussions considered new areas of focus for the Center in Phase V, including stepped-up support for revenue mobilization, delivery of Forecasting and Policy Analysis System (FPAS) support from the field, and external sector statistics. The request by South Sudan to be included in the membership of the Center at the start of Phase V, which is supported by the IMF, received tacit consent from participants.

Welcome Address

The meeting was formally opened by Mr. Julian Banzi Raphael, Deputy Governor of the Bank of Tanzania and 21st SC Chairperson. The Chairperson appreciated the support being provided by AFE to all the member countries including Tanzania. He noted that several DPs

¹ Participants at the meeting included officials from Eritrea, Ethiopia, Kenya, Malawi, Rwanda, Tanzania, and Uganda, and representatives from regional organizations (East African Community, Common Market for Eastern and Southern Africa, Macroeconomic and Financial Management Institute of Eastern and Southern Africa) and development partners (European Union, Germany-GIZ, United Kingdom-DFID, and the European Investment Bank; and China, Denmark, Ireland, Norway, and the African Development Bank as observers).

and member countries had recently made financial contributions to AFE. He urged member countries to make their remaining contributions to the Center, as these will be critical for the full implementation of the FY20 work program.

Approval of the Agenda for the 21st Steering Committee Meeting

The Agenda for the 21st Meeting was approved as presented.

Matters Arising from the 20th Steering Committee Meeting

The Center Coordinator provided an update on the status of issues arising from the 20th Steering Committee meeting:

2013 mid-term evaluation's recommendations. Progress continues to be made in meeting the recommendations of the 2013 mid-term evaluation. IMF country strategy notes for capacity development (CD) are available for six of AFE's seven member countries. The country strategy notes are discussed with the authorities and updated. Summaries of the country strategy notes are now published routinely in IMF country reports. The practices have been standardized across Regional Technical Assistance Centers (RTACs) and are regularly discussed in various fora. Long-term strategic partnerships with DPs have been established (e.g., the European Union, the United Kingdom, and Germany), and further broadening of the partnership base is ongoing (e.g., the European Investment Bank became a new donor in 2018).

Results-Based Management (RBM): The RBM framework has been incorporated in the work of the Center and forms the basis for regular reporting and monitoring of CD across sectors. Logframes continue to be regularly discussed between the authorities and AFE advisors, for instance in the context of in-country missions or regional activities. The status of existing milestones and proposed new milestones are included in the report that was circulated to country authorities ahead of the SC meeting. Full logframes will be distributed for comments to the authorities, together with the rating of milestones for which the test date is passed in early FY20.

Donor Coordination. Coordination with DPs and regional organizations has remained close. The Center Coordinator and advisors have continued to make best efforts to share information on upcoming missions and meet with the interested DPs while in-country. As part of the process of developing the annual work plan, questionnaires were sent to DPs to gather their views on CD priorities in member countries and areas for coordination and collaboration. DPs have been regularly invited to attend and participate in regional workshops of interest to them. Cooperation with the East African Community Secretariat has remained very close on a range of issues, such as the harmonization of statistics and Public Finance Management (PFM) practices. Collaboration with other regional partners has also continued to increase. Four workshops were organized jointly with the Common Market for Eastern and Southern Africa (COMESA) secretariat (together with AFRITAC South). Close exchanges also took place with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) on the preparation and coordination of work plans and opportunities for collaboration.

Funding. New contributions from donors and member countries have been received and have further improved the financial situation of the Center. However, the payment of remaining contributions by member countries will be required for the full implementation of the proposed FY20 work plan.

Implementation of the FY19 Work Plan

Presentation by the Center Coordinator and Resident Advisors

The Center Coordinator provided an overview of CD activity, resource use and RBM outcomes in FY19. AFE executed about 98 percent of the planned activities in FY19, which was a significant increase in activity over FY18. However, progress on the achievement of RBM milestones has been slower than expected. Fifty-four percent of targeted milestones between May 2017 and December 2018 were fully or mostly achieved, while 46 percent were only partially achieved or not achieved. This may reflect a range of issues, such as changing country priorities; staffing constraints (e.g., insufficient staffing, high turnover) and other constraints (e.g., financial or IT-related) in counterpart institutions; coordination challenges across institutions; over-optimism in the initial setting of milestone target dates, and more generally ongoing learning in implementing the new RBM framework. Advisors presented a summary of activities and significant outcomes for their sectors.

Presentations by Member Country Representatives

Kenya: Kenyan delegates noted the high quality of assistance from the Center, and were particularly grateful for assistance on banking supervision, which has enabled them to address recent challenges. The National Treasury noted that they are keen to strengthen their revenue policy unit and that they value the assistance on revenue administration. The National Treasury also appreciated the support on public investment management and noted that the assistance on PFM and Government Finance Statistics (GFS) is highly complementary, and that success in one area usually generates success in the other. However, Kenya also expressed concern about the practice of allowing DPs access to technical assistance reports, notwithstanding the confidentiality agreements and network security provisions.

Uganda: Uganda expressed satisfaction with the assistance provided by the Center across sectors. The Center has significantly assisted in the preparation and dissemination of credible national accounts. The Ugandan delegates highlighted recent gains in macro-fiscal analysis, GFS compilation, and budget costing and documentation, all of which have been achieved with the assistance of the Center. AFE assistance in the development of the supply-use table at the Uganda Bureau of Statistics was recognized. Uganda reiterated its commitment to meet all of its financial obligations to the Center.

Eritrea: Eritrea expressed its gratitude to both AFE and headquarters (HQ) staff for the assistance received and emphasized that this is critical during a time of significant change in Eritrea. The Ministry of Finance is looking to build the credibility of the budget and has valued training they have received in this area. They noted that assistance from AFE had

enabled the Eritrean authorities to compile GFS data for both the budgetary central government and extra-budgetary units.

Malawi: Malawi thanked AFE for its ongoing assistance. The Reserve Bank of Malawi noted that many steps had been taken to modernize their monetary policy framework with AFE assistance and while there have been challenges, these are being resolved with support from the Center.

Ethiopia: The delegate acknowledged the valuable support of the Center. AFE support on tax administration is crucial for Ethiopia, given the current low level of domestic revenue. The continued assistance on GFS has been vital because high staff turnover has left the Ministry of Finance with a large capacity gap in this area. The Ministry of Finance is also improving capacity on forecasting and fiscal risk analysis with the support of the Center.

Rwanda: The delegate added his vote of thanks to AFE for the assistance received over FY19 and noted that Rwanda was especially grateful to the DPs for enabling this assistance. Rwanda has benefited in all eight areas of focus at AFE. Rwanda cited the tremendous progress that has been made with AFE's support at the National Bank of Rwanda in their move to a forward-looking interest rate-based monetary policy framework.

Tanzania: Delegates from Tanzania gratefully acknowledged the assistance provided by AFE. Recent support on the development of an electronic trading platform was noted to be particularly helpful in the conduct of monetary policy. The Bank of Tanzania welcomed recent and ongoing assistance in developing high-frequency indicators of economic activity. The delegation highlighted it was important for the participants to be able to put training into practice in their respective organizations. The delegate from the National Bureau of Statistics appreciated the Center's high responsiveness to specific CD needs. The delegates asked for clarification on AFE's collaboration with other DPs, and on strategies that can help mitigate the risks of an over-ambitious agenda of activities in the context of high staff turnover.

The IMF's Review of its Capacity Development Strategy

IMF staff presented a summary of the recent review of the IMF's capacity development strategy. The review was aimed at increasing the impact and efficiency of CD. The key recommendations from this work included: establishing clear roles and responsibilities in the strategic engagement with country authorities; better prioritization and monitoring; enhancing country-tailored assistance; providing more effective internal consultation and sharing of information; and providing stronger external coordination and communication. The IMF is particularly keen to tailor assistance to each country and to ensure the support is demand-driven. This will necessarily entail an even more important role for the IMF's regional centers that are uniquely placed in terms of their proximity to members and their ability to address new needs swiftly and flexibly.

AFE Financial Report for FY19 and Update on Phase IV Financing

IMF staff updated the SC on the financing situation of Phase IV. Total commitments from member countries, donor partners and the IMF are US\$51.5m of which US\$45.5m has been disbursed. Disbursements remaining to be made include \$2.2m from DPs (\$1.0m from the

European Commission, and \$1.2m from the United Kingdom) and \$2.9m from member countries.

IMF staff noted that member countries are expected to contribute a combined 10 percent (US\$5.5m) of the Phase IV program budget. All countries except Ethiopia have signed letters of understanding committing to this contribution. Malawi is the first country to have disbursed its commitment in its entirety (\$790,000). Kenya, Tanzania, and Uganda have made three annual disbursements (out of the expected five), Eritrea two, and Rwanda one. Ethiopia is yet to formally agree to disburse its pledged amount. The SC noted that prompt disbursement of the remaining contributions from both the development partners (the European Commission and the UK) and from member countries will be critical to the implementation of the full work plan in FY20.

The Ethiopian delegate reported that his authorities were gathering the required documentation and considering signing their letter of understanding and making a financial contribution in the near future. Delegates from Eritrea asked that the SC note their concern that member contributions are the same across the membership irrespective of the economic size and capacity to pay of the countries, and asked that this be reviewed in the program design for Phase V.

Development Partner Presentations on Strategic Priorities

DP representatives reported on their strategic priorities and implications for AFE.

United Kingdom (UK): The Department for International Development (DFID) representative presented the UK Strategy. DFID's priorities in the region are improved revenue collection, budget management (including preparation, execution, and management of fiscal risks), and fiscal transparency. The UK emphasized that its interest was both in the topics of assistance and the modalities of delivery. The UK is keen to see meaningful coordination with member states and DPs in the activities undertaken by the Center, and continued focus on value for money and the optimization of the use of funds.

European Investment Bank (EIB): The representative of the EIB congratulated the Center for the outcomes over the past fiscal year. The EIB welcomed an increase in activity on financial supervision and regulation and noted that they would appreciate further work in this field.

Germany: GIZ priorities under its Good Financial Governance Program include improvements in PFM, domestic resource mobilization, and tax administration. The GIZ delegate commended the Center for strengthening coordination with other regional organizations, including MEFMI, and indicated they would welcome further efforts to disseminate information on upcoming missions.

The European Union (EU): The EU delegation noted that the EU supports the IMF's capacity development efforts through multiple channels. AFE is one of them and is an important part of the regional EU strategy. The EU delegation indicated that the EU is committed to continuing its support in its next programming exercise, which will coincide with the next phase of AFE. The EU's strategic priorities are in the area of budget credibility,

public investment management, and more transparent and improved macroeconomic and fiscal forecasting.

China (observer): China will finance AFE during Phase V. The Chinese delegate thanked SC members for inviting him to attend the SC meeting, and cited assistance on external stability, regional integration, and fiscal transparency as priorities.

African Development Bank (AfDB; observer): The AfDB delegation noted that the AfDB has worked with AFE on many issues through the Africa Training Institute. The AfDB is designing a new Institutional Support Program, which will help to build both institutional capacity (including through the provision of computer hardware and software) and individual capacity (through training). The AfDB will be assisting Tanzania on domestic resource mobilization and Malawi on statistical capacity under this program and will work closely with AFE in these areas.

Norway (observer): The Norway delegation expressed its interest in supporting the forthcoming Phase V of the Center. They noted that the “Tax for Development” program (managed by the Norwegian Agency for Development Cooperation) contains commitments to double aid on measures to enhance domestic revenue mobilization. In response to the discussion on how to mainstream gender in PFM, Norway mentioned the new gender equality pilot module of the Public Expenditure and Financial Accountability assessment.

Discussions following the DP presentations focused on whether AFE should get involved in emerging issues like gender equality, climate change, and corruption. The Center Coordinator clarified that AFE stands ready to assist in these areas upon request, but will, of course, continue to provide support in existing areas of work. IMF staff explained that work on emerging issues is in full alignment with the objectives of macroeconomic stability and sustainable economic growth; these topics are not a digression from CD priorities, rather, they are seen as an important complement to existing CD delivery.

Presentation of Proposed FY20 Work Plan

The Center Coordinator and advisors presented an overview and sectoral highlights of the FY20 work program. Slightly lower levels of activity in FY20 principally reflect prudence in the face of uncertainty on the availability of resources. The proposed work plan requires receiving about 2/3 of the remaining financial contributions from member countries. If full contributions are received, additional contingent activities listed in the report to the SC, in particular a number of regional workshops, can be undertaken as well. The share of training across AFE activities continues to be high in FY20, and there will be an increase in peer-to-peer learning attachments.

Issues raised in discussions included:

- **Attachments and peer learning:** Tanzania enquired about the use of attachments to improve peer learning among member countries. The Center Coordinator noted that attachments are already implemented in some sectors and are viewed as a valued modality of AFE assistance, allowing officials to see good practices both within the

region and more widely.

- **Kenya:** The work plan for 2020 is consistent with Kenya's needs, and links very well with their focus on public investment management. Kenya is leveraging AFE assistance in the early stages of setting up a public investment management unit. Kenya indicated that they would have bilateral discussions with the Center to articulate their needs on monetary policy enhancement.
- **Coordination with HQ missions:** Comments were made about the coordination between HQ and AFE activities, specifically where HQ missions generate work that requires further AFE assistance. AFE advisers noted that HQ missions often help to identify TA needs in a country, which AFE advisers then follow-up on with country authorities.
- **Feedback and follow-up on training activities:** Germany asked whether the Center follows up on the outcomes from training activities. The Center Coordinator noted that training activities are usually evaluated using satisfaction surveys at the end of regional workshops and pre- and post-workshop quizzes to assess learning outcomes for workshops with high training content. AFE has also been using anonymous follow-up surveys of training impact. The UK noted that there is a risk around trying to quantify results too extensively and that, as a complement, they would welcome some discursive, long-term narratives on training effectiveness and outcomes.

There was no objection to the workplan from the SC.

Mid-Term Evaluation Recommendations and IMF Response

Independent evaluators presented their methodology and main recommendations from the mid-term evaluation of AFE for Phase IV. The evaluators indicated that the examinations of AFE's programming, planning, governance, operations, and budget management show strong results across the Development Assistance Committee evaluation criteria. According to the evaluators, the Center has been providing high-quality capacity development support, achieved most of its objectives and milestones, and used its resources effectively and flexibly in response to evolving demand and priorities and availability of financing.

The Center Coordinator presented the IMF response to the mid-term evaluation. The Center Coordinator noted that the IMF welcomed the findings and agreed with most of the recommendations in the report, many of which are already being addressed.

Preliminary discussion on priorities for Phase V (2020-25)

The Center Coordinator noted that South Sudan had requested AFE membership and highlighted that South Sudan was the only country in sub-Saharan Africa not to be a member of an AFRITAC. The IMF's view is that this request should be answered positively and that South Sudan should become an AFE member at the beginning of Phase V (May 2020). The Center Coordinator also underlined that plans for Phase V will take into account financing

constraints. At this juncture, a modest increase in the total volume of activity, related to South Sudan's membership, looks like the most realistic scenario.

The Center Coordinator noted that some of the changes under consideration include:

- Scaling up support on revenue mobilization, which has been identified as a priority by both the authorities and DPs. One proposal is to add a long-term adviser on revenue administration, with a focus on customs, which may require savings in another sector.
- Basing FPAS expertise at AFE. Demand for FPAS work, currently delivered from IMF HQ, remains very strong. A proposal is to position an FPAS adviser in AFE, consistent with the RTAC model of work being delivered or coordinated from the field. Given that this is primarily a change of modality of delivery, this may not entail a significant cost increase.
- Reducing, but not eliminating, the volume of activity on monetary operations, where demand has been more limited than expected, as illustrated in the report to the SC.
- External sector statistics. Support on external sector statistics is currently provided by IMF HQ, but there is rising demand for assistance in the region. If countries continue to make good progress on GFS adoption, one option would be to move support from GFS to external statistics support sometime during Phase V.

SC members broke into discussion groups to consider these and other possible priorities; modalities of TA delivery; and AFE engagement and coordination issues. Members and partners supported the proposed broad priority areas and continuation of current modalities of assistance, though they were keen to see further details on the proposals and welcomed the prospect of further engagement on these issues. They made a number of suggestions that will be explored in the preparation of the Program Document for Phase V, expected to be completed in the next few months. There was no objection from the SC to the inclusion of South Sudan as a new member.

Date and Venue of 22nd Steering Committee Meeting

The Center Coordinator proposed that the 22nd SC meeting be held at a similar time in 2020. He also proposed to continue with the practice of having the SC meeting in Dar es Salaam while rotating the SC presidency (with Uganda chairing the SC in FY20). The SC endorsed the proposals. The Center Coordinator thanked the SC for its candor and lively discussions. The Center Coordinator also thanked the Chair and the Bank of Tanzania for continuing to host the AFE Center.

The Center Coordinator invited the SC to express their appreciation of the assistance provided by PFM advisers Amitabh Tripathi and Kubai Khasiani who will leave the Center in the coming months.

Summing-Up and Closing by the Chairperson of the Steering Committee

In summing up and on behalf of all stakeholders, the Chair thanked the SC members and meeting participants for their active participation in the sessions during the day. The Chair also thanked AFE for its continued assistance and the high quality of its advice.





ANNEX IV. 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	TBD
Kenya	
Dr. Kamau Thugge Principal Secretary National Treasury	Ms. Sheila M'Mbijewe Deputy Governor Central Bank of Kenya
Malawi	
Mr Clifford Chiunda Secretary to the Treasury Ministry of Finance, Economic Planning and Development	Dr. Grant P. Kabango Deputy Governor Reserve Bank of Malawi
Rwanda	
Mr. Caleb Rwamuganza Secretary General and Secretary to the Treasury Ministry of Finance & Economic Planning	Ms. Monique Nsanzabaganwa Vice Governor National Bank of Rwanda
Tanzania	
Mr. Doto M. James Permanent Secretary Ministry of Finance and Planning	Dr. Yamungu Kayandabila Deputy Governor Bank of Tanzania
Uganda	
Mr. Robert Okudi Acting Commissioner Cash Management Ministry of Finance Planning & Economic Development	Dr. Charles Abuka Director, Statistics Bank of Uganda

ANNEX V. IMF East AFRITAC Staff

	<p>Hervé Joly became the IMF East AFRITAC Coordinator in September 2016. He has worked at the International Monetary Fund for 19 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>Amitabh Tripathi was a Public Financial Management Advisor from May 2014 to May 2019. 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 was a PFM advisor from July 2015 to May 2019 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 from the UK has been with the Center since January 2016. He has more than 30 years of experience in public financial management across 18 countries, including in East Africa.</p>
	<p>Bryn Battersby is Australian and joined the Center in March 2017 as the Macro-Fiscal Advisor. Previously, he has worked for the IMF in South Sudan, for the Australian Treasury, and held various government senior advisor positions in a range of countries.</p>
	<p>Berlin Msiska, a national of Zambia, joined the Center in June 2017 as Revenue Administration Advisor. He previously worked for the IMF in the same capacity in West Africa, based in Ghana; and later moved to AFRITAC South in Mauritius. He is a former Commissioner General of the Zambia Revenue Authority and has been Permanent Secretary in the Ministry of Finance and National Planning of Zambia. He has extensive banking sector experience at senior management level.</p>
	<p>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 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 joined East AFRITAC as an advisor in Financial Market Infrastructures and Payments in February 2016. She provides TA to member countries of East AFRITAC and AFRITAC South. A former career commercial and central banker, she led Jamaica's national payments system (NPS) reform agenda and since 2008 has worked as an international payments system consultant in Africa and Southeast Asia.</p>
	<p>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 East AFRITAC.</p>
	<p>Robert Maate joined East AFRITAC as an advisor in Government Finance Statistics in April 2017. Mr. Maate, a Uganda national, was for over nine years the head of the Statistics Department of the EAC Secretariat. He was East AFRITAC's key counterpart in the design and implementation of the successful capacity building program in government finance statistics in EAC countries. He played an important role in the establishment of the East African Monetary Union project by helping coordinate reforms in fiscal, monetary, statistics and financial sector policies at the regional level.</p>



Eric Lautier was the Result Based Management (RBM) Advisor until October 2018. A national of France he joined IMF East AFRITAC in 2014 and was previously the center's research analyst. Before joining the IMF, Eric helped built capacity in macro-economic analysis and trade policies as a Senior Economist/ODI fellow in Burundi. He also worked in academia and for a global asset management advisory firm in London.

