EAST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER

Building Macroeconomic Capacity in East Africa

AFRITAC
East

MID-FISCAL YEAR REPORT 2021

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

Eritrea

Ethiopia

Kenya

Malawi

Rwanda

South Sudan

Tanzania

Uganda

MID-FISCAL YEAR 2021 REPORT

INTERNATIONAL MONETARY FUND
EAST AFRICA REGIONAL TECHNICAL
ASSISTANCE CENTER
(IMF EAST AFRITAC)

ACRONYMS AND ABBREVIATIONS

AFE/Center	IMF East AFRITAC
AFRITACs	Africa Regional Technical Assistance Centers
CD	Capacity development
CPI	Consumer Price Index
DP	Development partner
EAC	East African Community
FAD	Fiscal Affairs Department (IMF)
FCDO	Foreign, Commonwealth and Development Office, United Kingdom
FMI	Financial Market Infrastructure
FPAS	Forecasting and Policy Analysis System
FPW	Field Person Weeks
FSR	Financial Sector Supervision and Regulation
GDP	Gross Domestic Product
GFS	Government Finance Statistics
H1/2	First/Second half of the year
HQ	Headquarters
ICD	Institute for Capacity Development (IMF)
IMF	International Monetary Fund
IPI	Industrial Production Index
MCM	Monetary and Capital Markets Department (IMF)
NAS	National Accounts Statistics
ORSA	Own risk and solvency assessment
PBB	Program-Based Budgeting
PFM	Public Financial Management
PFMI	CPSS/IOSCO Principles for Financial Market Infrastructures
PPI	Producer Price Index
PSDS	Public sector debt statistics
QGDP-E	Quarterly National Accounts by Expenditure
RA	Resident Advisor or Revenue Administration
RBM	Results Based Management
RBS	Risk-based supervision
REO	Regional Economic Outlook
RSS	Real Sector Statistics
RTAC	Regional Technical Assistance Center
SC	Steering Committee
SNA	System of National Accounts (2008)
SOE	State-owned enterprise
SSA	Sub-Saharan Africa
SSII	Simplified Solvency II
SUT	Supply and use table
TADAT	Tax Administration Diagnostic Assessment Tool
TSA	Treasury Single Account
VAT	Value-added tax

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Xiangming Li
Center Coordinator
East AFRITAC

East AFRITAC (AFE) members continue to grapple with the unprecedented crises caused by the pandemic. As in the rest of Sub-Saharan Africa (SSA), lower external demand from the global economic slowdown and the effects of infection containment measures have significantly reduced growth among AFE member countries. This, in turn has, reduced revenues and raised debt-to-GDP ratios in many countries. Meanwhile, immediate needs to invest in saving lives and protecting livelihoods have put pressure on public spending.

Thus, AFE capacity development has become ever more relevant. Member countries sought AFE advice on efficient and effective revenue collection while ensuring the safety of both officials and taxpayers amid the pandemic. They also sought support on managing public finances, especially ensuring that critical spending is timely, limited resources are channeled to priority public investment projects, and fiscal risks—particularly from state-owned enterprises (SOEs)—are taken into account. With the increased digitalization of financial transactions and risks of loan default rising, members also worked with AFE on managing cybersecurity risks, reinforcing risk-based supervision (RBS), and stress-testing financial institutions. They also worked with AFE on compiling statistics. Lockdowns complicate data collection, while accurate data are essential for policy making, particularly during the current uncertain times.

In the first half (H1) of FY 2021 (May–October 2020), the reporting period, AFE explored digital means and innovative modalities to support national authorities and mitigate the impact of the restrictions on travel and in-person meetings. In countries where internet access is limited, AFE experts combined video conferencing, phone calls, and emails to provide support. AFE also organized webinars, drawing on outside expertise from IMF headquarters (HQ) and other IMF regional centers. Despite the challenge posed by internet access, AFE welcomed South Sudan to join as an active member in May 2020. In the past few months, the volume of AFE activities has risen since the initial phase of the pandemic as both AFE and its member countries adapted to the new normal. The recent experiences have also opened up opportunities for more continuous virtual support in future to complement in-person missions. Virtual peer learning events and webinars are expected to continue to leverage expertise from a wide range of participants, experts, and authorities. Nevertheless, virtual delivery has led to longer missions and a heavier workload because it requires extra preparation and coordination, as well as more time and effort to obtain necessary documents and data.