East AFRITAC Local Staff



Edina Moshi – Office Manager



William Wakuganda –
Economist



Evonne Massawe –
IT Officer



Amina Karuma –
Administrative
Assistant



Warda Kassim –
Administrative
Assistant



Sabah Abdulrahman
– Administrative
Assistant



Neema Kaduma –
Administrative
Assistant



Stamili Togwa –
Office Attendant



Wilhelm Kinabo –
Office Driver

ANNEX VI. Phase IV External Mid-Term Evaluation of East AFRITAC: Recommendations and IMF Staff Response

Recommendation	IMF Response	Action(s)	Timing	Responsible
<p>Recommendation 1: Build upon improvements made in work planning for the remainder of Phase IV and in the next phase.</p> <p>1.1 Continue a participatory approach in work planning, but make it an iterative process until finalization, rather than limiting authorities' participation to the annual needs assessment only.</p>	Agree	<p>When the proposed work plan is sent to the members of the Steering Committee, the agency-specific work plans will be sent by the resident advisors to their counterparts, to keep them informed. Work plans will be sent again to technical counterparts after the Steering Committee meeting, reflecting any changes in the wake of the meeting. The latter communication will also formally launch the scheduling process.</p>	From FY 2020	East AFRITAC
<p>1.2 Establish objectives that can be realistically achieved and reflect targets that are appropriately sequenced, consider other reform needs, provide assessment of other complementary donor programs and consideration for partnerships, and objectively verifiable milestones and indicators.</p>	Agree	<p>We will continue to pay great attention to aligning reform recommendations with absorptive capacity, with due recognition of the diversity of countries and institutions. In addition, while addressing technical and capacity challenges should remain at the core of East AFRITAC support, more explicit attention will be paid to complementary reforms of human resources and systems management, when required.</p> <p>Close engagement and coordination with all the main stakeholders will continue</p>	From FY 2021	East AFRITAC

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Recommendation	IMF Response	Action(s)	Timing	Responsible
<p>Recommendation 2: Improve AFE's cost-effectiveness and budget management capabilities.</p> <p>2.1 Give the CC greater input and authority in budget decisions and operations. The process of budget formulation and management will benefit from the CC's intimate knowledge of local operating conditions.</p>	Agree	An internal note recently clarified the role of the CC and other IMF stakeholders in several areas. The annual budget process is initiated and led by the CC, in close consultation and coordination with concerned departments. The CC also manages the implementation of the workplan and the execution of the annual budget and can initiate changes to planned activities or budget lines during the fiscal year to respond to changing circumstances. The budget management rules give a leading role to the CC, allowing him/her to take into account local operating conditions.	From FY 2020	East AFRITAC and IMF HQ
2.2 Encourage RAs to identify cost-effective measures when designing or reviewing CD activities.	Agree	The recent adoption of a detailed chart of accounts for East AFRITAC's budgets and operations and the availability of recent financial information in CD-PORT allow IMF stakeholders, including RAs, to monitor more closely whether the level and composition of spending are consistent with the initial work plan. AFE will explore how to involve RAs more closely in sectoral budget management, including to give them greater incentives	From FY 2020	East AFRITAC

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Recommendation	IMF Response	Action(s)	Timing	Responsible
		to identify cost-effective measures when designing or reviewing CD activities.		
<p>Recommendation 3: Improve the use of RBM to monitor progress and manage performance.</p> <p>3.1 Using process indicators, account for local conditions when identifying objectives to set timelines that are realistic and achievable. There are some milestones that go through requirements beyond the IMF's control. This process should be tracked or documented by an indicator to make it clear that there is this requirement that is the responsibility of the authorities to complete.</p>	Partly agree	While some process indicators could be considered to facilitate monitoring, assessment, and attribution, the existing RBM framework can already be (and is) used for this purpose. Efforts in the coming years will also focus on the analysis of data integrity and consistency across projects.	From FY 2020	East AFRITAC
3.2 Ensure that CDMAP will be the single resource for RBM work for all IMF staff and improve the user experience of the system from CD PORT.	Agree	The Capacity Development Management and Administration Program (CDMAP) will support more efficient and transparent implementation of the CD governance framework by addressing gaps and inconsistencies in processes and systems underlying CD operations across	From FY 2022	East AFRITAC and IMF HQ

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Recommendation	IMF Response	Action(s)	Timing	Responsible
		the Fund. It will provide easily-accessible data, supporting better decision-making on CD and strengthening links between CD, surveillance, and lending. More specifically, CDMAP will strengthen the framework for medium-term, country-centered planning and budgeting at the portfolio and country level by streamlining and harmonizing processes and systems across the IMF (including RTACs), better capturing demand, allowing aggregation of workplans across all delivery modalities, and supporting prioritization. It will also facilitate performance results monitoring by making input and use of data easier for HQ and field-based staff. Improving the user experience, compared to CD-PORT, is an important objective of CDMAP.		
<p>Recommendation 4: Address gaps under the AFE's governance arrangements.</p> <p>4.1 Revisit and revise the complex networks of reporting lines and areas of responsibility</p>	Partly disagree	The complex network of reporting lines and areas of responsibility reflects to a large extent the multiplicity of stakeholders; and ensures, amongst other things, that regional experts can benefit from cutting-edge expertise in HQ through direct supervision. However, the	From FY 2022	East AFRITAC and IMF HQ

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Recommendation	IMF Response	Action(s)	Timing	Responsible
among the CC, RA, and AFR.		CDMAP project is expected to lead to more standardization and harmonization of processes with clearly defined roles under a single system for all CD operations. This should help clarify, and could simplify in some cases, the current network of reporting lines and areas of responsibility. As mentioned above, a recent note already aimed at clarifying roles and responsibilities during the budget process.		
4.2 AFE should continue to be active in engaging country representatives to support SC decision-making and to facilitate communication between representatives and operational staff of the beneficiary government unit.	Agree	East AFRITAC and the rest of the IMF, in particular resident representatives, will continue to do their best to explain to the authorities the role of country representatives at the Steering Committee and to encourage the national authorities to facilitate communication and coordination across beneficiary institutions and with other providers of CD. This could be done, in particular, by the coordinator during his regular visits to member countries.	From FY 2020	East AFRITAC and IMF
4.3 While possibly not within the scope of this evaluation, the Team also recommends more	Agree	Greater interaction with, and greater engagement of, SC members on program design and monitoring, including earlier	From FY 2020	Member countries

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Recommendation	IMF Response	Action(s)	Timing	Responsible
active involvement among SC members and authorities in the governance, planning, and delivery of CD activities.		and more focused reporting and results evaluation, is desirable. SC members of beneficiary countries would ideally be familiar with the entire CD program of their country and actively coordinate with all beneficiary agencies to help ensure the effective use of CD.		
Recommendation 5: Ensure sustainability in all CD activities after delivery. 5.1 Fully implement the impact surveys in all CD activities.	Disagree	Impact surveys are already conducted for certain forms of training. Extending this to all CD activities would be highly time and resource intensive and might also generate a survey fatigue on the authorities' side. The immediate priority for technical assistance should rather be to implement consistently and thoroughly the new RBM system over several years, so as to gather more reliable data on whether support delivered by the Center is reaching its objectives. External evaluations are also meant to help assess impact.		
5.2 Improve the planning and sequencing of CD activities and coordinate with other	Agree	East AFRITAC will continue to coordinate closely with development	From FY 2020	East AFRITAC and DPs

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Recommendation	IMF Response	Action(s)	Timing	Responsible
development partners to avoid duplication, where needed.		partners and to explore ways to do this even more effectively.		
5.3 Monitor any hindrances to flexibility of meeting CD demands created by the new financial reporting system and adjust the system as necessary.	Agree	As indicated above, an internal note recently clarified the role of the coordinator and other IMF stakeholders in RTAC budget management. This note will be used in the preparation and execution of the FY 2020 budget. The note recognizes the importance of flexibility to address changes in circumstances and needs and specifies how to manage changes to planned activities or budget lines during the fiscal year. To further enhance flexibility and help address unforeseen needs, the note also recommends the budgeting of a strategic reserve of about 2 percent of the total budget.	From FY 2020	East AFRITAC and IMF HQ

ANNEX VII. Regional Workshops and Other Training in FY 2019

No.	Area	Workshop Title	Dates	Location
1	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	May 14-18, 2018	Entebbe, Uganda
2	Monetary Policy and Operations	Monetary Policy course on transition to price-based monetary policy	May 21-25, 2018	Nairobi, Kenya
3	Government Financial Statistics	Resolving compilation and dissemination issues and EAC guidelines	June 25-29, 2018	Blantyre, Malawi
4	Monetary Policy and Operations	Foreign Exchange Swaps (AFE/AFS/AFW2/ACI)	June 25-29, 2018	Johannesburg, South Africa
5	Public Financial Management	Gender Budgeting	August 13-15, 2018	Arusha, Tanzania
6	Public Financial Management	Building Effective Budget Challenge Function	August 16-17, 2018	Arusha, Tanzania
7	Financial Sector Regulation	Enhancing Basel and IFRS 9 Implementation for Banks in East Africa	August 20-24, 2018	Arusha, Tanzania
8	Macro-Fiscal Analysis	MTFFs and fiscal risks (with AFRITAC South and COMESA)	September 10-14, 2018	Pretoria, South Africa
9	Revenue Administration	Effective filing and payment processes	September 10-14, 2018	Lilongwe, Malawi
10	Financial Sector Regulation & Financial Market Infrastructure & Payments	Joint AFS/AFC/AFE Seminar on Crisis Management and Crisis Resolution	October 15-19, 2018	South African Reserve Bank Academy, Pretoria, South Africa
11	Financial Market Infrastructures & Payments	Towards greater compliance with the PFMI (AFE/AFW2)	October 29-November 2, 2018	Accra, Ghana
12	Monetary Policy and Operations	Model-based Policy Analysis and Forecasting (MPAF) operational course (AFE/ATI)	November 5-16, 2018	Ebene, Mauritius
13	Financial Sector Regulation	Building Cyber Resilience and Supervisory Capacity in East Africa	November 5-9, 2018	Zanzibar, Tanzania
14	Government Financial Statistics	Compilation of public sector debt statistics	November 26-30, 2018	Kigali, Rwanda

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No.	Area	Workshop Title	Dates	Location
15	Revenue Administration	Building effective taxpayer Registers	December 10-14, 2018	Kigali, Rwanda
16	Public Financial Management & Macro-Fiscal Analysis	Annual EAC PFM Workshop	January 16-18, 2019	Dar es Salaam, Tanzania
17	Public Financial Management	Financial reporting – implementation of IPSAS standards (in collaboration with AFS)	January 21-25, 2019	Johannesburg, South Africa
18	Revenue Administration	Advanced Rulings, Valuation and Origin	January 28-February 1, 2019	IMF Africa Training Institute, Mauritius
19	Monetary Policy and Operations	Forecasting and Policy Analysis (FPAS)	February 4-8, 2019	Kigali, Rwanda
20	Real Sector Statistics	AFE NAS Workshop	February 11-15, 2019	Zanzibar, Tanzania
21	Macro-Fiscal Analysis	Reviewing technical tools for macro-fiscal units	February 18-22, 2019	Kigali, Rwanda
22	Real Sector Statistics	Export and Import Price Indices	February 18-22, 2019	South Africa
23	Financial Sector Regulation	Insurance Supervision workshop on “Implementing Insurance Core Principles (ICPs) and IFRS 9 and 17 for Insurers”	February 25-March 1, 2019	Addis Ababa, Ethiopia
24	Government Financial Statistics	Assessment of compliance with EAC GFS guidelines	March 4-8, 2019	Entebbe, Uganda
25	Financial Sector Regulation & Financial Market Infrastructure & Payments	FinTech Seminar - Emerging Financial Technologies: Balancing Innovation and Regulation.	March 18-20, 2019	Pretoria, South Africa
26	Monetary Policy and Operations	Central Bank Communication	March 18-22, 2019	Arusha, Tanzania

IMF East AFRITAC / ICD Courses FY 2019

No.	Course Title	Date	Location
1	ICD Course on Regional Integration for East African officials	September 17-21, 2018	Arusha, Tanzania
2	Managing Capital Flows (ICD course)	December 3-7, 2018	Zanzibar, Tanzania

Workshops with Advisors as Resource Persons FY 2019

No.	Area	Course Title	Dates	Location
1	Real Sector Statistics	High Frequency Indicators	February 4-8, 2019	Entebbe, Uganda

National Trainings FY 2019

No.	Area	Course Title	Dates	Beneficiary
1	Revenue Administration	HQ led staff visit to provide an overview of the Medium-Term Revenue Strategy MTRS Seminar	July 10-13, 2018	Ethiopia
2	Revenue Administration	Follow up TA on Strengthening the Post Clearance Audit Practice in Customs	July 11-24, 2018	Uganda
3	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	July 11-24, 2018	Tanzania (Zanzibar)
4	Revenue Administration	National Training to Develop Compliance Risk Analysis Capacity	August 21-24, 2018	Ethiopia
5	Revenue Administration	Training on Trends, practices and audit in Transfer Pricing	September 5-18 2018	Tanzania
6	Revenue Administration	Develop a domestic taxes department headquarters function with its process flow and staff roles and responsibilities	September 12-25, 2018	Rwanda
7	Revenue Administration	Strengthen telecommunications sector tax audit capacity	October 17-30, 2018	Rwanda
8	Revenue Administration	Training to develop audit capacity	October 28-30, 2019	Tanzania (Zanzibar)
9	Revenue Administration	Develop Valuation Capacity in Customs	November 14-27, 2018	Uganda
10	Revenue Administration	Follow up Training on trends, practices and audits in Transfer Pricing	April 25-28, 2019	Tanzania

No.	Area	Course Title	Dates	Beneficiary
11	Public Financial Management	Training on assessment (monitoring and evaluation) of public projects	June 7-14, 2018	Eritrea
12	Public Financial Management	National training on reporting and budget execution	July 23-27, 2018	Tanzania
13	Public Financial Management	Training on IFMIS cash management module	August 29-September 11, 2018	Kenya
14	Public Financial Management	National training on cash forecasting and management	September 17-21, 2018	Ethiopia
15	Public Financial Management	National training on MTBF and budget tracking	October 1-12, 2018	Tanzania
16	Public Financial Management	National training on measuring budget performance	October 1-12, 2018	Tanzania
17	Public Financial Management	National training on strengthening budget costing	October 29-November 9, 2018	Malawi
18	Public Financial Management	Cash flow forecasting and management	February 25-March 1, 2019	Tanzania
19	Macro-Fiscal Analysis	Macroeconomic Analysis and Forecasting	June 7-14, 2018	Eritrea
20	Macro-Fiscal Analysis	Training on Tax Policy and Revenue Forecasting	July 30-August 3, 2018	Ethiopia
21	Macro-Fiscal Analysis	Training on Fiscal Risk Identification and Analysis	March 11-15, 2019	Ethiopia
22	Financial Sector Regulation and Supervision	Strengthening RBS processes - IT Based Supervision	January 7-18, 2019	Tanzania
23	Monetary and Policy Operations	National Training on Repo Market Development	June 4-8, 2018	Malawi
24	Monetary Policy and Operations	Training-Forecasting and Policy Analysis (FPAS)	July 2-13, 2018	Tanzania
25	Monetary and Policy Operations	Training-Forecasting and Policy Analysis (FPAS)	July 2-6, 2018	Tanzania

No.	Area	Course Title	Dates	Beneficiary
26	Monetary Policy and Operations	Customized Training on Developing a Forecasting and Policy Analysis System (FPAS)	October 8-19, 2018	Malawi
27	Monetary Policy and Operations	Training-Forecasting and Policy Analysis (FPAS)	November 12-23, 2018	Rwanda
28	Monetary Policy and Operations	National Training on Monetary Policy Implementation and Operations	December 10-14, 2018	Eritrea
29	Monetary Policy and Operations	Customized Training on Model-Based Monetary Policy Analysis (Offsite)	February 4-6, 2019	Rwanda
30	Monetary Policy and Operations	Training-Forecasting and Policy Analysis (FPAS)	February 18-March 1, 2019	Tanzania
31	Monetary Policy and Operations	Training-Forecasting and Policy Analysis (FPAS)	February 25-March 8, 2019	Malawi
32	Monetary Policy and Operations	Customized Training on Developing a Forecasting and Policy Analysis System (FPAS)	January 24-25, 2019	Uganda
33	Monetary Policy and Operations	Training-Forecasting and Policy Analysis (FPAS)	March 3-15, 2019	Rwanda
34	Financial Market Infrastructures and Payments	Oversight Training	August 15-18, 2018	Ethiopia
35	Real Sector Statistics	Training (in-country): SNA concepts and methods for compiling and disseminating national accounts	September 3-14, 2018	Eritrea
36	Financial Market Infrastructures and Payments	Training on the PFMI to enable an assessment of the SIPS	March 3-15, 2019	Uganda
37	Real Sector Statistics	Training (in-country): National Accounts/Compilation of "actual" annual GDP	November 26-30, 2018	Malawi
38	Real Sector Statistics	Training (in-country): National Accounts/Developing quarterly GDP by expenditure	April 1-5, 2019	Ethiopia
39	Government Finance Statistics	GFS TA mission and training to support compilation of BCG data	November 5-14, 2018	Ethiopia

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No.	Area	Course Title	Dates	Beneficiary
40	Government Finance Statistics	GFS TA mission and national training on improving data quality (coverage, Sectorization)	February 4-12, 2019	Eritrea
41	Government Finance Statistics	GFS TA mission to support compilation of high frequency fiscal and debt data (timelines, coverage, data revision, dissemination, public corporations)	February 14-22, 2019	Tanzania

ANNEX VIII. Technical Assistance Reports, FY 2019

Country	Report	Mission Members	Mission Dates
Revenue Administration			
Eritrea	Strengthening taxpayer registration and the integrity of the taxpayer register	Michael Hewetson	October 10-23, 2018
Eritrea	TA on Fiscal Tax Law	Thomas Dubut	December 3-14, 2018
Ethiopia	Developing Compliance Risk Management Capacity	Stephen H. Wilcox	August 13- 24, 2018
Kenya	Review of Business Processes to Support Design Changes to iTax	Rick Fisher	October 22- November 2, 2018
Kenya	Develop a compliance improvement plan and strategy of monitoring and evaluation	Stephen H. Wilcox	November 28- December 11, 2018
Malawi	Developing a framework for assessing the impact of compliance activities	Stephen H. Wilcox	October 8-19, 2018
Malawi	Review of the Domestic Taxes Headquarters Function	Maureen C. Kidd	January 17-30, 2019
Rwanda	Review of the integrity of the taxpayer register	Berlin Msiska, Cheryl-Lea Field	July 30-August 2018
Rwanda	Develop a Domestic Taxes Department Headquarters Function with its Process Flow and Staff Roles	Maureen C. Kidd	September 12-25, 2018
Rwanda	Strengthen telecommunications sector tax audit capacity	Andrew G. Chege	October 17-30, 2018
Tanzania	Training on Trends, practices and audit in Transfer Pricing	Berlin Msiska, Dale Hill	September 5-18, 2018
Tanzania (Zanzibar)	Developing Compliance Risk Management Capacity	Stephen H. Wilcox	July 11-24, 2018
Tanzania (Zanzibar)	Training to Develop Audit Capacity	Mirjana M. Fitzgerald	October 17-30, 2018
Uganda	Strengthening the Post Clearance Audit Practice in Customs	Ernest Sigande	July 11-24, 2018
Uganda	Medium-Term Revenue Strategy implementation	Berlin Msiska, Rebecca Sparkman, John J. Crotty, Peter J. Mullins	October 15-26, 2018