Meanwhile, the virtual world has slowed execution of the work plan. Execution of activities planned for H1 was 76 percent (67 percent in terms of field person weeks, FPWs). COVID-19 also led to significant changes in the priorities of national authorities and affected how ready many institutions were to receive support. It also made it difficult to recruit long-term experts in monetary policy and operations, financial market infrastructure and payment, and forecasting and policy analysis systems, which also lowered the execution rate.

AFE was nevertheless able to support notable achievements by member countries:

- Revenue mobilization: Malawi is analyzing the performance of the Value Added Tax (VAT) and assessing compliance risks at sector and segment levels. Zanzibar is designing a risk management, monitoring, and evaluation framework. Kenya is assessing its laws, regulations, processes, and procedures for applying the new digital services tax. Uganda is building capacity to audit the telecommunications sector and Rwanda is doing the same for financial institutions. Rwanda is also drafting its medium-term revenue strategy, with special attention to customs diagnosis.

- Public financial management (PFM): Kenya has drafted a budget preparation manual that integrates current budget costing and project selection reforms to make it easier to prioritize spending when fiscal space is reduced. Malawi has built capacity and technical tools for two new planning institutions in order to better prioritize projects. South Sudan is preparing a prioritized PFM reform strategy and strengthening its treasury single account (TSA) and cash and arrears management practices. Rwanda has benefited from AFE guidance and support in adopting accrual-based International Public Sector Accounting Standards (IPSAS), and Zanzibar is mapping a path for adopting the IPSAS accrual measures. Joint activities were conducted with FAD to discuss methods to sharpen PFM tools for an effective COVID-19 response through a regional webinar partnered with the EAC and to support Uganda develop a framework on monitoring COVID-19 spending.

- Macrofiscal analysis: With AFE support, macrofiscal scenarios associated with COVID-19 were drafted for Malawi and Rwanda and incorporated into fiscal risk statements. Kenya assessed the impact of COVID-19 on state-owned enterprises and drew up a plan for remedial measures. AFE also provided ad hoc support on macrofiscal forecasting to Malawi, South Sudan, and Uganda to assess the impact of COVID-19.

- The financial sector: Cybersecurity guidelines and off-site and on-site supervision tools were developed for Kenya, Rwanda, Tanzania, and Uganda. AFE continues to work with member countries to apply Simplified Solvency II (SSII), a harmonized approach to insurance supervision in the region.

- Real sector statistics: Malawi is working on the supply and use table (SUT) and the rebasing of national accounts statistics (NAS). Uganda is working on using quarterly GDP by expenditure to complement quarterly GDP by production. Using its 2017 census of economic activities, Malawi has completed its rebasing of the industrial production index (IPI) and the producer price index (PPI).

- Government Financial Statistics (GFS): Rwanda has compiled fiscal data for general government for FY2018/19, and Malawi compiled annual fiscal data for FY2018/19 and continues to expand coverage of general government data to include local as well as the central government.

Execution of the work program is expected to increase in H2 as AFE and countries continue to adapt to the unpredictable trajectory of COVID-19. Regional travel restrictions related to COVID-19 are expected to remain in place. AFE will continue to innovate and adapt remote TA delivery for national training, regional workshops, and attachments. The total number of activities for FY 2021 is now expected to decrease by just 6 percent compared with the original plan. With most long-term expert vacancies eventually filled in H1, activities should increase in H2. Measures such as careful planning of remote missions and early commitment from the authorities on mission scheduling are expected to minimize the risk of under-execution of the work plan in H2. The revised work plan builds in flexibility given the uncertain path of the pandemic. It incorporates a moderate pickup in activities in H2. Costs savings stemming from remote CD delivery and slowed execution has allowed for extending Phase IV to the end of April 2021. Should spending pickup further, the Center will draw on Phase V resources earlier and inform the Steering Committee accordingly.