Country	Report	Mission Members	Mission Dates
Uganda	Strengthen Telecommunications Sector Tax Audit Capacity	Andrew G. Chege	November 7-21, 2018
Uganda	Development of valuation capacity in customs	Ernest Sigande	November 14-27, 2018
Regional	Regional workshop on Effective Filing and Payment Processes	Berlin Msiska, Cheryl-Lea Field	September 10-14, 2018
Public Financial Management			
Eritrea	National Training on the Budget Cycle	Kubai B. Khasiani, Amitabh Tripathi, Bryn Battersby	June 7-13, 2018
Ethiopia	National training on cash forecasting and management	Paul Seeds, Amitabh Tripathi, Jonsson Per-Olof	September 17-21, 2018
Kenya	Training on IFMIS cash management module	Paul Seeds, John Gardner	August 29-September 11, 2018
Malawi	SOE Oversight and Monitoring of Statutory Corporations	Amitabh Tripathi, Imran Aziz	June 12-25, 2018
Malawi	Reporting and Controls in IFMIS	Paul Seeds, Steven Hallan, Peter Murray	August 6-17, 2018
Malawi	National training on strengthening budget costing	Kubai B. Khasiani, Imran Aziz, Gerhard Steger	October 29-November 9, 2018
Rwanda	Developing a Roadmap for the Implementation of Performance-based Budgeting	Kubai B. Khasiani, Gerhard Steger	July 30-August 10, 2018
Rwanda	Follow -up on Strengthening the Medium-term approach to Budgeting	Imran Aziz	August 20-31, 2018
Rwanda	Follow up - Developing a roadmap for the implementation of performance-based budgeting	Gerhard Steger	November 12-23, 2018
Tanzania	National training on selected issues in the budget cycle	Amitabh Tripathi, Paul Seeds, Kubai Khasiani, Bryn Battersby	July 23-27, 2018
Tanzania	Follow -up on Strengthening the Medium-term approach to Budgeting	Kubai B. Khasiani, Sami Ylaoutinen, Florence Kuteesa	August 16-29, 2018

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Country	Report	Mission Members	Mission Dates
Tanzania	Annual Financial Reporting Improving IPSAS coverage and compliance	Paul Seeds, Francois Van Schaik	November 19-30, 2018
Tanzania (Zanzibar)	National training on MTBF and budget tracking	Kubai B. Khasiani, Florence Kuteesa, Phyllis Makau	October 1-12, 2018
Tanzania (Zanzibar)	Zanzibar - Strengthening reporting and cash forecasting	Paul Seeds, Amitabh Tripathi	October 29-November 9, 2018
Uganda	Follow up on Developing Reliable Baseline Funding and Projections for the Medium-term Budget	Kubai B. Khasiani, Gerhard Steger, Matthew Simmonds	September 17-28, 2018
Uganda	Review of costing guidelines and training on Ministry officials on costing methodology	Gerhard Steger	October 22 – 26, 2018
Uganda	AFE: PFM Framework for Natural Resource Revenues	Amitabh Tripathi,	November 26-30, 2018
Uganda	Monitoring and Reporting of Contingent Liabilities	Amitabh Tripathi, Murray Petrie, Fritz Bachmair	December 3-14, 2018
Macro- Fiscal Analysis			
Malawi	Preparing the fiscal risk statement	Bryn Battersby, Gregory Rosenberg	May 7-11, 2018
Malawi	Update to the FPP and Revenue Forecasting Frameworks	Bryn Battersby, Eric Lautier, Anna Lennblad	August 20-31, 2018
Uganda	Updating and Improving the Fiscal Risk Statement	Bryn Battersby, Gregory Rosenberg	August 13-17, 2018
Tanzania	Establishing a Revenue Forecasting Capacity in the Tanzanian Parliamentary Budget Office	Bryn Battersby, Paul Gardiner	November 26-December 7, 2018
Tanzania (Zanzibar)	Macroeconomic Forecasting in the Financial Programming Framework and Developing a Revenue Forecasting Framework	Bryn Battersby, Anna Lennblad	December 10-21, 2018

Country	Report	Mission Members	Mission Dates
Financial Sector Regulation and Supervision			
Ethiopia	Assist the authorities in implementing RBS and RBC for Insurance Companies	Courtney Christie-Veitch	June 4-8, 2018
Kenya	Strengthening Supervisory processes (Integrating Basel II / Pillar II RBS and CAMELS)	Courtney Christie-Veitch	July 2-12, 2018
Kenya	Strengthening IFRS 9 Implementation	Courtney Christie-Veitch, Ricardo D. McIntosh	September 3-7, 2018
Kenya	Assist the authorities in implementing RBS and RBC for Insurance Companies	Ricardo D. McIntosh	September 24-28, 2018
Kenya	Strengthening Risk-based Securities Supervision	Matthew T. Sullivan	January 28-February 1, 2019
Kenya	Strengthening the Internal Liquidity Assessment Processes for Banks	Courtney Christie-Veitch, Tijs de Bie	March 11-15, 2019
Kenya	Enhancing the Stress Testing Framework	Attila Csajbok	April 23-26, 2019
Malawi	Strengthening Risk-based Capital Implementation	Michael J. Hafeman	October 1-5, 2018
Malawi	Strengthening RBS for Insurers	Courtney Christie-Veitch	October 1-5, 2018
Malawi	Strengthening RBS and Basel II/III Implementation for Banks (Draft)	Courtney Christie-Veitch, Luis Raul Romero	October 29-November 2, 2018
Rwanda	Enhancing RBS for MFIs and SACCOS	Courtney Christie-Veitch	September 17-21, 2018
Rwanda	Implementing Risk-based Capital for Insurers (<i>Draft</i>)	Courtney Christie-Veitch	October 22-27, 2018
Rwanda	Strengthening Risk-based Supervision for insurance	Charles L. Savage	October 24-31, 2018
Rwanda	Enhancing Risk-based Capital and Risk-based Supervision for Insurers (Draft)	Courtney Christie-Veitch, Elias O. Omondi	December 3-7, 2018
Rwanda	Assist the authorities in adopting IFRS in Rwanda	Ricardo D. McIntosh	December 17-21, 2018
Tanzania	Strengthening Basel II Implementation and RBS processes for Banks	Courtney Christie-Veitch	July 16-18, 2018
Tanzania	Enhancing oversight of non-bank securities firms	Courtney Christie-Veitch, Matthew T. Sullivan	October 15-19, 2018

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Country	Report	Mission Members	Mission Dates
Tanzania	Implementing Risk Based Capital for Insurers	Elias O. Otieno	October 22-31, 2018
Tanzania	Enhancing Risk-based Capital and Risk-based Supervision for Insurers	Rodolfo Wehrhahn	October 23-30, 2018
Tanzania	Strengthening IT Based Supervision and supervision of digital channels and products (Draft)	Courtney Christie-Veitch, Laszlo Kofran	January 7-18, 2019
Tanzania	Enhancing the Stress Testing Framework	Courtney Christie-Veitch, Attila Csajbok	April 11-19, 2019
Uganda	Implementing Risk-Based Supervision for Securities Firms (Draft)	Courtney Christie-Veitch, Richard Stobo	October 15-19, 2018
Uganda	Integrating Supervisory Processes and Implementing Basel II (Draft)	Courtney Christie-Veitch	December 17-21, 2018
Uganda	Strengthening IT Based Supervision and supervision of digital channels and products (Draft)	Courtney N. Christie-Veitch, Laszlo Kofran	December 17-21, 2018
Monetary Policy and Operations			
Malawi	National Training on Repo Market Development	Richard Comotto	June 4 – 8, 2018
Ethiopia	Monetary Policy Implementation Framework, Foreign Exchange and Financial Market Issues	Marin Molosag, Marko Screb, Carel Hugo	March 26-April 8, 2019
Malawi	Monetary Policy Operations (follow up)	Marin Molosag, Carel Hugo, Victor Andrei	April 15-26, 2019
Financial Market Infrastructures and Payments			
Ethiopia	Risk Management Training and Capacity Building for the Financial Market Infrastructures	Faith Stewart	August 15-22, 2018
Rwanda	Enhance the oversight policy framework	Faith Stewart, Igor Munteanu	October 10-19, 2018
Uganda	Strengthening the Legal and Risk Management Framework for Financial Market Infrastructures	Faith Stewart	June 4-12, 2018
Uganda	Strengthening the legal and risk management framework	Onenne Partsch	July 16-20, 2018

Country	Report	Mission Members	Mission Dates
	for financial market infrastructures		
Real Sector Statistics			
Ethiopia	Producer Price Index for Construction	Brian E. Graf	June 4-15, 2018
Kenya	National Accounts/Developing household sector accounts until net lending	Pamela Audi	November 5-16, 2018
Kenya	PPI rebasing - updating weights and reviewing data sources	Kat Pegler	January 7-18, 2019
Malawi	Compilation of Quarterly GDP by Activity	Pamela Audi	May 28-June 8, 2018
Malawi	National Accounts training in compilation of annual GDP	Pamela Audi	November 26-30, 2018
Rwanda	Rebasing IIP, PPI and XMPI - Updating Weights and Product Specifications	Edwin St. Catherine	July 9-20, 2018
Rwanda	Balance of Payments and National Accounts	John Joisce	September 3-14, 2018
Tanzania	Review of Rebased GDP Estimates	Pamela Audi	July 13-31, 2018
Tanzania	Report on PPI and Index of Industrial Production Mission	Dale Smith	August 13-24, 2018
Tanzania	Review of the Methodology and Initial Results of Rebased National Accounts (Aide Memoire)	Pamela Audi, (World Bank)	October 5-12, 2018
Tanzania (Zanzibar)	Report on compilation of rebased GDP estimates	Pamela Audi	June 11-22, 2018
Tanzania (Zanzibar)	National Accounts/Supporting preparation of Metadata for national accounts	Pamela Audi	August 20-31, 2018
Uganda	Producer Price Index for Agriculture	Brian E. Graf	June 18-22, 2018
Uganda	Report on Development of Rebased GDP Estimates	Robin Youll	July 23-August 3, 2018
Uganda	Technical Assistance on Construction Sector Index	Kat Pegler	August 6-7, 2018
Uganda	Producer Price Index for Agriculture	Brian Graf	September 10-14, 2018
Uganda	National Accounts/Compiling annual VA Components (Part of GDP Rebasing Activity)	Robin Youll	October 8-19, 2018

IMF East AFRITAC INFORMATIONAL ANNEXES - FY 2019

Country	Report	Mission Members	Mission Dates
Uganda	Rebasing CPI - further developments	Kat Pegler	November 26-December 7, 2018
Government Finance Statistics			
Eritrea	Compilation of Budgetary Central Government (concepts classification in GFSM2014) <i>(Draft)</i>	Robert Maate, Francois S. Engelbrecht	July 3-13, 2018
Eritrea	TA mission on expanding coverage to general government	Robert Maate, Francois S. Engelbrecht	February 4-12, 2019
Ethiopia	GFS TA mission and training to support compilation of BCG data	Robert Maate, Giovanna Dabbicco	November 5-14, 2018
Ethiopia	GFS TA mission to support improvement of data quality (Sectorization coverage)	Giovanna Dabbicco	January 28-February 2, 2019
Kenya	GFS TA mission & training to support compilation of timely high frequency data	Robert Maate, Johann R. Bjorgvinsson	August 12-24, 2018
Kenya	GFS TA mission & training to Expanding coverage to public sector	Robert Maate, Johann R. Bjorgvinsson	March 18-27, 2019
Malawi	GFS mission on expanding coverage to General Governments	Robert Maate, Janis Platais	December 3-7, 2018
Malawi	GFS mission on migrating fiscal framework and training on GFS concepts	Robert Maate, Janis Platais	April 2-17, 2019
Rwanda	GFS Mission to Rwanda	Robert Maate, Ismael A. Zarco	August 27-31, 2018
Rwanda	GFS TA mission on improving quality of fiscal and debt data coverage classification	Johann R. Bjorgvinsson	January 7-11, 2019
Tanzania	GFS Improve Fiscal Data Quality and High Frequency Data	Robert Maate, Francois S. Engelbrecht	May 29-June 8, 2018
Tanzania (Zanzibar)	GFS TA mission to support quality improvement of BCG data (concepts and definitions)	Robert Maate, Ismael A. Zarco	October 8-19, 2018
Tanzania (Zanzibar)	GFS TA mission on expanding coverage to general government	Robert Maate, Ismael A. Zarco	February 14-22, 2019

Country	Report	Mission Members	Mission Dates
Uganda	GFS TA mission to support compilation of high frequency fiscal and debt data and forecasting	Robert Maate, Johann R. Bjorgvinsson	December 10-20, 2018
Uganda	GFS TA mission and training to support expanding coverage to public sector	Robert Maate, Johann R. Bjorgvinsson	March 11 - 15, 2019

ANNEX IX. Reports Uploaded to the Extranet, FY 2019

Country	Report Title	Mission Dates
Revenue Administration		
Eritrea	Strengthening taxpayer registration and the integrity of the taxpayer register	October 10-23, 2018
Ethiopia	Applying Data Matching and Analysis to Improve Revenue Performance and Compliance	April 5-25, 2018
Ethiopia	Developing Compliance Risk Management Capacity	August 13-24, 2018
Kenya	Developing Compliance Risk Analysis in Tax	February 26-March 9, 2018
Malawi	Developing Compliance Risk Analysis and Selectivity Management Capacity in Customs	February 5-16, 2018
Malawi	Progressing Revenue Administration Reforms	March 6-20, 2018
Malawi	Developing a framework for assessing the impact of compliance activities	October 8-19, 2018
Rwanda	Developing Post Clearance Audit capacity in Customs	March 19-30, 2018
Rwanda	Review of the integrity of the taxpayer register	July 30-August 10, 2018
Rwanda	AFE: Develop a Domestic Taxes Department Headquarters Function with its Process Flow and Staff Roles	September 12-25, 2018
Tanzania	AFE: Training on Trends, practices and audit in Transfer Pricing	September 5-18, 2018
Tanzania (Zanzibar)	Developing Compliance Risk Management Capacity	July 11-24, 2018
Uganda	Strengthening the Post Clearance Audit Practice in Customs	July 11-24, 2018
Public Financial Management		
Eritrea	Developing Monitoring and Evaluation for Program Based Budgeting	February 14-27, 2018

Country	Report Title	Mission Dates
Ethiopia	Ethiopia - Implementing the Treasury Single Account	March 19-30, 2018
Kenya	Strengthening of the Medium-Term Approach to Budgeting	March 5-16, 2018
Kenya	Training on IFMIS cash management module	August 29-September 11, 2018
Malawi	Public Investment Management Assessment	April 25-May 8, 2018
Malawi	SOE Oversight and Monitoring of Statutory Corporations	June 12-25, 2018
Malawi	Reporting and Controls in IFMIS	August 6-17, 2018
Rwanda	Desk Review of the Blueprint for Migration to the IPSAS Accrual Basis of Accounting	December 20, 2017-January 5, 2018
Tanzania	Follow -up on Strengthening the Medium-term approach to Budgeting	August 16-29, 2018
Uganda	Expanding TSA Coverage and Strengthening Cash Management Practices (April 2018)	April 4-17, 2018
Uganda	Follow up on Improving Cost Estimation for the MTEF	September 17-28, 2018
Uganda	Management of Contingent Liabilities	December 3-14, 2018
Macro- Fiscal Analysis		
Malawi	Updating the Macroeconomic Forecasting Framework	August 14-25, 2017
Malawi	Preparing the fiscal risk statement	May 7-11, 2018
Uganda	Updating and Improving the Fiscal Risk Statement	August 13-17, 2018
Uganda	Updating the Quarterly GDP Forecasting Tool and Reviewing the Revenue Forecasting Tools	March 5-16, 2018
Financial Sector Regulation and Supervision		
Ethiopia	Enhancing risk-based supervision processes for insurance companies	June 4-8, 2018
Kenya	Reviewing Risks in the Capital Markets to Identify Gaps and Future Actions in Conduct and Prudential Oversight	November 6-10, 2017
Malawi	Implementing a Risk-Based Capital Adequacy Framework for Insurers	October 1-5, 2018
Rwanda	Insurance Stress Testing and Risk-Based Capital	November 13-19, 2017
Rwanda	Documenting and Formalizing a Macroprudential Policy Framework (January 2018)	January 15-19, 2018
Rwanda	Implementing Risk-Based Supervision Processes for Micro Finance Institutions (MFIs) And SACCOS	September 17-21, 2018

Country	Report Title	Mission Dates
Tanzania	Documenting and Formalizing a Macprudential Policy Framework (January 2018)	January 22-26, 2018
Monetary and Policy Operations		
Eritrea	Management of Foreign Exchange Reserves and capacity building	November 13-23, 2017
Malawi	Monetary and Foreign Exchange Operations and Repo Market Development	July 10-21, 2017
Financial Market Infrastructures and Payments		
Ethiopia	Risk Management Training and Capacity Building for the Financial Market Infrastructures	August 15-22, 2018
Tanzania	Tanzania - Strengthening the Oversight and Supervisory Framework for the National Payment System (June 2018)	April 4-13, 2018
Uganda	Strengthening the Legal and Risk Management Framework for Financial Market Infrastructures	June 4-12, 2018
Real Sector Statistics		
Ethiopia	Producer Price Index for Construction	June 4-15, 2018
Kenya	TA Mission Report on the Rebasing of Construction Input Prices	January 15-26, 2018
Kenya	Developing Household Sector Accounts	November 5-16, 2018
Malawi	National Accounts Statistics (November 17-30, 2017)	November 17-30, 2017
Malawi	Malawi - Technical Assistance Report on Rebasing of Consumer Price Index	January 22-February 2, 2018
Malawi	Malawi - Report on the Compilation of Annual National Accounts Statistics	March 21-29, 2018
Malawi	Compilation of Quarterly GDP by Activity	May 28-June 8, 2018
Rwanda	Technical Assistance Report on Improvement of National Accounts Statistics	February 19-March 2, 2018
Rwanda	Rebasing IIP, PPI and XMPI - Updating Weights and Product Specifications	July 9-20, 2018
Rwanda	Report on the National Accounts and External Sector Statistics Mission	September 3-14, 2018
Tanzania	Report on Technical Assistance Mission of Rebasing of National Accounts Statistics, March 2018	February 19-March 2, 2018
Tanzania	Review of Rebased GDP Estimates	July 13-31, 2018
Tanzania	AFE: Rebasing PPI - determination of new weights and product specifications	August 13-24, 2018
Tanzania (Zanzibar)	Tanzania (Zanzibar) - Technical Assistance Report on GDP Rebasing and Compilation of 2015 Supply and Use Tables	April 26-May 8, 2018

Country	Report Title	Mission Dates
Tanzania (Zanzibar)	Compilation of Rebased GDP	June 11-22, 2018
Tanzania (Zanzibar)	Technical Assistance Report on National Accounts // Supporting preparation of Metadata for national accounts	August 20-31, 2018
Uganda	Report on Technical Assistance Mission on National Accounts Statistics	November 30-December 13, 2017
Uganda	Agriculture Producer Price Statistics Mission (January 15-26, 2018)	January 15-26, 2018
Uganda	Report on Residential Property Price Index	February 5-16, 2018
Uganda	Uganda - Report on Compilation of Balanced Supply and Use Tables	April 9-20, 2018
Uganda	Producer Price Index for Agriculture	June 18-22, 2018
Uganda	Report on Development of Rebased GDP Estimates	July 23-August 3, 2018
Uganda	Technical Assistance on Construction Sector Index	August 6-17, 2018
Uganda	Report on Development of Rebased GDP Estimates	August 10-19, 2018
Uganda	AFE: Agriculture Producer Prices Finalizing the Indices for Dissemination	September 10-14, 2018
Government Finance Statistics		
Eritrea	Eritrea - Technical Note on Government Finance Statistics	April 9-13, 2018
Kenya	Report on Government Finance Statistics Mission - Towards dissemination of high frequency fiscal data	January 8-12, 2018
Malawi	Malawi: Technical Assistance Note on Government Finance Statistics (March 2018)	March 5-12, 2018
Tanzania	GFS Improve Fiscal Data Quality and High Frequency Data	May 29- August 6, 2018
Tanzania (Zanzibar)	Report on Government Finance Statistics Mission: Towards Compilation of GFS for BCG in Zanzibar	February 19-March 2, 2018

ANNEX X. Technical Assistance Missions in FY 2020**Revenue Administration**

#	Beneficiary	Activity Title	Proposed Timing
1	Regional (Incl. EAC)	Development a framework of statistical reporting and performance standards	H2
2	Regional (Incl. EAC)	Developing a harmonized single customs territory risk management	H1
3	Eritrea	Strengthening tax legislative framework	H1
4	Eritrea	Developing data cleaning and national registration process strategies	H1
5	Eritrea	Review of information technology acquisition process	H1
6	Kenya	Strengthening customs administration	H2
7	Malawi	Developing investigations techniques in industries dealing in excisable products	H1
8	Tanzania	Strengthening construction sector audit capacity	H2
9	Tanzania	Strengthening customs intelligence and investigation function	H1

Public Financial Management

#	Beneficiary	Activity Title	Proposed Timing
1	Eritrea	HQ mission on Chart of Accounts and fiscal reporting	H1
2	Ethiopia	Follow-up on monitoring and evaluation of program budget	H2
3	Ethiopia	Follow-up mission on TSA, cash flow forecasting and management	H1
4	Kenya	Budget costing - a follow-up mission on building a budget costing framework	H1
5	Kenya	Follow-up mission on TSA, cash flow forecasting and management	H1
6	Kenya	Annual fiscal reporting - migration to accrual basis accounting	H2
7	Kenya	HQ Mission on Fiscal Reporting	H1

#	Beneficiary	Activity Title	Proposed Timing
8	Malawi	Follow-up on building a budget costing framework	H1
9	Malawi	Supporting implementation of new IFMIS	H2
10	Malawi	Follow up mission on PIM	H1
11	Malawi	HQ mission on fiscal controls and reporting	H2
12	Rwanda	Support in the implementation of performance budgeting	H2
13	Rwanda	Oversight and monitoring of State-Owned Enterprises	H1
14	Tanzania	Follow-up on budget costing	H1
15	Tanzania	Annual financial reporting - improving IPSAS compliance	H2
16	Tanzania	HQ mission on budget execution and controls	H1
17	Tanzania (Zanzibar)	Zanzibar: Follow-up on budget costing	H1
18	Tanzania (Zanzibar)	Zanzibar: Financial reporting	H2
19	Uganda	Establishing a framework for program budgeting	H2
20	Uganda	Annual financial reporting	H2
21	Uganda	Cash flow forecasting and management	H1

Macro-Fiscal Analysis

#	Beneficiary	Activity Title	Proposed Timing
1	Eritrea	Macroeconomic framework (scoping)	H1
2	Eritrea	Macroeconomic framework	H2
3	Ethiopia	Drafting a fiscal risk statement	H1
4	Ethiopia	Improving macroeconomic forecasting for the Budget	H2
5	Kenya	Macroeconomic and revenue forecasting framework	H1

#	Beneficiary	Activity Title	Proposed Timing
6	Kenya	Revenue forecasting with the PBO	H1
7	Malawi	Medium term forecasting and implementing the DSF	H2
8	Tanzania	Fiscal risk analysis training and improving the fiscal risk statement	H1
9	Tanzania	Developing macroeconomic forecasts with the PBO	H1
10	Tanzania (Zanzibar)	Zanzibar - Update to the revenue forecasting framework	H2
11	Uganda	Updating the macro-frame forecasting tools for natural resources	H1
12	Uganda	Improving the non-oil macroeconomic and revenue forecasting frameworks	H2

Financial Sector Regulation and Supervision

#	Beneficiary	Activity Title	Proposed Timing
1	Eritrea	Assist the authorities in implementing the Basel Capital Accord	H1
2	Eritrea	Provide assistance to the authorities on implementing RBS for non-banks	H2
3	Eritrea	Provide assistance on implementing RBS for banks	H1
4	Ethiopia	Assist the authorities in implementing RBC for Insurers	H1
5	Ethiopia	Assist the authorities in implementing Basel II	H2
6	Kenya	Basel II/III Implementation	H1
7	Kenya	Strengthening IFRS 9 Implementation	H1
8	Kenya	Strengthening Risk-based Supervision for Insurance Companies	H2
9	Kenya	Strengthening Risk-based Securities Supervision	H2
10	Malawi	Strengthening Basel II/III Implementation for Banks	H1
11	Malawi	Strengthening Risk-based Supervision for Banks	H2
12	Malawi	Assist the authorities in implementing RBS and RBC for Insurance Companies	H2
13	Rwanda	Strengthening and Integrating Supervisory Processes for Insurance business	H2

#	Beneficiary	Activity Title	Proposed Timing
14	Rwanda	Strengthening RBS procedures for supervision of IT risk	H2
15	Rwanda	Strengthening and Integrating Supervisory Processes for Banks	H1
16	Rwanda	Development of the micro stress-testing framework taking into account for the interest rate on the banking book and liquidity	H2
17	Tanzania	Enhancing Financial Stability framework	H2
18	Tanzania	Strengthening RBC and RBS Supervision for Insurance	H1
19	Tanzania	Strengthening RBS processes (Integrating Basel II / Pillar II, RBS and CAMELS)	H2
20	Uganda	Strengthening supervisory processes for capital markets.	H1
21	Uganda	Assist the authorities in integrating RBS Processes for Banks.	H2
22	Uganda	Assist the authorities in implementing Basel II / III	H1
23	Uganda	Assist the authorities in implementing RBS and RBC for Insurance Companies	H2

Monetary Policy and Operations

#	Country	Activity Title	Proposed Timing
1	Ethiopia	Monetary Policy Operations (Follow up)	H1
2	Ethiopia	Monetary Policy Operations (Follow up)	H2
3	Ethiopia	Monetary Policy Operations (Follow up)	H2
4	Ethiopia	Monetary Policy Operations (Follow up)	H2
5	Tanzania	Monetary Policy Implementation and Operations (follow up)	H2
6	Uganda	Monetary Policy Implementation and Operations (follow up)	H2

Financial Market Infrastructures and Payments

#	Country	Activity Title	Proposed Timing
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1	Eritrea	Give guidance for and impetus to reform considerations	H2
2	Eritrea	Mobile payment regulations - diagnostic review	H1
3	Ethiopia	Assist with/review self-assessment for the EATS	H1
4	Kenya	Assist with/review self-assessment for the KEPSS	H2
5	Uganda	Assist with/ review self-assessment for the CSD	H1
6	Uganda	Assist with development of regulations to support the NPS law	H2

Real Sector Statistics

#	Beneficiary	Activity Title	Proposed Timing
1	Eritrea	Training and supporting compilation of GVA for agriculture and manufacturing activities	H1
2	Eritrea	Training and supporting compilation of GVA for public administration and defense, education and transport activities	H2
3	Ethiopia	Assessment & review of annual GDP compilations	H1
4	Kenya	Review of the preliminary rebased GDP series (base year 2016) by October 2019	H1
5	Kenya	Review of the preliminary rebased CPI and PPI by November 2019	H2
6	Kenya	Developing methodology for compiling real estate property price indices (by October 2019)	H2
7	Kenya	Developing household sector accounts until net lending - analysis of the input datasets	H1
8	Malawi	Developing classifications for products and activities for the 2017 SUTs and the correspondence tables by June 2019	H1
9	Malawi	Compilation of the supply table by December 2019	H2
10	Malawi	Updating PPI and IIP weights (by October 2019)	H1
11	Malawi	Compiling rebased IIP and PPI (by Dec 2019)	H2

#	Beneficiary	Activity Title	Proposed Timing
12	Rwanda	Developing classifications for products and activities for the SUTs and the correspondence tables by May 2019	H1
13	Rwanda	Compilation of the supply table by July 2019	H1
14	Rwanda	Compiling rebased IIP and PPI (by August 2019)	H1
15	Tanzania (Zanzibar)	Zanzibar: Developing methodology for compiling MPI and PPI for exports by October 2019	H1
16	Tanzania (Zanzibar)	Compiling rebased IIP and PPI (by July 2019)	H1
17	Uganda	Developing institutional sectors – compiling production accounts by institutional sectors	H1
18	Uganda	Rebasing construction price indices -compiling the indices	H1

Government Finance Statistics

#	Beneficiary	Activity Title	Proposed Timing
1	Regional (Incl. EAC)	Support the EAC secretariat on compilation processes and planning for region wide GFS	H1
2	Eritrea	Training and TA mission to support expanding coverage to general government	H1
3	Eritrea	TA mission on expanding coverage to public sector and compilation of quarterly BCG	H2
4	Ethiopia	Training on expanding compilation of public corporations and compiling quarterly BCG	H2
5	Kenya	Training and TA mission on compiling quarterly CG data and data quality improvement on PSDS	H1
6	Kenya	Training and TA mission on expanding coverage to the public sector	H2
7	Malawi	Training on compilation of EBU's and data quality improvement on PSDS	H2
8	Rwanda	Training and TA mission on compilation of financial balance sheet and improved data quality	H1
9	Rwanda	Training and TA mission on COFOG and data quality improvement on PSDS	H2
10	Tanzania	Training and TA mission on improving data quality for the GG	H1

#	Beneficiary	Activity Title	Proposed Timing
11	Tanzania	Training on compilation of quarterly BCG and data quality improvement on PSDS	H2
12	Tanzania (Zanzibar)	Zanzibar: Training on compilation of quarterly BCG and PSDS	H2
13	Uganda	Training and TA mission on expansion of coverage to the public sector and data quality improvement on compilation of PSDS	H1
14	Uganda	Training and TA mission on compilation of quarterly CG and data quality improvement	H2

ANNEX XI. Workshops and Other Training in FY 2020

#	Area	Workshop Title	Proposed Timing
1	Revenue Administration	Effective filing and payment processes	H2
2	Revenue Administration	HQ-led regional workshop on Governance for CGs	H2
3	Revenue Administration	AFS/AFE Customs workshop on Data Analytics	H2
4	Revenue Administration	Regional workshop on developing a compliance improvement plan and strategy of monitoring and evaluation	H1
5	Revenue Administration	EAC: Regional High-level workshop on Single Customs Territory	H2
6	Public Financial Management	Oversight and monitoring of State-Owned Enterprises	H1
7	Public Financial Management	Budget baseline costing	H2
8	Public Financial Management	Annual PFM Workshop	H2
9	Macro-Fiscal Analysis	ICD course on fiscal frameworks	H1
10	Macro-Fiscal Analysis	Macro-fiscal transparency	H1
11	Macro-Fiscal Analysis	ICD course on debt sustainability analysis	H2
12	Financial Sector Regulation and Supervision	Enhancing and integrating supervisory processes: RBS and Basel II/III implementation	H2
13	Financial Sector Regulation and Supervision	Enhancing financial stability and micro prudential supervision	H2
14	Financial Sector Regulation and Supervision	Joint Regional workshop EAC Emerging Banking Issues	H2
15	Monetary Policy and Operations	Repo Market Development	H1
16	Financial Market Infrastructures and Payments	Regional training on select principles of PFMI	H1
17	Real Sector Statistics	National accounts	H2

#	Area	Workshop Title	Proposed Timing
18	Real Sector Statistics	CPI rebasing	H2
19	Real Sector Statistics	Quarterly GDP, economic activities indicators and unobserved economy	H2
20	Government Finance Statistics	Dissemination of EAC GFS guidelines	H2
21	Government Finance Statistics	Resolving GFS compilation issues	H1

National Trainings FY 2020

#	Area	Training Title	Country	Proposed Timing
1	Revenue Administration	Developing audit capacity	Ethiopia	H1
2	Revenue Administration	Strengthening tax dispute handling procedures	Ethiopia	H2
3	Revenue Administration	Strengthening post clearance audit capacity in customs	Ethiopia	H1
4	Revenue Administration	Developing capacity in data science and big data analytics	Rwanda	H2
5	Revenue Administration	Developing financial institutions audit capacity	Rwanda	H2
6	Revenue Administration	(Zanzibar) Developing customer service capacity	Tanzania	H1
7	Revenue Administration	Developing insurance sector audit capacity	Uganda	H2
8	Revenue Administration	Developing debt management and collection capacity	Uganda	H1
9	Public Financial Management	Improving budget documentation	Eritrea	H2
10	Public Financial Management	Training on project identification, appraisal and selection	Kenya	H2
11	Public Financial Management	Strengthening financial reporting through use of accrual based IPSAS	Rwanda	H2
12	Macro-Fiscal Analysis	FPP training	Kenya	H1
13	Macro-Fiscal Analysis	Analytical skills for macroeconomic forecasting	Malawi	H1

#	Area	Training Title	Country	Proposed Timing
14	Macro-Fiscal Analysis	Advancing fiscal risk analysis	Malawi	H1
15	Macro-Fiscal Analysis	FPP training, and establishing an ongoing domestic macro training program	Rwanda	H2
16	Macro-Fiscal Analysis	Training on fiscal risk analysis and drafting a fiscal risk statement	Rwanda	H1
17	Financial Sector Regulation and Supervision	Basel II/III Intermediate Training: Strengthen ability to judge the quality and effectiveness of implementation of the Basel capital adequacy process and to enhance supervisory capabilities to conduct assessments in larger, more complex banks	Rwanda	H1
18	Monetary Policy and Operations	FX Reserve Management	Eritrea	H1
19	Monetary Policy and Operations	Monetary Policy Operations	Eritrea	H2
20	Financial Market Infrastructures and Payments	PFMI training in country	Rwanda	H1
21	Real Sector Statistics	Training on concepts and methods for compiling CPI	Eritrea	H1
22	Government Finance Statistics	Training mission to expand coverage to general government	Ethiopia	H1
23	Government Finance Statistics	National training to county governments (Rescheduled from FY2019)	Kenya	H1
24	Government Finance Statistics	Training mission on expanding coverage to public sector	Malawi	H1
25	Government Finance Statistics	National training workshop to compilers and users of GFS and PSDS	Rwanda	H1
26	Government Finance Statistics	Zanzibar: Training and TA mission on expanding coverage to the GG	Tanzania	H1
27	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	East African Community	H1

#	Area	Training Title	Country	Proposed Timing
28	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Malawi	H1
29	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Malawi	H2
30	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Rwanda	H1
31	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Rwanda	H2
32	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Rwanda	H2
33	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Tanzania	H1
34	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Tanzania	H2
35	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Tanzania	H2
36	Forecasting and Policy Analysis System (FPAS)	Forecasting and Policy Analysis (FPAS)	Uganda	H2

ANNEX XII. IMF East AFRITAC Budget and Financing**AFRITAC East Phase IV – Status of Contributions as of June 10, 2019**

Donor Country	Agreement Currency				USD Equivalent			USD Equivalent		
	Currency	Signed LOU(s)	Additional Pledges	Total	Signed LOU(s)	Additional Pledges	Total	Requested	Received	Past Due
Partners										
EIB	EUR	200,000	-	200,000	237,180	-	237,180	237,180	237,180	-
European Commission	EUR	16,000,000	-	16,000,000	18,974,287	-	18,974,287	18,974,287	17,768,160	-
Germany	EUR	5,000,000	-	5,000,000	5,582,200	-	5,582,200	5,582,200	5,630,900	-
The Netherlands	EUR	5,000,000	-	5,000,000	5,483,086	-	5,483,086	5,483,086	5,483,086	-
Switzerland	USD	1,000,000	-	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	-
United Kingdom	GBP	8,179,910	-	8,179,910	11,316,669	-	11,316,669	10,214,921	10,214,921	-
Subtotal - Partners					42,593,422	-	42,593,422	41,491,674	40,334,247	-
Members										
Eritrea	USD	790,000	-	790,000	790,000	-	790,000	632,000	474,000	158,000
Malawi	USD	790,000	-	790,000	790,000	-	790,000	790,000	790,000	-
Rwanda	USD	790,000	-	790,000	790,000	-	790,000	632,000	158,000	474,000
Uganda	USD	790,000	-	790,000	790,000	-	790,000	632,000	632,000	-
Kenya	USD	790,000	-	790,000	790,000	-	790,000	632,000	632,000	-
Ethiopia	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
Tanzania	USD	790,000	-	790,000	790,000	-	790,000	474,000	472,323	-
Subtotal - Members					4,740,000	790,000	5,530,000	3,792,000	3,158,323	632,000
Subtotal - Partners and Members					47,333,422	790,000	48,123,422	45,283,674	43,492,570	632,000
IMF Contribution				3,488,285	3,488,285	-	3,488,285	3,488,285	3,488,285	-
Total					50,821,707	790,000	51,611,707	48,771,959	46,980,855	632,000
Funding Surplus/Gap							0			
Working Budget							51,611,707			

Source: Institute for Capacity Development, June 10, 2019

IMF Africa Capacity Building Initiative - East AFRITAC Phase 4: 2016-2020 Project Status Report
(As of April 30, 2019, in U.S. Dollars)

Project	Phase Summary			FY2019			FY2020
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)	Budget
Public Financial Management	13,051,173	13,261,682	10,030,194	3,180,459	2,688,214	85%	2,911,508
Revenue Administration	5,741,144	5,935,532	4,290,070	1,607,328	1,182,868	74%	1,375,456
Banking Supervision and Regulation	5,864,678	5,476,412	4,067,733	1,143,063	1,086,365	95%	1,080,613
Monetary Policy Operations	3,413,760	3,092,988	2,029,893	883,298	622,539	70%	697,388
Financial Market Infrastructures	1,268,972	1,436,509	862,355	549,548	279,490	51%	422,442
Real Sector Statistics	4,711,401	4,745,421	3,780,563	955,165	928,768	97%	1,004,598
Government Finance Statistics	4,296,275	4,411,816	3,497,513	1,110,650	1,043,319	94%	953,123
Financial and Fiscal Law	104,448	111,108	96,728	40,864	43,129	106%	-
Admin Project	1,598,246	1,342,702	723,592	390,000	178,021	46%	204,000
Customized Training	3,044,675	2,781,837	1,507,272	845,570	419,433	50%	657,399
Training project	1,134,368	1,145,488	880,005	300,000	256,168	85%	274,000
Governance and Evaluation	1,141,307	1,017,932	636,528	381,275	309,267	81%	123,701
Financial Integrity Group	149,003	215,735	175,356	73,260	49,526	0.68	-
Strategic Budget Reserve	1,000,000	-	-	-	-	-	194,085
Sub Total	46,519,450	44,975,161	32,577,802	11,460,480	9,087,109	79%	9,898,311
Trust Fund Management	3,256,362	3,148,261	2,280,446	802,234	636,098		692,882
Total	49,775,812	48,123,422	34,858,248	12,262,714	9,723,207	79%	10,591,193
IMF Expenses	3,703,989	3,488,285	2,952,839	694,125	701,789	101%	708,008
Total	53,479,801	51,611,707	37,811,087	12,956,839	10,424,996	80%	11,299,201