ACTIVITIES IN H1 IN FY 2021 (MAY–OCTOBER 2020)

A. IMPACT OF THE COVID-19 CRISIS

The pandemic continues to take a heavy toll on the econ-omies of AFE member countries, even though the health impacts have been less severe than initially feared. After the World Health Organization declared COVID-19 a pandemic, by October 2020 worldwide 48 million people had been infected and 1.2 million lives lost. In AFE member countries, however, the health impact of COVID-19 has been relatively contained, with rates of infection and death significantly below the world average (Figure 1), partly because contain-ment measures were adopted promptly (Figure 2). However, the resurgence of infection in many advanced economies and repeated outbreaks across the region suggest that the pandemic will likely remain a very real concern for some time.

The economic fallout from the pandemic has been severe. The drop in external demand from the global economy slowdown and contraction in domestic activities from containment measures have significantly reduced growth in SSA, although many countries reopened their economies with great caution. The October 2020 IMF Regional Economic Outlook (REO) for SSA forecasts a 3 percent contraction of economies in the region in 2020—a 7 percentage point drop from the pre-pandemic projection, with real per capita income falling by 5.3 percent to the level of 2013. For 2021, regional growth is projected to recover to 3.1 percent, bringing real GDP close to that of 2019. But given uncertainty about the path of the pandemic, this outlook is subject to significant risks.