Source: Partners Connect

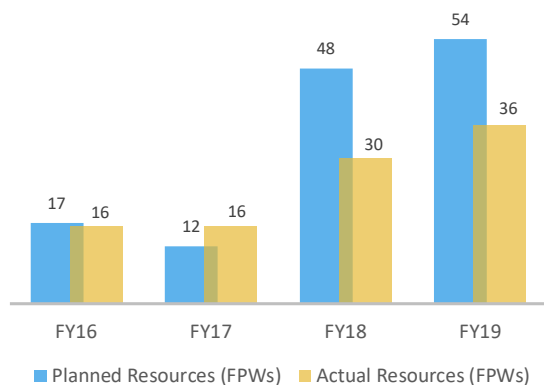
ANNEX XIII. Country Notes



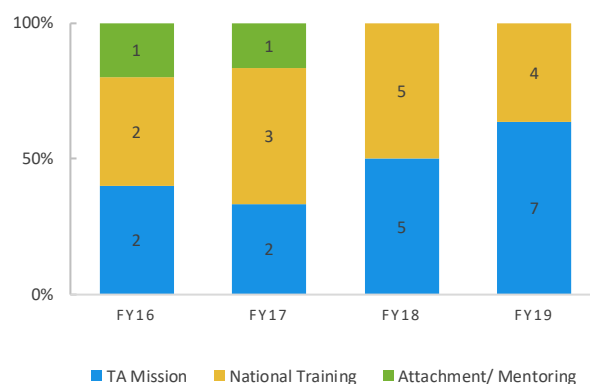
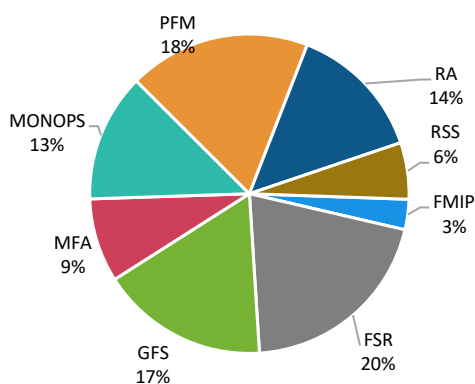
Eritrea



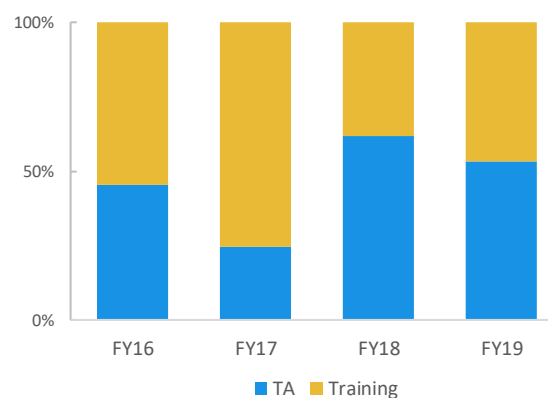
RESOURCE EXECUTION



COMPLETED ACTIVITIES

RESOURCE DISTRIBUTION BY SECTOR
(FY16 - FY19)

SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	na	100	na	100	na	67	108	na	96
FY17	na	100	na	100	na	200	100	na	134
FY18	50	92	101	100	139	33	0	0	62
FY19	0	69	83	100	49	100	52	100	67

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Sector Regulation:

[04/03/2019 - 08/03/2019] AFE: Enhancing-Based Supervision and Risk Assessment Methodologies for Banks: Eritrea is strengthening Basel I implementation. Training was provided to the Bank of Eritrea on Basel I capital adequacy framework.

Government Financial Statistics:

[03/07/2018 - 13/07/2018] Compilation of Budgetary Central Government (concepts classification in GFSM2014): Training was provided to the Ministry of Finance staff to compile budgetary central government (BCG) fiscal data that follows the Government Finance Statistics Manual 2014 (GFSM 2014) methodology. The mission enhanced the skills of the staff to produce the statement of government operations and the statement of sources and uses of cash for FY 2016. The BCG data covering a large percentage of government operations is now available to the authorities to inform fiscal policy analysis and formulation.

[04/02/2019 - 12/02/2019] AFE: GFS TA mission on improving data quality (coverage Sectorization): Support was provided to expand coverage to include all extra-budgetary units in the consolidated central government fiscal data. Compilation of local government data was initiated as a step towards full coverage of the general government. Support was also provided to compile quarterly budgetary central government data to be used in developing the macro-fiscal framework for internal policy analysis and formulation. Authorities are in the process of finalizing the legal framework necessary for comprehensively compiling fiscal and public debt data.

Monetary Policy and Operations:

[10/12/2018 - 14/12/2018] AFE: National Training on Monetary Policy Implementation and Operations: Training was delivered to the Bank of Eritrea on monetary policy implementation. The course covered several topics including monetary policy strategy and transmission, the balance sheet of the central bank, the monetary policy operations toolkit, liquidity forecasting, and monetary and foreign exchange operations. The participants engaged in hands-on exercises to apply the tools discussed.

Public Financial Management:

[07/06/2018 - 13/06/2018] National Training on the Budget Cycle: Training was provided on the budget cycle and its components covering the overall budget process with specific reference to the project cycle, macroeconomic and revenue forecasting in a budget context, budget execution, cash management and financial reporting. The training was attended by officials from the Budget and Fiscal Planning Directorate and the Treasury.

[29/10/2018 - 02/11/2018] Implementing a Risk-based Capital (RBC) Framework for Insurers and Enhancing approaches to the implementation of Risk-based supervision (RBS): Training was provided to Eritrea on the budget processes and macroeconomic and revenue forecasting in a budget context. Participants were sensitized on how the macroeconomic forecasting process can be integrated with the wider budget process. The training also covered project planning in the context of the budget cycle. It involved hands-on exercises in the preparation of a budget envelope, prioritization of expenditure, and macroeconomic forecasting.

Real Sector Statistics:

[03/09/2018 - 14/09/2018] Training on SNA concepts and methods for compiling and disseminating national accounts: Training was provided to the National Statistics Office and other beneficiary agencies to enhance their capacity to compile annual GDP estimates. The training focused on methods and practices for estimating GDP by production and the relevant and available source data for compilation.

Revenue Administration:

[10/10/2018 - 23/10/2018] Strengthening taxpayer registration and the integrity of the taxpayer register: Support was provided on strengthening taxpayer registration and the integrity of the taxpayer register. The mission made several recommendations to deliver improvements in taxpayer registration and the taxpayer register. The recommendations were captured in the action plan developed together with the authorities.

[03/12/2018 - 14/12/2018] Updating of the tax law framework: Support was provided to Eritrea on the review and updating of the tax law framework.

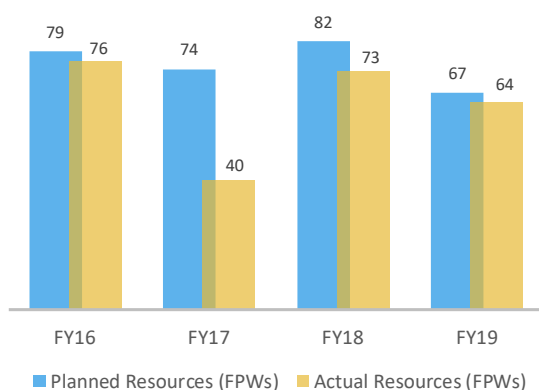
[13/03/2019 - 26/03/2019] TA on Fiscal Tax Law (Follow-Up): Support was provided on further amendments and refinements of the draft tax administration proclamation and regulations prepared as part of the review and modernization of the tax law framework of Eritrea.



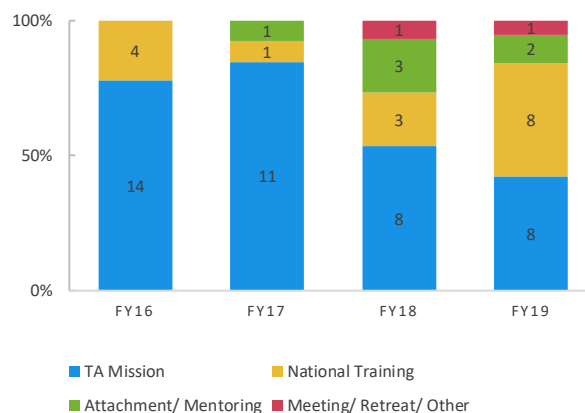
Ethiopia



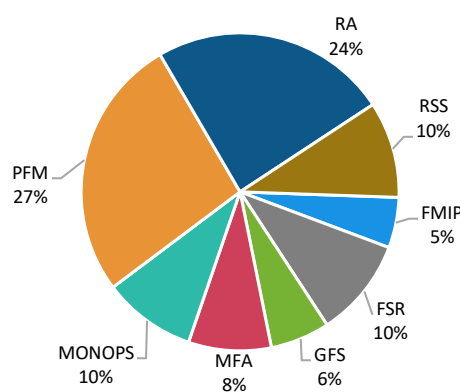
RESOURCE EXECUTION



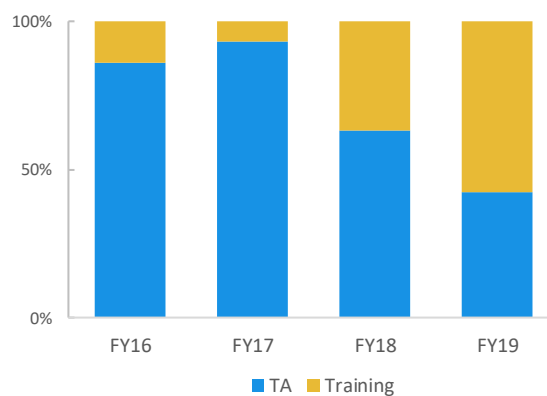
COMPLETED ACTIVITIES



RESOURCE DISTRIBUTION BY SECTOR (FY16 - FY19)



SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	0	85	na	100	130	74	166	100	96
FY17	na	162	78	26	0	0	102	35	54
FY18	76	30	50	167	0	115	119	50	89
FY19	100	67	117	186	145	43	113	66	96

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Market Infrastructures & Payments:

[15/08/2018 - 22/08/2018] Risk Management Training and Capacity Building for the Financial Market Infrastructures: Support was provided to the National Bank of Ethiopia to build proficiency to undertake an assessment of the financial market infrastructures (FMIs) and to implement a risk-based approach to oversight.

Financial Sector Regulation:

[04/06/2018 - 08/06/2018] Enhancing risk-based supervision processes for insurance companies: Support was provided to Ethiopia in strengthening risk-based supervision for banks and insurance companies. The missions focused on efficient use of supervisory resources to better oversee key risks in the banking system and improving financial stability via early detection of, and effective and timely responses to, insurance sector vulnerabilities. Presentations were made to the supervisory staff of the National Bank of Ethiopia on conducting effective risk-based supervision, conducting risk self-assessments and developing risk profiles for banks and insurance companies.

[22/04/2019 - 26/04/2019] AFE: Assist the authorities in implementing Basel II for banks: Support was provided to the National Bank of Ethiopia to assess the implications of Basel II and develop a road map for Basel II implementation. Training was delivered on introductory Basel II.

Government Financial Statistics:

[05/11/2018 - 14/11/2018] AFE: GFS TA mission and training to support compilation of BCG data: Training was delivered to Ethiopia on the compilation of fiscal data for social security funds and extra-budgetary units (EBUs).

Macro-Fiscal Analysis:

[30/07/2018 - 03/08/2018] Training on Macroeconomic and revenue forecasting: Training was provided on macroeconomic and revenue forecasting and related policy issues, including fiscal policy, domestic resource mobilization, and tax expenditure analysis. The training also featured extensive practical forecasting exercises using a customized set of Ethiopian data.

[11/03/2019 - 15/03/2019] AFE: Training on Fiscal Risk Identification and Analysis: Training was delivered to Ethiopia on fiscal risk identification and analysis. The mission worked with the authorities to collect and analyze information and data on macroeconomic and fiscal risks. Workshop participants produced analyses of macroeconomic and fiscal forecast errors in Ethiopia, and charts of confidence intervals around the current year's forecasts. A fiscal risk registry was prepared to catalogue and assess specific risks. Workshop participants identified and described key sources of risk, quantified the exposure for some risks, and assigned risk owners. This analysis creates a good platform for drafting an Ethiopian Fiscal Risk Statement later in FY20.

Monetary Policy and Operations:

[26/03/2019 - 08/04/2019] AFE: Monetary Policy Implementation Framework Foreign Exchange and Financial Market Issues: Support was provided to review the current monetary policy implementation framework, liquidity forecasting framework, foreign exchange policy, and financial market issues. The

mission held workshop sessions on monetary policy and foreign exchange implementation frameworks and the development of local currency bond markets.

Public Financial Management:

[17/09/2018 - 21/09/2018] National training on cash forecasting and management: A national training on cash forecasting and management was delivered through a set of presentations and practical exercises. The training aimed at strengthening capacity for the preparation of cash flow forecasts that could underpin the financial decision-making process and provide guidance on improving cash management practices and implementation of treasury single account (TSA) arrangements in Ethiopia. The training was attended by officials from the Ministry of Finance and Economic Cooperation and other ministries and agencies. Building capacity in cash forecasting and management is one of the components of the recently adopted medium-term PFM reform strategy.

[05/03/2019 - 07/03/2019] AFE: Attending conference on the Macroeconomic Impacts of Gender Inequality: A conference on the macroeconomic impacts of gender inequality was held in Addis Ababa, Ethiopia in March 2019. The conference was jointly organized by the Ministries of Finance, Women, Children and Youth of Ethiopia; UN Women; and the IMF African Department (AFR). It brought together about 70 officials from selected ministries, regions and CSOs from Ethiopia and included participants from Rwanda, Uganda, South Africa, and Ukraine.

The conference aimed to inform the Ethiopian budget process by highlighting best practices to foster concrete steps that could support advances in gender equality. The key issues included incorporating gender-based analysis throughout the budget process and examining the impact of spending and tax policies on gender equality, among others. During the conference the role of a gender budget statement as an integral component for sectors to prepare with their annual plan and budget was also discussed.

Real Sector Statistics:

[04/06/2018 - 15/06/2018] Producer Price Index for Construction: The Central Statistics Agency is focusing on expanding producer price index (PPI) coverage to include construction. The authorities were assisted to develop index weights and compilation methodologies. The PPI for construction is expected to improve national accounts volume estimates for the construction sector.

[01/04/2019 - 05/04/2019] AFE: Training (in-country): National Accounts/Developing quarterly GDP by expenditure: The National Accounts Department (NAD) is developing quarterly GDP by expenditure to improve availability of short-term indicators for decision making and expand the range of statistics compiled in line with the recommended international practices. The mission supported NAD to develop data sources and the methodology for compiling the new statistics. Preliminary estimates at current prices were developed; the series were adjusted for seasonality and calendar effects and aligned to the annual estimates using appropriate statistical techniques. The mission also prepared an exercise to compile quarterly GDP by expenditure at constant prices.

Revenue Administration:

[11/07/2018 - 13/07/2018] Visit to Explain MTRS Concept and Confirm Future TA in Tax Administration: An overview of the medium-term revenue strategy (MTRS) framework was provided to Ethiopia. The MTRS provides government with a coherent tax system reform plan that includes priority reforms in tax policy, revenue administration, and legislation needed to meet the country's financing and expenditure needs. To help the authorities in considering the need for technical assistance

on the MTRS, the mission laid out the arguments for why the MTRS provides a robust framework for a holistic reform of Ethiopia's tax system.

[13/08/2018 - 24/08/2018] Developing Compliance Risk Management Capacity: Support was provided to Ethiopia Revenues and Customs Authority on developing compliance risk management capacity. The advice provided was on the preparation of a compliance improvement plan based on the risks in the risk register.

[01/10/2018 - 05/10/2018] Attachment: Developing a Project Governance Framework: Ethiopia Revenues and Customs Authority (ERCA) officials were attached to the Rwanda Revenue Authority (RRA). The attachment provided the ERCA officers the opportunity to study project management governance policies, procedures, operations, monitoring, evaluation and structure arrangements, and to discuss the types of challenges that might arise as ERCA seeks to enhance its own framework.

[26/11/2018 - 07/12/2018] A Medium-Term Reform Strategy to Modernize Customs Administration: Support was provided on the review of customs administration. The mission identified several reform priorities which included the need to streamline transit, temporary storage and clearance processes. Advice was given on a medium-term strategy for further modernization.

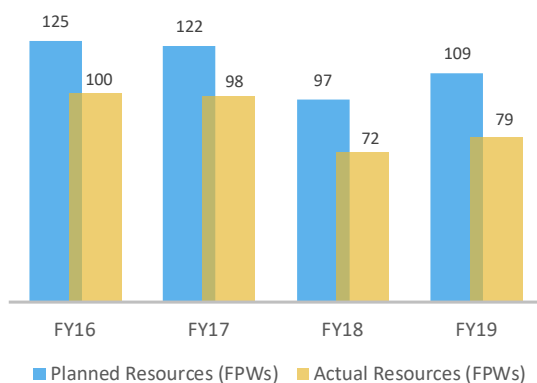
[21/01/2019 - 25/01/2019] AFE: Staff visit on Revenue Mobilization: Officials from the IMF Fiscal Affairs Department (FAD) and East AFRITAC (AFE) visited Ethiopia to discuss the ongoing and future technical assistance under the Revenue Mobilization Thematic Fund project and AFE program.



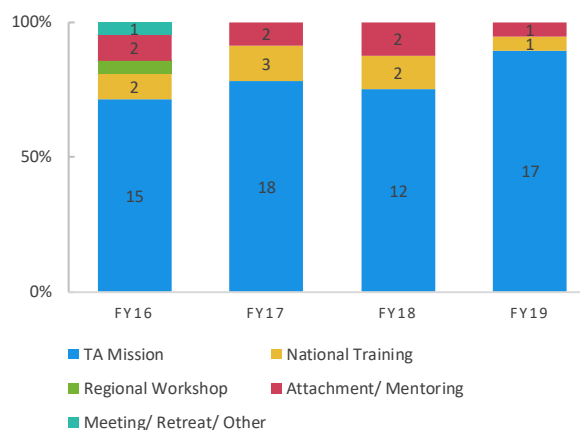
Kenya



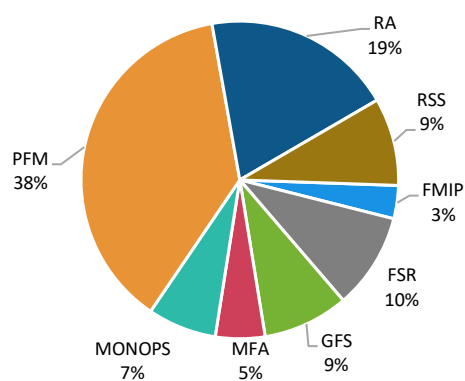
RESOURCE EXECUTION



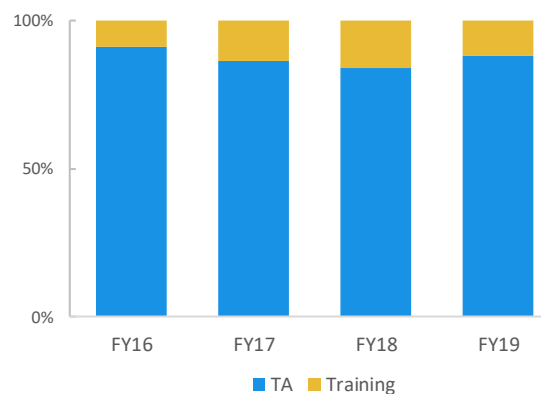
COMPLETED ACTIVITIES



RESOURCE DISTRIBUTION BY SECTOR (FY16 - FY19)



SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	50	361	119	33	66	71	106	100	80
FY17	73	79	32	167	0	105	69	100	80
FY18	92	52	202	0	0	89	105	68	74
FY19	na	59	76	34	0	81	142	52	72

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Sector Regulation:

[02/07/2018 - 12/07/2018] Strengthening Supervisory processes (Integrating Basel II / Pillar II RBS and CAMELS): Support was provided to the Central Bank of Kenya on Basel II implementation and risk-based supervision. The missions provided support to include the integration of supervisory processes (CAMELS, RBS and Pillar II), enhancing risk profiles for banks and the provision of training to banking supervisors on conducting risk self-assessments.

[03/09/2018 - 07/09/2018] AFE: Strengthening IFRS 9 Implementation: Support was provided to the Central Bank of Kenya to implement International Financial Reporting Standards (IFRS 9) for banks. A significant component of the mission was the provision of training on IFRS 9 to supervisors.

[11/03/2019 - 13/03/2019] AFE: Assist the authorities in implementing RBS and RBC for Insurance Companies: Support was provided to the Insurance Regulatory Authority of Kenya to strengthen risk-based supervision (RBS) and implement supervisory colleges. Training was provided on the RBS for new supervisors, and on the processes required to implement effective supervisory colleges for insurers in the region.

[14/03/2019 - 14/03/2019] AFE: Strengthening Internal Liquidity Adequacy Assessment Processes for Banks: Support was provided to the Central Bank of Kenya to develop and implement an internal liquidity adequacy assessment process (ILAAP) and strengthen stress testing framework for banks. The mission delivered training on the Cihak stress testing framework and ILAAP based on the latest Basel Guidance on liquidity risk management and liquidity risk assessment.

[15/03/2019 - 15/03/2019] AFE: Strengthening Risk-based Securities Supervision: The Capital Markets Authority of Kenya (CMA) was assisted to strengthen RBS for capital market firms. Training was delivered on the RBS processes, which include identifying significant activities, assessing inherent risks, assessing the adequacy of corporate governance (including board and senior management oversight, operational management oversight, risk management and control functions), and assessing the effectiveness of the business conduct framework and the adequacy of liquidity, earnings and capital.

Government Financial Statistics:

[13/08/2018 - 24/08/2018] Training to support the compilation of timely high frequency data: Hands-on training was delivered to the newly reconstituted GFS technical working group. The training included key compilers and users of GFS data. The participants compiled extrabudgetary units (EBUs), public corporations and budgetary central government (BCG) fiscal data from the various data sources.

[18/03/2019 - 27/03/2019] GFS TA mission on improvement of quality for general government and public-sector data: Support was provided to compile fiscal data for the entire public sector through hands-on training. Efforts have been initiated to compile quarterly fiscal data for extra-budgetary units.

Macro-Fiscal Analysis:

[25/06/2018 - 29/06/2018] Macroeconomic and Revenue Forecasting (non-resource): Training was provided to Kenya on macroeconomic and revenue forecasting and related policy issues. A spreadsheet of Kenyan data was used as the basis for the practical exercises on macroeconomic and revenue forecasting, and all participants produced forecasts of GDP at constant prices, inflation, the nominal exchange rate, the GDP deflator, and GDP at current prices. The participants then calculated effective

tax rates and buoyancies for the main tax revenue streams and used their macroeconomic forecasts to forecast those revenue streams. The training was attended by officials from the National Treasury, the National Bureau of Statistics, and the Revenue Authority.

Public Financial Management:

[29/08/2018 - 11/09/2018] Training on IFMIS cash management module: A national training was delivered to Kenya on the cash management module of IFMIS. The training highlighted the importance of reliable and accurate forecasts and the role and responsibilities of the ministries, departments and agencies (MDAs) in delivering this. The training was delivered to staff of the Treasury and Cash Management Unit and others from 21 MDAs.

[03/09/2018 - 14/09/2018] AFE: Desk review of chart of accounts and of policy guidelines for asset and liability valuation: Support was provided to Kenya to review inception reports on the chart of accounts and policy guidelines for the valuation of assets and liabilities prepared by a consultancy firm. Feedback on the reports was given to the authorities to take forward into the final documents. The work is being undertaken in preparation for the National Treasury's planned transition to accrual accounting. AFE will provide follow-up quality assurance advice on the final reports.

[07/02/2019 - 21/02/2019] AFE: PIM - follow up on PIMA: A mission trained 25 officials on the basic principles of public investment management (PIM) and cost benefit analysis. The officials, drawn from the National Treasury and selected line ministries, will form the core team that will steer the PIM reform across the government. The mission further assisted the PIM unit to review its organizational design, the draft PIM regulations, the roadmap for PIM implementation, an integrated capacity building plan, and proposals for rationalizing the public investment plan.

[03/04/2019 - 16/04/2019] AFE: Annual Financial Reporting: Another mission provided support on improving the coverage and quality of the annual financial reporting. The mission reviewed the consolidated financial statements (CFS) for the national government, state corporations, semi-autonomous government agencies and the public funds for FY 2017/18. The authorities have sustained past improvements with the CFS for the national government in terms of disclosure, presentation and publication. The mission assisted the authorities in preparing a draft consolidated cash flow statement for the whole of government. The mission also supported the development of a detailed roadmap on the migration to accrual accounting, including a phased approach to the inclusion of different types of assets and liabilities and extending the coverage to the different sub-sectors of the public sector.

Real Sector Statistics:

[05/11/2018 - 16/11/2018] AFE: National Accounts/Developing household sector accounts until net lending: Support was provided to the Kenya National Bureau of Statistics (KNBS) in developing a framework for compiling household sector accounts. The KNBS is continuing to improve and expand the range of national accounts statistics compiled to meet users' data needs and to align to the recommendations of the System of National Accounts 2008. The mission focused on identifying data sources and developing templates for compiling the new statistics.

[07/01/2019 - 18/01/2019] Technical Assistance on the Producer Price Index (PPI) and the Construction Input Price Index (CIPI): Kenya received assistance to advance the ongoing work on rebasing producer price indices (PPI). The KNBS has reviewed the compilation methodology and refined the PPI questionnaires to improve the quality of the indices.

Revenue Administration:

[22/10/2018 - 02/11/2018] Review of Business Processes to Support Design Changes to iTax: Support was provided to Kenya Revenue Authority on the review of business processes to support design changes to iTax—an integrated tax administration information technology system. Enhancements to iTax were identified for implementation.

[28/11/2018 - 12/12/2018] Developing a Compliance Improvement Plan and Strategy for Monitoring and Evaluation: Support was provided on developing a compliance improvement plan and strategy for monitoring and evaluation. The authorities have developed risk documentation and risk management structures and commenced work on the development of a risk register. Advice was provided on the development of compliance programs targeting specific sectors and risks.

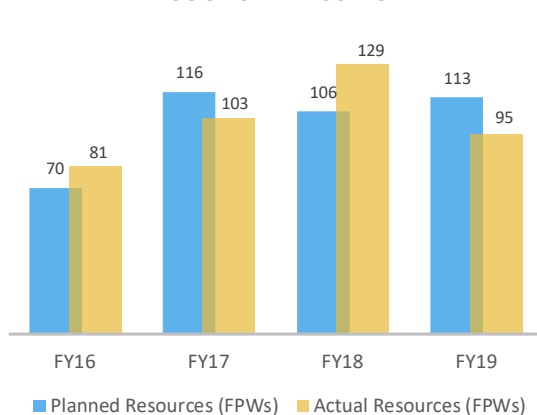
[25/04/2019 - 08/05/2019] AFE: Revenue Administration: Support was provided to Kenya on the identification of weaknesses in tax and customs administration that have contributed to the recent shortfall in tax revenues. Advice was provided on critical steps to be taken to address the leakages in revenue and improve compliance by domestic taxpayers and traders. Also, advice was provided on the realignment of priorities set out in Kenya Revenue Authority's reform agenda laid out in the three-year corporate plan to address sources of revenue leakages.



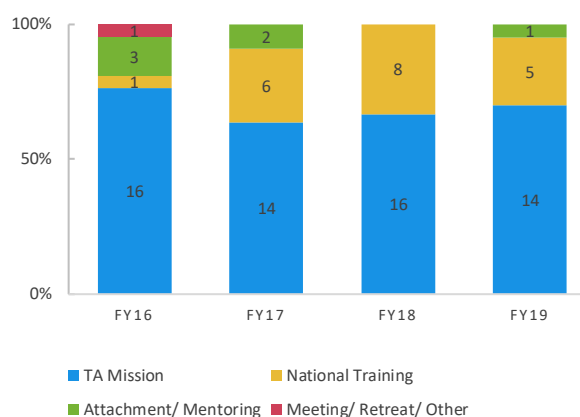
Malawi



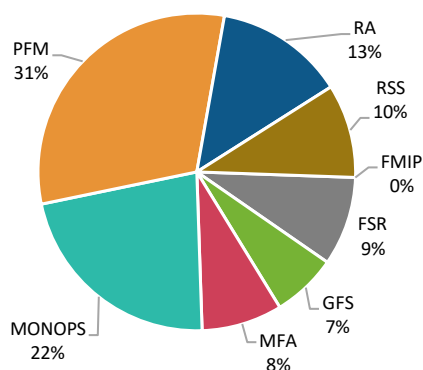
RESOURCE EXECUTION



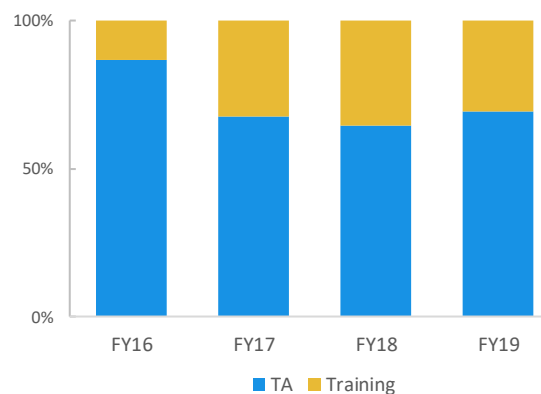
COMPLETED ACTIVITIES



RESOURCE DISTRIBUTION BY SECTOR (FY16 - FY19)



SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	0	131	na	100	233	124	116	100	115
FY17	0	95	188	78	70	100	88	138	89
FY18	na	79	101	129	140	114	113	200	122
FY19	na	43	147	92	122	71	75	71	84

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Sector Regulation:

[01/10/2018 - 05/10/2018] AFE: Strengthening Risk-based Capital Implementation: Support was provided to Malawi on developing and implementing a risk-based capital (RBC) framework and risk-based supervision (RBS) for insurers and implementing RBS for banks.

Government Financial Statistics:

[03/12/2018 - 07/12/2018] AFE: GFS mission on expanding coverage to General Governments: Support was provided to the authorities to compile quarterly budgetary central government data and EBU's data.

[02/04/2019 - 17/04/2019] AFE: GFS TA mission to support compilation of high frequency fiscal and debt data: Support was provided to review the quality of quarterly budgetary central government fiscal data. Hands-on training was also delivered to the Staff of the Ministry of Finance, Economic Planning and Development (MoFEPD) on Government Finance Statistics Manual 2014 (GFSM 2014) concepts. The skills acquired will be used in the ongoing review of the chart of accounts. The process of migrating the fiscal framework to GFSM 2014 concepts was initiated.

Macro-Fiscal Analysis:

[07/05/2018 - 11/05/2018] Preparing the fiscal risk statement: A mission to Malawi provided training on fiscal risk analysis and on the principles of clear budget communication. A draft fiscal risk statement was produced during the mission that included sections on forecast performance analysis, specific risks, and institutional and structural risks. The section on forecast performance analysis drew on the forecast comparisons that have been built into the Ministry of Finance, Planning and Economic Development's macroeconomic framework. The statement was circulated internally.

[20/08/2018 - 31/08/2018] Extending the Macro-Fiscal Forecasting Framework and Adding a Revenue Forecasting Module: Support was provided to Malawi to update the macro-fiscal forecasting framework in the Ministry of Economic Planning and Development. Five-year projections of many macroeconomic variables were added to the framework. The Statement of Government Operations was updated and restructured to be broadly consistent with the GFSM 2014 template and to include five-year projections of expenditure, revenue, financing, and debt. A revenue forecasting module was added to the framework to better link revenue projections with the underlying macroeconomic proxy bases.

Monetary Policy and Operations:

[04/06/2018 - 08/06/2018] National Training on Repo Market Development: Training was provided to the authorities and market participants on repo market development. The training was focused on strengthening the capacity to identify issues to be addressed in the coming year in the context of repo market reforms, including the need for a broad strategic approach to setting up a repo market; this includes the importance of the monetary policy framework in encouraging interbank liquidity management and interest rate trading, the need for liquidity in government securities, and the importance of consultation with other agencies including the tax authorities.

[08/10/2018 - 19/10/2018] Customized Training on Developing a Forecasting and Policy Analysis System (FPAS): Support to Malawi focused on reviewing the FPAS framework (particularly the quarterly projection model, QPM) and taking stock of the changes in tools and practices with regard to

the FPAS development, implementation, and documentation. The mission also assisted the Reserve Bank of Malawi in reviewing the structure and calibration of the QPM to account for the recent developments in the Malawian economy.

[25/02/2019 - 08/03/2019] Customized Training on Model-Based Monetary Policy Analysis: Support was provided to the Reserve Bank of Malawi (RBM) to further enhance the Bank's forecasting and policy analysis system (FPAS). The mission worked closely with the RBM staff to (i) develop a forecast evaluation toolkit to start assessing the performance of the historical model-based forecasts; (ii) enhance the Malawi Quarterly Projection Model (QPM) by including the term structure of interest rates to be able to better capture the monetary transmission mechanism and more accurately assess macroeconomic effects of money-market liquidity conditions; and (iii) advance the documentation of the FPAS infrastructure to ensure sustainability of FPAS practice in RBM.

[15/04/2019 - 26/04/2019] AFE: Monetary Policy Operations: Another mission to Malawi reviewed the current monetary policy and foreign exchange (Forex) policy implementation and operations; analyzed the implementation of previous TA recommendations; and held workshop sessions on monetary policy and Forex implementation frameworks and operations based on the experience of South Africa, Romania and Moldova on inflation targeting and market development.

Public Financial Management:

[12/06/2018 - 25/06/2018] SOE Oversight and Monitoring of Statutory Corporations: A public investment management assessment was conducted and published by the authorities. Measured against the overall strength of its public investment management institutions, Malawi performs broadly in line with other low-income developing countries and Sub-Saharan African countries. Recommendations were made for strengthening the areas of project appraisal and selection; publishing data on capital investment costs and multiyear contracts in the budget; predictability in funding of capital projects; effectiveness and transparency of the procurement process; and for project monitoring and oversight. Also, support was provided to the authorities on strengthening the legal, institutional and reporting arrangements needed to effectively manage statutory bodies, and practical guidance was given on enhancing capacity in the analysis of their financial performance. The mission recommended addressing the institutional fragmentation in the oversight of the statutory bodies; strengthening the mandate of the central oversight unit in Ministry of Finance; and developing the financial performance analysis initially covering the strategic and high-risk entities.

[06/08/2018 - 17/08/2018] Reporting and Controls in IFMIS: Training was provided to Malawi on reporting and controls in IFMIS with a view to assisting the authorities to implement functionality recommended by previous missions, aimed at strengthening controls and improving coverage. Malawi is in the process of implementing a new IFMIS; advice was given on modalities for contracting and implementing the new system.

[29/10/2018 - 09/11/2018] AFE: National training on strengthening budget costing: Training was delivered on strengthening budget costing. The training covered the definition, purpose and design of baseline costing; a review of costing methodologies; a review of the challenges to realistic costing (including standardizing costing methodology, scarcity of cost data, and the management of data); and policy implications and co-ordination arrangements of baseline costing. Following the training and through stakeholder meetings, several technical recommendations were provided to the authorities to build capacity in this area.

[18/02/2019 - 01/03/2019] AFE: Supporting Implementation of New IFMIS: A mission reviewed the banking arrangements and the coverage of bank accounts in the integrated financial management

information system (IFMIS) as part of the roadmap for implementing the treasury single account (TSA). Guidance was provided on strengthening reporting on public debt through IFMIS and bank reconciliation of those related bank accounts and revenue; improving management and reporting on revenues; implementing electronic payments for all transactions including inter account transfers for exchequer releases; and separating cash releases from budget releases in IFMIS.

Real Sector Statistics:

[28/05/2018 - 08/06/2018] Compilation of Quarterly GDP by Activity: The National Statistics Office is working on modalities to streamline quarterly data collection to ensure timely compilation of quarterly GDP estimates. Support was provided to the authorities to compile experimental quarterly GDP by activity for the period 2010-15. The authorities are expecting to complete the compilation of the backward series to 2017 by the end of this year.

[26/11/2018 - 30/11/2018] National Accounts training in compilation of annual GDP: Training was provided to the national accounts staff in GDP compilation to advance the processing of the historical series for dissemination. The National Statistics Office (NSO) continues to build staff capacity to support the routine compilation of quarterly and annual GDP estimates. The NSO's priorities include developing historical GDP series and conducting benchmark surveys to support the compilation of 2016 supply and use tables and GDP rebasing.

[08/04/2019 - 17/04/2019] AFE: National Accounts/Review & Improvement to source data for developing 2016 SUT: The National Statistics Office (NSO) of Malawi is consolidating data to compile 2017 benchmark estimates and to rebase GDP. Training was provided to 15 officials from the MoFEPD, the RBM and the NSO on data requirements for both GDP rebasing and developing supply and use tables (SUTs). The rebasing exercise provides an opportunity to include results of the new periodic surveys and censuses to update benchmark estimates. Quarterly GDP series compiled up to the fourth quarter of 2017 were also reviewed.

Revenue Administration:

[08/10/2018 - 19/10/2018] Developing a framework for assessing the impact of compliance activities: Support was provided to the Malawi Revenue Authority (MRA) on developing a framework for assessing the impact of compliance activities as well as new tax and administrative measures. A framework for the measurement of effectiveness of compliance activities was delivered to the MRA. The MRA was also advised to capture data in relation to the measurement of outcomes of policy changes and administrative measures.

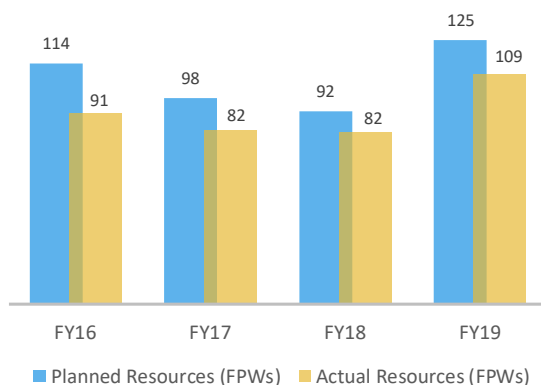
[16/01/2019 - 30/01/2019] Strengthening domestic taxes and customs and excise divisions headquarters function: Support was provided on the review of existing headquarters structures and management practices in both domestic taxes and customs and excises. Advice was provided on possible modifications to the structures to reflect good practices.