FIGURE 1. HEALTH IMPACT OF COVID-19 BY EARLY NOVEMBER 2020 IN AFE MEMBER COUNTRIES

Source: Oxford, ECDC data: https://ourworldindata.org/covid-deaths
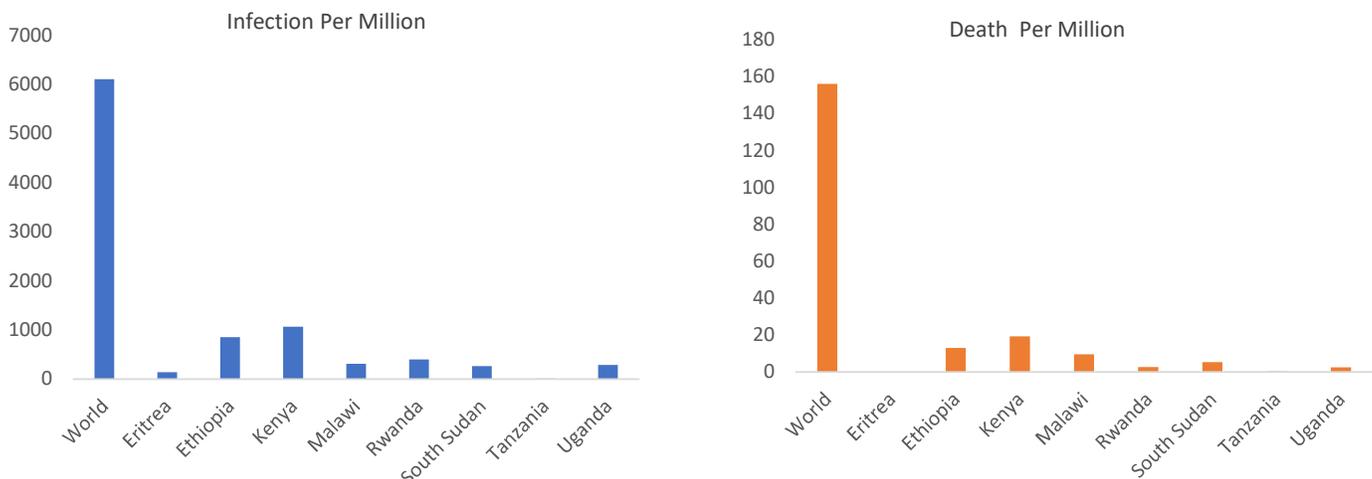
FIGURE 2. STRINGENCY OF CONTAINMENT MEASURES
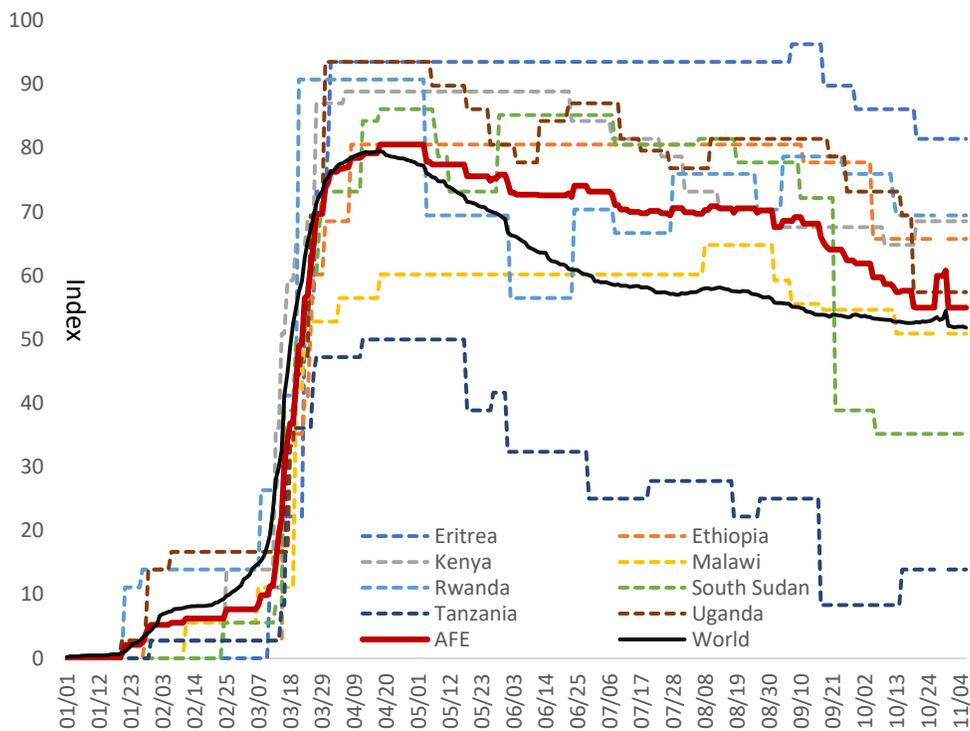
Sources: Oxford COVID-19 Government Response Tracker; Blavatnik School of Government; and IMF staff calculations.

The protracted nature of the pandemic means that recovery is likely to be gradual (Figure 3). Economic activities are directly deterred by containment measures, particularly in the service industry. Since late March tourism globally has come to an abrupt halt. In addition, disruptions in global supply chains, depressed global demand, and higher transportation costs have affected local manufacturing, construction, and exports, including agricultural products.

The pandemic has intensified fiscal pressures. Revenues have dropped as activity slowed, squeezing the limited fiscal space and pushing up debt-to-GDP ratios in many countries. The REO projects that in 2020 public debt in SSA will rise from the pre-crisis level of 56.7 percent of GDP to 65.6 percent. The debt service burden will rise by more than 10 percentage points, to over 32 percent of revenue, and revenue-to-GDP ratios will decline by 2 percentage points, to 17.6 percent. Meanwhile, urgent spending needed to save lives and livelihoods has risen significantly—spending on health care, social protection for the most vulnerable, and liquidity support to businesses and households. An IMF survey of policy responses showed that on average SSA governments will spend 2.7 percent of GDP on pandemic responses. [1]