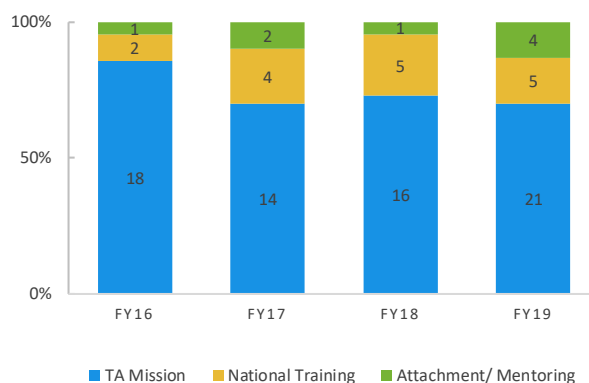
Rwanda



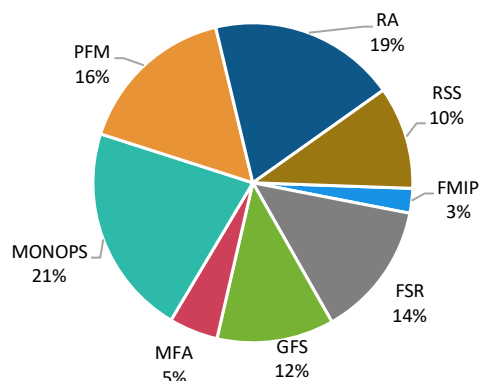
RESOURCE EXECUTION



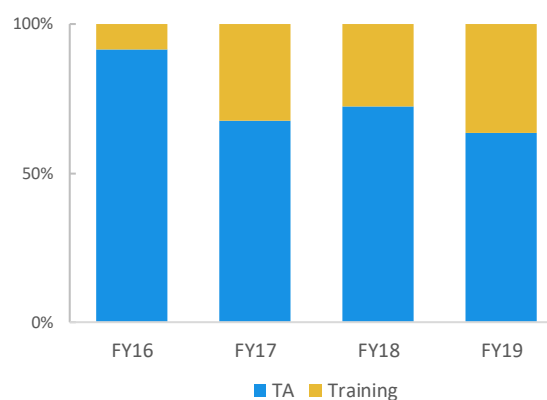
COMPLETED ACTIVITIES



RESOURCE DISTRIBUTION BY SECTOR (FY16 - FY19)



SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	0	69	113	88	45	59	274	100	79
FY17	0	104	89	0	161	0	136	100	84
FY18	na	181	107	61	117	55	96	100	89
FY19	95	101	71	75	89	66	142	107	87

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Market Infrastructures & Payments:

[10/10/2018 - 19/10/2018] Enhance the oversight policy framework: A mission to Rwanda helped the authorities revise and enhance the oversight policy framework document to better reflect new technological developments in the payments area and enable effective and consistent oversight by the National Bank of Rwanda.

Financial Sector Regulation:

[17/09/2018 - 21/09/2018] Implementing Risk-Based Supervision Processes for Micro Finance Institutions (Mfis) And Saccos: Support to Rwanda focused on upgrading its regulatory framework in line with the international standards. The mission assisted the authorities in strengthening RBS for micro finance institutions and savings and credit cooperative organizations.

[22/10/2018 - 27/10/2018] AFE: Implementing RBS for micro finance firms and Strengthening Risk-based Supervision for insurance: The mission assisted the authorities in (i) implementing Pillar II of Basel II (supervisory review process); and (ii) strengthening RBS for insurers.

[03/12/2018 - 07/12/2018] AFE: Development of the Risk Based Supervision: Support was also provided on strengthening the risk-based capital framework (RBC) and risk-based supervision (RBS) for insurance companies. The mission provided training on the RBC and RBS which covered different RBC frameworks; the inclusion of credit risk, market risk, operational risk and liability risk in methodologies on determining capital charges for risks; the identification of significant activities in insurers; and the assessment of inherent risks (reinsurance, insurance, credit, market, operational, reputational, strategic etc.).

[17/12/2018 - 21/12/2018] AFE: Assist the authorities in adopting IFRS in Rwanda: Support was provided to the National Bank of Rwanda (BNR) to implement international financial reporting standards (IFRS 9) for banks. A significant component of the mission was the provision of training on IFRS 9 to supervisors.

[23/04/2019 - 03/05/2019] AML/CFT Risk-Based Supervision: The National Bank of Rwanda (BNR) was assisted to strengthen anti-money laundering and combating the financing of terrorism supervisory processes. The mission was led by the IMF's Legal Department.

Government Financial Statistics:

[27/08/2018 - 31/08/2018] GFS mission to Rwanda: Support was provided to the authorities to improve the quality of general government data for FY 2016/17 and enhance skills in compilation of quarterly BCG data. The mission also assisted the authorities to make a preliminary compilation of the financial balance sheet based on the GFSM 2014 concepts.

[07/01/2019 - 11/01/2019] AFE: GFS TA mission on improving quality of fiscal and debt data (coverage classification: Support to Rwanda focused on expanding institutional coverage to the public corporations' sub sector, resulting into full coverage of the entire public sector. Rwanda joins the few developing countries that compile fiscal data for the public sector that meets the GFS Manual (GFSM) 2014 with full coverage. The use of information technology in public financial management has facilitated the achievement of this milestone. The authorities were also supported to review quarterly budgetary central government data for compliance with the GFSM 2014 methodology.

Macro-Fiscal Analysis:

[14/05/2018 - 18/05/2018] Update and simplification of the Revenue Forecasting Tool (REFOTO): A mission worked with economists from Ministry of Finance and Economic Planning to rebuild the revenue forecasting tool, known as REFOTO. With the organizational context in mind, the mission designed worksheets to calculate effective tax rates and buoyancies for each of the tax streams, as well as a worksheet to record the impact of policy changes. Seasonal profiles for each of the tax streams were determined, which were used to create quarterly forecasts for each stream. The mission concluded with an in-sample analysis of the forecast.

Monetary Policy and Operations:

[12/11/2018 - 22/11/2018] Customized Training on Model-Based Monetary Policy Analysis: The BNR received training on forecasting and policy analysis (FPAS). The mission worked with the BNR staff to develop macroeconomic projections and a new format for the policy presentation to the Monetary Policy Committee. Advice was given to BNR management on establishing processes and implementing organizational changes consistent with best FPAS practices. The mission assisted to develop a formal forecasting calendar and identify an adequate composition of the forecasting team.

[03/03/2019 - 15/03/2019] Customized Training on Model-Based Monetary Policy Analysis: Support was provided to the BNR in reviewing the content and process of preparing macroeconomic projections and materials for the Monetary Policy Committee (MPC) and adjusting the core macroeconomic model to improve its structure and tractability. The mission advised the BNR management on establishing processes and organizational changes consistent with the best FPAS practices. The mission also worked with the BNR staff to develop flash forecast updates between quarterly MPC meetings and presented the update to the Chief Economist.

Public Financial Management:

[30/07/2018 - 10/08/2018] Developing a Roadmap for the Implementation of Performance Based Budgeting: A mission reviewed the status of the budget reforms and the readiness to implement performance budgeting (PB). The mission provided advice to the authorities to further (i) integrate the performance information into the budget; (ii) have a single consistent process for managing monitoring and evaluation; and (iii) develop a PB user manual and build capacity in defining the elements of the results chain to all the stakeholders. The overall recommendation was for the introduction of PB to be done on a pilot basis.

[12/11/2018 - 23/11/2018] AFE: Follow up - Developing a roadmap for the implementation of performance-based budgeting: Support was provided to draft an initial version of a user manual for performance budgeting. The mission supported a team from the budget and planning departments and the integrated financial management information systems (IFMIS) unit in drafting the manual. The draft performance budgeting manual: (i) explains its purpose in the context of the budget reform efforts of the Rwandan government; (ii) guides proper drafting of outputs, indicators, and targets; (iii) describes the pilot process and institutional roles; and (iv) outlines the monitoring, reporting and evaluation process.

[08/04/2019 - 12/04/2019] AFE: Review of Draft 2019-20 Pilot Performance Based Budget: Support was provided to review the draft FY 2019/20 pilot performance budget and share with the authorities suggested improvements for the implementation of the FY 2019/20 budget and an action plan for the FY 2020/21 and over the medium term.

[23/04/2019 - 06/05/2019] AFE: Fiscal Transparency Evaluation: A mission worked with the authorities to collate the documents and data required for the full fiscal transparency evaluation (FTE) mission. A preliminary assessment was made to determine the data gaps and the need for further clarification of material facts. The full FTE mission led by the IMF Fiscal Affairs Department was held in April 2019 and made a detailed analysis of Rwanda's performance against the fiscal transparency code. The mission discussed the findings of the evaluation and provided detailed recommendations for enhancing fiscal transparency.

Real Sector Statistics:

[09/07/2018 - 20/07/2018] Rebasement IIP, PPI and XMPI - Updating Weights and Product Specifications: Support was provided to the National Institute of Statistics of Rwanda (NISR) on the rebasing of the producer price index (PPI) and the development of an index of industrial production (IIP). The NISR is planning to align to the Special Data Dissemination Standard by moving from quarterly to monthly PPI publication by 2019.

[03/09/2018 - 14/09/2018] Report on the National Accounts and External Sector Statistics Mission: The National Institute of Statistics of Rwanda (NISR) and the National Bank of Rwanda (BNR) are working together to resolve conceptual and methodological differences in the current accounts data compiled by the two institutions. Support was provided to enhance coverage and comprehensiveness of source data and on revaluing goods imported and exported to ensure consistency in the balance of payments and national accounts statistics.

[04/03/2019 - 15/03/2019] AFE: National Accounts/Developing a framework for compiling sector accounts: The National Institute of Statistics of Rwanda (NISR) is developing production accounts estimates by institutional sector. The NISR aims to provide a coherent view of economic activity in terms of production and income generation and the roles played in the economy by the sectors. A mission provided support to compile experimental GDP estimates by institutional sectors. Experimental production account and generation of income account were compiled for the five institutional sectors, namely: general government, financial corporations, non-financial corporations, households, and non-profit institutions serving households.

Revenue Administration:

[12/09/2018 - 25/09/2018] AFE: Develop a Domestic Taxes Department Headquarters Function with its Process Flow and Staff Roles: Support was provided on developing a domestic taxes department headquarters function with its process flow and staff roles and responsibilities. The mission proposed a structure for the department, its mandate statement as well as roles and responsibilities of its divisions. Also proposed was an implementation plan.

[08/10/2018 - 12/10/2018] Attachment: Developing Good Practices and Reliable Taxpayer Services: RRA officials were attached to the Mauritius Revenue Authority (MRA). The attachment provided the RRA officers the opportunity to study how MRA has managed to have a sound and reliable taxpayer base and how the registration function supports the domestic taxes department.

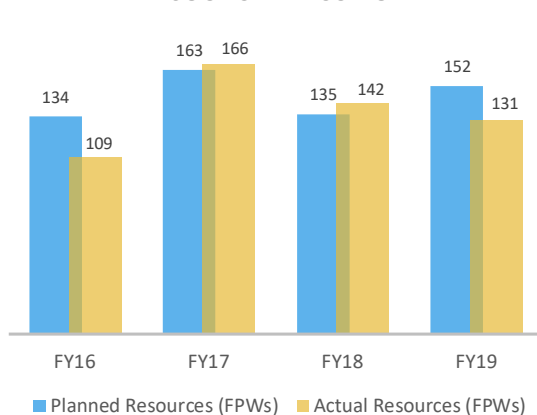
[17/10/2018 - 30/10/2018] AFE: Strengthen telecommunications sector tax audit capacity: Support was provided to the Rwanda Revenue Authority (RRA) on strengthening telecommunications sector tax audit capacity. Assistance was also provided to the RRA in the identification of revenue sources from the sector and exploration of the business ecosystems to expand the scope of compliance management and revenue optimization.



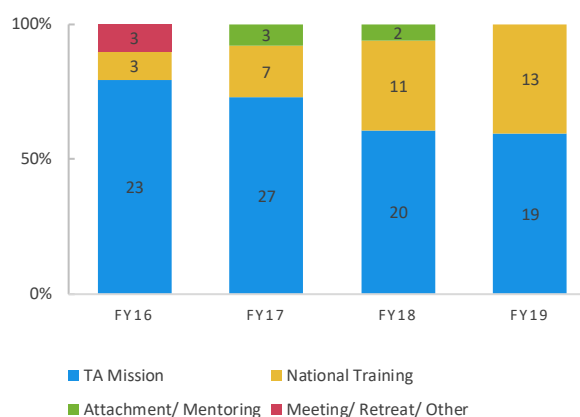
Tanzania (Incl. Zanzibar)



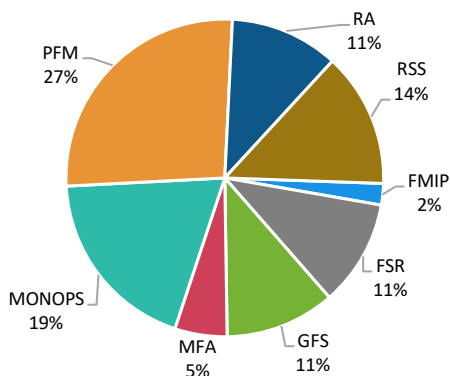
RESOURCE EXECUTION



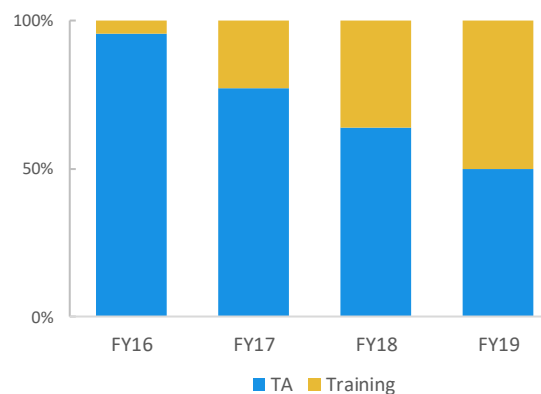
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Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	0	86	93	100	102	57	62	106	82
FY17	112	102	134	27	104	104	117	100	102
FY18	29	124	79	67	141	109	104	116	105
FY19	na	70	100	100	62	84	102	117	86

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Sector Regulation:

[19/07/2018 - 24/07/2018] Risk Based Supervision and Basel II Implementation: Support was provided to the Bank of Tanzania (BOT) on Basel II implementation and risk-based supervision. The missions focused on integrating supervisory processes to include CAMELS, RBS and Basel II - Pillar II. Additionally, support was provided to enhance supervisory processes/manuals for risk-based supervision of banks.

[15/10/2018 - 19/10/2018] AFE: Enhancing oversight of non-bank securities firms: The Capital Markets and Securities Authority (CMSA) was assisted to implement RBS for intermediaries. The mission delivered hands-on training on the risk management cycle, oversight and governance, and risk identification and assessment.

[29/10/2018 - 02/11/2018] AFE: Development of the Risk Based Supervision: Support was provided to Tanzania on strengthening the RBC framework for insurers and RBS for banks and insurance companies. Training was delivered on the RBC framework, which covered different methodologies on determining capital charges for risks, including credit risk, market risk, operational risk and liability risk.

[07/01/2019 - 18/01/2019] AFE: Strengthening RBS processes - IT Based Supervision: Support was provided to the Bank of Tanzania (BOT) in strengthening information communication technology (ICT) supervision and supervision of FinTech (agent banking and mobile banking service providers). The mission involved an attachment from Uganda (i.e., officials from the Bank of Uganda to BOT) and included the review of ICT supervisory processes for Tanzania and Uganda.

[11/04/2019 - 19/04/2019] AFE: Enhancing Macroprudential oversight of non-bank insurance companies and pension firms: Support was provided to the Bank of Tanzania (BOT) to strengthen its stress testing framework for banks. The mission provided training on the Cihak stress testing framework and assisted in the development of assumptions for a satellite stress testing model.

[29/04/2019 - 03/05/2019] AML/CFT Supervision: Tanzania was assisted to strengthen anti-money laundering and combating the financing of terrorism supervisory processes. The mission was led by the IMF's Legal Department and benefited supervisory and other technical staff from the BOT, Insurance Regulatory Authority, Capital Markets and Securities Authority and the Financial Intelligence Unit of Tanzania.

Government Financial Statistics:

[29/05/2018 - 08/06/2018] GFS Improve Fiscal Data Quality and High Frequency Data: Support was provided to compile fiscal data for FY 2016/17 covering the entire general government. The Accountant General has made significant progress in implementing the international public-sector accounting standards (IPSAS) to facilitate the implementation of accrual basis accounting as a step in the migration towards the GFSM 2014 methodology. There is keen interest in compiling quarterly financial statistics for BCG, extrabudgetary units and public corporations to facilitate a deeper understanding of the operations of these subsectors.

[08/10/2018 - 19/10/2018] AFE: GFS TA mission to support quality improvement of BCG data (concepts and definitions): Zanzibar compiled preliminary BCG fiscal data. A hands-on training was

provided in compiling fiscal data that meets the GFSM 2014 methodology. The mission also helped the authorities compile fiscal statistics for social security funds and local governments.

[14/02/2019 - 22/02/2019] AFE: GFS TA mission to support expansion of coverage and dissemination of general government: Zanzibar made a first attempt to compile consolidated general government fiscal data that follows the GFSM 2014 methodology. Skills of staff of the MoFP were enhanced to provide a deeper understanding of the GFSM 2014 framework to facilitate the alignment of the budget to GFSM 2014 concepts.

Macro-Fiscal Analysis:

[03/09/2018 - 07/09/2018] AFE: Fiscal Policy Analysis and Revenue Forecasting with new Department in MoF: Training was delivered on fiscal policy and revenue forecasting, and the mission worked closely with officials in the Department of Financial and Fiscal Policies in the Ministry of Finance and Planning to produce a simple revenue forecasting tool. This training laid the groundwork for forthcoming work to connect revenue forecasts with relevant macroeconomic proxies in the preparation of the 2019/20 budget.

[26/11/2018 - 07/12/2018] Establishing a Revenue Forecasting Capacity in the Tanzanian Parliamentary Budget Office: Support was provided to the Parliamentary Budget Office (PBO) to develop macroeconomic and revenue forecasting tools. The mission worked with PBO officials to design and develop an Excel spreadsheet that can be used to maintain historical macro-fiscal data, estimate and forecast effective tax rates using that data, and produce forecasts of top-level revenue streams (using the government's forecasts of the relevant proxy bases). Training was also provided on macroeconomic and revenue forecasting methods and on different approaches to developing a collaborative working relationship with counterparts at the Ministry of Finance and Planning.

[10/12/2018 - 21/12/2018] AFE: Zanzibar - Update to the Financial Programming Framework: A financial programming framework has been maintained by the Zanzibar Planning Commission (ZPC) since 2014, but this has largely served as a historical database rather than as a forecasting tool. Support was provided to the ZPC to add three-year forecasts of value-added GDP components, the consumer price index (CPI), and the GDP deflator. Also, a revenue forecasting spreadsheet was further developed in the Department of Fiscal and Financial Policies of the Ministry of Finance and Planning (MoFP) and an initial baseline forecast of revenue was produced.

Monetary Policy and Operations:

[02/07/2018 - 13/07/2018] Customized Training on Model-Based Monetary Policy Analysis: A customized training was provided to the BOT on forecasting and policy analysis (FPAS). The mission aimed to: (i) assess the present communication strategy at the BOT, as well as the tools and techniques employed by the BOT to communicate on monetary policy to external stakeholders; (ii) identify the changes necessary in the BOT's communication strategy and practices to support an orderly transition to an interest rate-based monetary policy framework; (iii) provide support and hands-on training to the BOT's forecasting team in preparing a new round of forecasts; and (iv) take stock of the existing organizational challenges with regard to the FPAS development, including the organization of a FPAS-based communication function.

[17/02/2019 - 01/03/2019] Customized Training on Model-Based Monetary Policy Analysis: Support was provided to the BOT to fine-tune and streamline the FPAS-related analytical tools; help foster internal organizational changes to better adapt the BOT decision-making process to FPAS-based analysis; and strengthen the modelling and forecasting capacity of the Forecasting Unit. The mission

took stock of the main challenges and had encouraging discussions with the authorities on ways to accelerate progress.

Public Financial Management:

[23/07/2018 - 27/07/2018] National training on selected issues in the budget cycle: Training was provided to Tanzania on selected issues in the overall budget cycle. The training focused on fiscal policy and sustainability; developing medium-term fiscal and budgetary frameworks; oversight and monitoring of budget execution; and in-year reporting on budget execution. The workshop was attended by officials from the Departments of Budget, Accountant General, Policy Analysis, and External Finance of Ministry of Finance and Planning.

[16/08/2018 - 29/08/2018] Follow -up on Strengthening the Medium-term approach to Budgeting: Support was provided to Tanzania on strengthening the medium-term approach to budgeting. The mission made recommendations to the Ministry of Finance and Planning (MoFP) to sensitize key stakeholders to secure their understanding and ownership of the objectives, benefits and implementation requirements of multiyear expenditure, and its link to macro-fiscal objectives and other public-sector reforms. Other advice for the authorities included: (i) issuing clear guidelines on comprehensive baseline budgeting; (ii) releasing early medium-term ceilings; (iii) improving budget documentation; and (iv) establishing a public investment management framework.