In the near term, policymakers have fewer resources at their disposal and without additional external support, financing gaps are likely to be significant, even though in 2020 the IMF has acted swiftly to cover a significant portion of the region's needs and to catalyze additional support from the international community. In particular, all but one AFE country (Eritrea) received emergency funding through IMF's Rapid Financing Instrument (RFI), the Rapid Credit Facility (RCF), and/or debt relief under the Catastrophe Containment and Relief Trust. For 2020–23 the financing gaps—funds are not yet identified and might not materialize—could reach $290 billion if private inflows remain below pre-crisis levels and official inflows are held to existing commitments. Country authorities are faced with difficult choices in balancing the need for macroeconomic stability, meeting the basic needs of their people, and investing to rekindle the economy. It is therefore urgent for countries to undertake transformative reforms to promote resilience through, e.g., revenue mobilization, digitalization, and fostering transparency and governance, areas where AFE can provide advice.

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[1] With fewer resources, this is significantly less than the 7.3 percent of GDP in advanced economies.

FIGURE 3. SUB-SAHARAN AFRICA REAL GDP GROWTH

Nowcasts, 2018–20

(percent, rolling q-on-q annualized)

August
11.6

Actual   *Nowcast*

July
-6.6

Lockdown

June 1/
-30.0

Dec-18   Jun-19   Dec-19   Jun-20
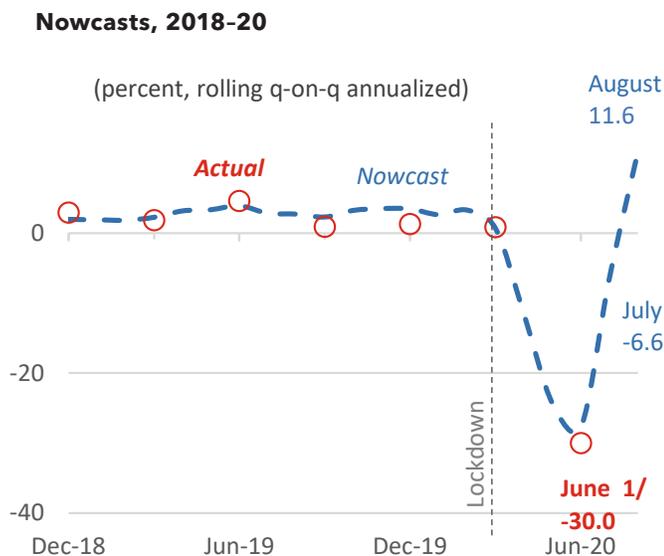
Source: IMF *Regional Economimc Outlook: Sub-Saharan Africa*
        October 2020.
1/ Estimates

Projections, 2019–24

(Index, 2019=100)

- - - Non-Res. Intensive
-·-·- Oil Exporter
- - - Other Res. Intensive
- - - Tourism-Dependent
——— SSA

2019   2020   2021   2022   2023   2024
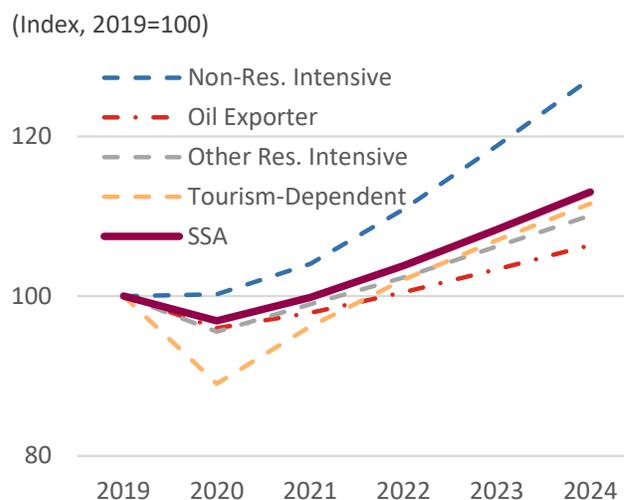
Source: IMF World Economic database.