[01/10/2018 - 12/10/2018] National training on MTBF and budget tracking: Training was delivered on the medium-term budget framework and budget tracking. The participants were trained on the concept of budget costing; the standardization of the methodology for costing commonly used items; the use of cost drivers to calculate budget costs; and the use of budget baselines to adequately reconcile the expenditure requirements within the resource constraints and prioritize or scale down the service delivery.

[19/11/2018 - 30/11/2018] Zanzibar - Strengthening reporting and cash forecasting: Support was provided on cash management and in-year reporting practice. The mission provided advice on further improvements on formalizing the cash management function, refining cashflow forecasting templates, reconfiguring the IFMIS, implementing the financial regulations (currently in draft format), improving reporting practices, and enhancing the format and content of in-year reporting using new reporting templates. The mission also delivered a workshop for officials of the MoFP, selected ministries departments and agencies (MDAs) and regional governments on cash flow forecasting and in-year reporting.

[19/11/2018 - 30/11/2018] AFE: Annual Financial Reporting Improving IPSAS coverage and compliance: Tanzania is the first AFE member country to adopt the accrual basis of accounting and reporting, having started implementation in 2012/13. Government has sustained previous years' progress and made extensive further improvements within its annual audited financial statements. Specific improvements include: broadening disclosure of nonfinancial assets and pension fund liabilities; extending coverage of public sector institutions, where 640 entities are now consolidated in the annual statements; and recognizing tax receivables and revenues on an accrual basis.

[25/02/2019 - 01/03/2019] AFE: Cash flow forecasting and management: Training was provided to Tanzania on cash flow forecasting. The training was attended by officials from Accountant General, Revenue, Public Debt and Exchequer sections, Budget and Policy Analysis Departments of Ministry of Finance and Planning (MoFP). The workshop focused on strengthening capacity for the preparation of cash flow forecasts that could underpin the financial decision-making process and provided guidance on improving cash management practices and implementation of TSA arrangements in Tanzania.

Real Sector Statistics:

[11/06/2018 - 22/06/2018] Compilation of Rebased GDP: The Office of Chief Government Statistician aims to finalize and publish rebased national accounts estimates in 2018. Support was provided on the compilation of the 2015 supply and use tables to improve internal consistency and the overall quality of the new 2015 benchmark estimates. The authorities completed developing the 2015 supply and use tables (SUTs) to provide reconciled benchmark estimates for 2015 and compile rebased quarterly and annual GDP series. The GDP series have been revised from 2007 base year to 2015.

[13/08/2018 - 24/08/2018] AFE: Rebasing PPI - determination of new weights and product specifications: The National Bureau of Statistics received support to develop appropriate statistical techniques, including data assessment and validations, to compile a producer price index (PPI) and an index of industrial production (IIP). The authorities are reviewing the compilation of PPI and IIP to improve the quality of price data and availability of data to produce short term indicators.

Revenue Administration:

[11/07/2018 - 24/07/2018] Developing Compliance Risk Management Capacity: Support was provided to Zanzibar Revenue Board on developing compliance risk management capacity. Key advice given was the establishment of the structures to support risk management, including the appointment of a compliance risk management committee. The mission worked with staff on developing an understanding of risk management and how the application of risk management can improve taxpayer compliance. Training on the development of compliance improvement plans was provided and focused on the tourism sector.

[05/09/2018 - 18/09/2018] AFE: Training on Trends practices and audit in Transfer Pricing: Training was provided to Tanzania Revenue Authority (TRA) on trends, practices and audits in transfer pricing (TP). The training aimed at improving TRA capacity in the application of TP concepts.

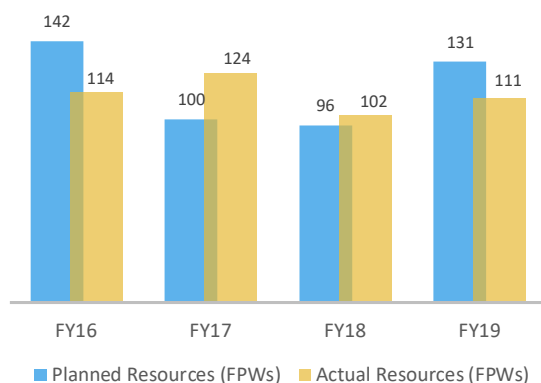
[17/10/2018 - 30/10/2018] AFE: Training to Develop Audit Capacity: Support was provided to the Zanzibar Revenue Board on improving audit capacity through the designing of new policies and procedures, supporting the undertaking of audits of businesses, and providing direct audit training. Training was delivered to staff to improve the application of auditing concepts.



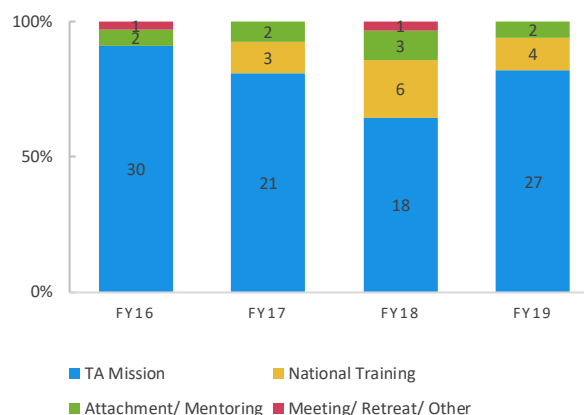
Uganda



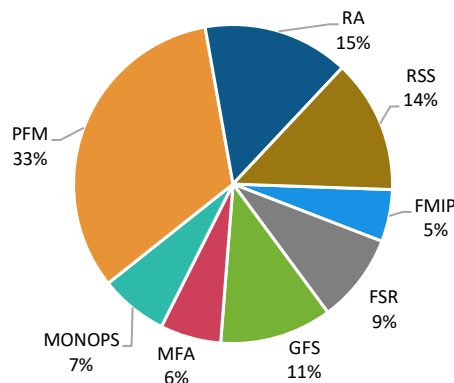
RESOURCE EXECUTION



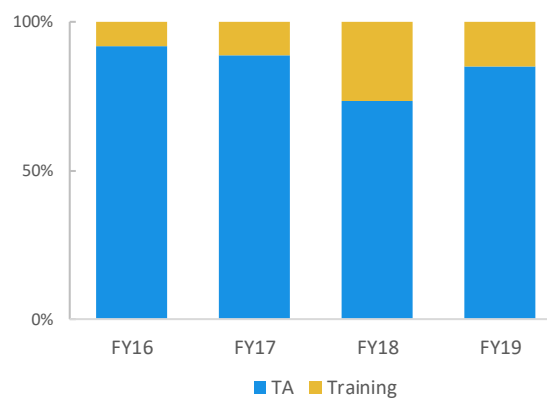
COMPLETED ACTIVITIES



RESOURCE DISTRIBUTION BY SECTOR (FY16 - FY19)



SHARE OF TRAINING (% FPWS)



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

Execution rates by sector, actual vs planned resources (percent of field person weeks, FPWs)

	FMIP	FSR	GFS	MFA	MONOPS	PFM	RA	RSS	ALL
FY16	43	79	165	111	44	77	88	100	80
FY17	115	61	128	61	79	224	96	100	125
FY18	66	74	248	69	53	129	177	100	106
FY19	68	113	99	140	15	107	68	130	85

Color Coding: Execution rate <99 (Grey color); execution rate > 99 (Ivory color); not applicable (white color)

Missions Summary from May 2018 to April 2019

Financial Market Infrastructures & Payments:

[04/06/2018 - 12/06/2018] Strengthening the Legal and Risk Management Framework for Financial Market Infrastructures: Support was provided to strengthen the legal and risk management framework for the national payments system (NPS) and build oversight capacity. A foundational training was provided to the new staff of the Oversight Division of the bank of Uganda (BOU) on the risk management and oversight standards and posited several recommendations to enhance the current oversight approach. The mission also carried out a 'gap analysis' to lay the foundation for the conduct of an initial assessment of the real-time gross settlement system against the international standards: the CPSS-IOSCO Principles for financial market infrastructures (PFMI).

[16/07/2018 - 20/07/2018] Strengthening the Legal and Risk Management Framework for Financial Market Infrastructures.: Support was provided, through a national workshop, to staff of the NPS and Legal departments of the BOU, Ministry of Justice and the East African Community (EAC) to help advance the drafting of the NPS Bill. The mission advised on the component parts of the NPS: market infrastructures, payments service providers (including e-money issuers, IT and operational service providers), and on the provisions to be reflected in the NPS Act as well as the regulations that will need to be enacted subsequently by the BOU.

[21/01/2019 - 25/01/2019] Review FMI Assessment: Support was provided to enable the completion of the draft National Payments System Bill. This is a critical part of the legal and regulatory framework needed to mitigate risk in the payment and settlement systems and support, inter alia, the growing market for mobile payment services. The Attorney General's office has now cleared the Bill for onward transmission to the Parliament. The mission also reviewed the Bank of Uganda's initial assessment of the real time gross settlement system and provided feedback and guidance to help improve assessment capability and enhance compliance with the risk management and oversight requirements of the international standards, the CPSS-IOSCO Principles for financial market infrastructures.

Financial Sector Regulation:

[15/10/2018 - 19/10/2018] Implementing Risk-Based Supervision for Securities Firms: The Capital Markets Authority (CMA) was assisted to implement RBS for intermediaries. The mission delivered hands-on training on the risk management cycle, oversight and governance, and risk identification and assessment.

[15/04/2019 - 19/04/2019] AFE: Assist the Authorities in Implementing RBS and RBC for Insurance Companies: Support was provided to Uganda on the implementation of risk-based capital (RBC) for insurance companies and enhancement of RBS for insurers. Training was provided on RBC to include different RBC frameworks, and methodologies on determining capital charges for risks to include credit risk, market risk, concentration risk, operational risk and insurance liability risk. On the RBS, training was delivered on how to identify significant activities in insurers, assess inherent risks (reinsurance, insurance, credit, market, operational, reputational, strategic etc.), assess the effectiveness of oversight functions (board and senior management, risk management and control functions), and assess the adequacy of capital, liquidity and earnings of insurers.

Government Financial Statistics:

[10/12/2018 - 20/12/2018] AFE: GFS TA mission to support compilation of high frequency fiscal and debt data and forecasting: Support was provided in improving the quality of high frequency fiscal data

(quarterly and monthly). Statistics compilers improved their knowledge of the compilation of EBU and public corporations' fiscal data. Support was further provided on producing financial balance sheet data.

[11/03/2019 - 15/03/2019] AFE: GFS TA mission and training to support quality improvement of fiscal and debt data: Support was provided to expand coverage in the compilation of extra-budgetary units. Training was delivered in the compilation of fiscal data for extra-budgetary units and public corporations to staff of the Ministry of Finance, Planning and Economic Development (MoFPED) and Uganda Bureau of Statistics. Higher capacity will facilitate data quality improvement of the general government and extending the coverage to the public sector.

Macro-Fiscal Analysis:

[13/08/2018 - 17/08/2018] Updating and Improving the Fiscal Risk Statement: Training was delivered on fiscal risk analysis and clear budget communication. The mission worked with officials to strengthen the fiscal risk statement to be published with the 2019/20 national budget framework paper. A spreadsheet of forecasting variance was prepared, which enabled the review of the forecast performance of GDP, revenue, expenditure, the overall balance, and the calculation prediction intervals around the forecasts. The mission recommended that the authorities publish the fiscal risk statement as a standalone annex with the 2019/20 budget documentation.

[08/04/2019 - 12/04/2019] AFE: Update to Revenue and GDP Forecasting Tools: Elasticity and buoyancy calculations were added to the Ministry of Finance's macroeconomic framework. Historical data were updated, and in-year estimates of 2018/19 domestic revenue were included in the file. The proxy base history and forecasts were updated to be consistent with the current macroeconomic forecasts. A new tab was added to the spreadsheet to calculate the difference between the revenue growth target and the baseline revenue forecast. A step-by-step guide to updating the file was produced to ease future updates. The update of the framework was tested by the MoFPED team, who successfully undertook a complete rollover of the data and forecasts.

Monetary Policy and Operations:

[14/01/2019 - 25/01/2019] Customized Training on Model-Based Monetary Policy Analysis Offsite: AFE organized a joint workshop with the Bank of Uganda (BOU) on the main elements of the BOU medium-term forecasting framework. The workshop participants prepared an analysis of forecast performance since the inception of the medium-term forecasts as a regular input into policy decisions. Analysis of the forecast performance over time and in recent periods resulted in important takeaways for improving forecast accuracy. Participants also worked on the improvement of the core forecasting model and the assessment of emerging external risks to the medium-term outlook.

Public Financial Management:

[17/09/2018 - 28/09/2018] Follow up on Improving Cost Estimation for the Medium-Term Expenditure Framework: The mission delivered training to Uganda on budget costing and the construction of budget baselines. The mission also provided quality assurance to officials of the MoFPED during the preparation of costing guidelines. Support was also provided to prepare the rollout of the baseline costing exercise for 2020/21-2023/24.

[22/10/2018 - 26/10/2018] AFE: Review of costing guidelines and training on Ministry officials on costing methodology: Support was provided to the Ministry of Finance, Planning and Economic Development (MoFPED) in developing: (a) guidelines and templates for costing the budget baseline;

and (b) guidelines for the MoFPED budget analysts to undertake a standardized analysis of the sector budgets and present a comparable analytical overview of the sector reports. These measures will assist in the development of the initial baseline expenditure and production of more reliable annual and multiyear estimates for Uganda.

[26/11/2018 - 30/11/2018] AFE: PFM Framework for Natural Resource Revenues: Support to Uganda focused on developing a fiscal framework for oil revenue management. The mission, which was led by FAD, provided guidance on the design of fiscal rules for the advent of oil revenue and the PFM enhancements required for their successful implementation. Also, advice was provided on the key considerations for the calibration and operationalization of the nonoil primary balance, including the need to keep sufficient headroom under the debt ceiling to manage volatility in the future context of rising oil revenue and in the context of Uganda's commitment to the East African Monetary Union (EAMU) convergence criteria. The mission recommended significant improvements in PFM systems including better budget planning and execution, more comprehensive fiscal reporting, and more effective public investment management to support the move to a rules-based fiscal framework.

[03/12/2018 - 14/12/2018] AFE: Monitoring and Reporting of Contingent Liabilities: Support was provided on improving the management, reporting and disclosure of contingent liabilities. The mission provided advice in three areas: (i) reviewing major contingent liabilities arising from different sources; (ii) analyzing risks from contingent liabilities, including developing a comprehensive database and applying available methodologies to assess these risks; and (iii) publishing of risk management and disclosure of all explicit and implicit contingent liabilities through the fiscal risk statement. The mission provided practical guidance through workshop sessions on identifying the sources of risk, considering how they should be allocated, and approaches to assessing and quantifying risks from contingent liabilities.

[08/01/2019 - 22/01/2019] AFE: Improving budget documentation: Uganda was assisted to review and streamline the key documentation for budget preparation, approval and reporting with a view to promoting greater fiscal transparency and effective fiscal policy making and accountability. The mission shared an action plan with the authorities designed to strengthen the impact of budget documentation in policy making, fiscal planning, legislative oversight, and public participation over the medium term.

[24/04/2019 - 07/05/2019] AFE: Follow up mission on expanding coverage of TSA and strengthening cash management [BTB 20FAZ74]: Support was provided on TSA and cash management. The mission reviewed progress in extending the coverage of bank accounts under the TSA, specifically with regard to incorporating local government bank accounts and planning the inclusion of bank accounts of externally funded projects. Advice was also provided on improving cash flow forecasting practices in the ministries, departments, and agencies and in the Cash Policy Department of the MoFPED.

Real Sector Statistics:

[18/06/2018 - 22/06/2018] Producer Price Index for Agriculture: Support was provided on developing an agriculture PPI. Broader PPI coverage is expected to provide improved deflators for more reliable estimates of economic growth and enhance inflation data available to data users. The new index for the period January 2017 to June 2018 is scheduled for release in September 2018.

[23/07/2018 - 03/08/2018] Report on Development of Rebased GDP Estimates: The Ugandan Bureau of Statistics (UBOS) is undertaking the rebasing of estimates of GDP in 2016/17 prices. Support was provided on supply and use tables development to derive new benchmark estimates for the 2016/17 base year. The UBOS national accounts team plans to finalize the GDP rebasing process in 2018.

[06/08/2018 - 17/08/2018] Technical Assistance on Construction Sector Index: Assistance was provided to rebase (with methodological improvement) the construction sector index (CSI) – an input price index.

[10/09/2018 - 14/09/2018] AFE: Agriculture Producer Prices Finalizing the Induces for Dissemination: The Uganda Bureau of Statistics is broadening the PPI coverage to provide improved deflators for deriving estimates of economic data. Assistance was provided to develop an agriculture PPI.

[08/10/2018 - 19/10/2018] Report on Development of Rebased GDP Estimates: Additional support was provided for producing rebased estimates of GDP based on SUTs for 2016/17.

[26/11/2018 - 07/12/2018] Technical Assistance on the Construction Sector Index: The Uganda Bureau of Statistics (UBOS) received support to rebase its construction input price index (CIPI). The UBOS is reviewing data collection questionnaires, compilation methodology and developing new weights for the CIPI. The new index will provide an improved deflator for more reliable estimates of economic growth and enhance inflation data available to policymakers and other data users.

Revenue Administration:

[11/07/2018 - 24/07/2018] Strengthening the Post Clearance Audit Practice in Customs: Support was provided to Uganda on strengthening the post-clearance audit capacity in customs. The delivery of the training was done in the context of a hands-on practical training covering the audit planning stage of a selected client, which was well received. However, the training revealed gaps in audit planning, an important part of the audit process. The advice included the need for a risk-based approach in determining the audit approach and volume of work.

[15/10/2018 - 26/10/2018] MTRS implementation: Support was provided to the authorities on prioritizing and sequencing of the key tax policy and administration reforms and packaging them into a medium-term revenue strategy document (MTRS). Work on the MTRS document was done together with officials from the MoFPED and Uganda Revenue Authority.

[07/11/2018 - 20/11/2018] AFE: Strengthen Telecommunications Sector Tax Audit Capacity: Support was also provided on strengthening the telecommunications sector tax audit capacity. The authorities were assisted in the identification and understanding of revenue sources and exploration of the business ecosystems to expand the scope of compliance management and revenue optimization.

[14/11/2018 - 27/11/2018] AFE: Develop Valuation Capacity in Customs: Training was provided on advanced customs valuation, which covered the complexities involved in the application of World Trade Organization valuation principles and methods. A mapping of valuation risks against taxpayer size and customs control actions at each stage of the clearance process was developed. The authorities were advised that staff needed to understand their roles and appropriate control actions at each stage of the clearance process (including the valuation stage) relevant to the risks posed by each category of clients.

[12/02/2019 - 27/02/2019] AFE: HQ led Tax Administration Diagnostic Assessment Tool Mission: AFE participated in a repeat assessment of tax administration using the Tax Administration Diagnostic Assessment Tool (TADAT). The repeat TADAT, which follows a similar assessment carried out in October 2015, provided a highlight of reform achievements and challenges, and new baseline information that can be used to determine reform priorities.



AFRITAC East

BOT North Tower, 10th floor
P.O. Box 10054
Dar es Salaam, Tanzania
T. +(255) 22.223.5353
F. +(255) 22.223.4204
www.eastafrillac.org

INTERNATIONAL MONETARY FUND

Institute for Capacity Development
Global Partnerships Division

700 19th Street NW
Washington, DC 20431 USA
T. +(1) 202.623.7636
F. +(1) 202.623.7106
GlobalPartnerships@IMF.org