AFE OPERATIONS

The execution rate of plans for H1 illustrates the constraints imposed by the pandemic and AFE agility in adapting to shifting needs. The execution rate was 76 percent (67 percent in terms of FPWs). Support was delivered remotely due to COVID-19 travel restrictions and lockdowns. The pandemic also led to significant changes in national priorities and the readiness of the authorities to receive support.

(1)   Activities were adjusted to reflect changing priorities. At the request of the authorities, of AFE activities completed in H1, 21 percent were new and 26 percent had been planned for H2. Meanwhile, of the 89 activities planned for H1, 60 percent were either postponed to H2 (36 percent), postponed to FY 2022 (18 percent), or cancelled (6 percent).

(2)   Delivery was adapted to changing circumstances. Training activity (workshops, national training and attachment/mentoring) was negatively affected; authorities had at first preferred in-person events or visits. AFE introduced webinars as a new training and peer learning modality, which is less demanding for in-person interaction than other forms of training. Virtual peer-learning events and webinars can also leverage expertise from a wider range of participants, experts, and authorities.

(3)   Access to the Internet affected country coverage. Rwanda and Uganda recorded high execution rates; the lowest were in Eritrea, Ethiopia, and South Sudan due to connectivity constraints.

(4)   The pandemic also made it difficult to fill long-term expert vacancies, especially in the areas of monetary policy and operations, financial market infrastructures and payment, and the forecasting and policy analysis system. AFE, however, welcomed a new long-term advisor on custom administration in September, boosting AFE's ability to help countries to manage the strain caused by the COVID-19 pandemic on revenue administration.

(5)   Virtual delivery has lengthened missions and increased the workload; it requires extra preparation and coordination, as well as more time and efforts to obtain necessary documents and data. However, the experience has opened up the possibility for more continuous virtual support in the future to complement in-person missions.

Tables 1-3 and Figures 4-5 provide an overview of activities completed and resource allocation and execution by country and by sector.

FIGURE 4. IMF EAST AFRITAC, PLANNED VS ACTUAL ACTIVITIES IN H1, FY 2021
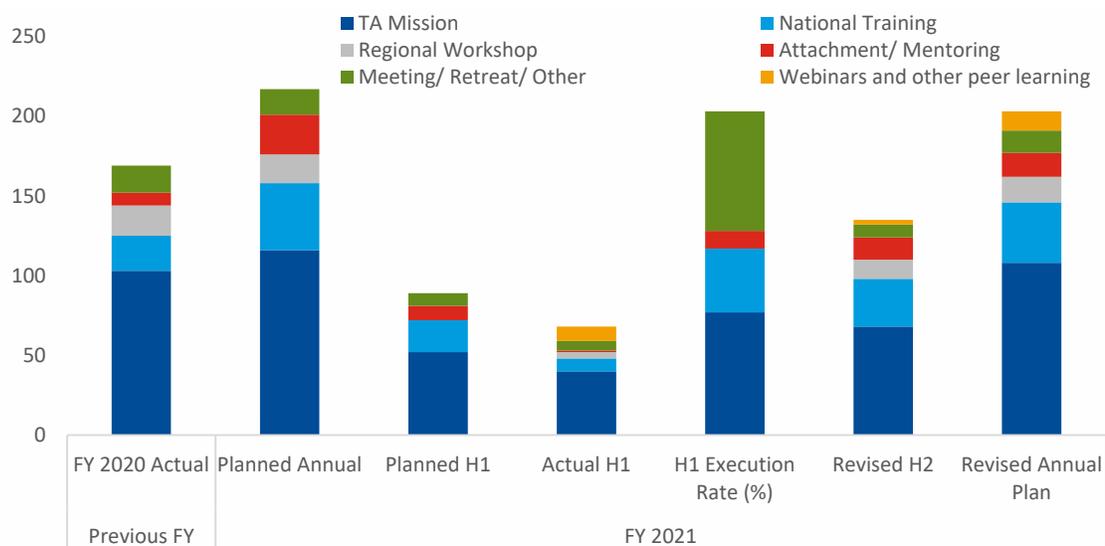
Source: IMF East AFRITAC.

FIGURE 5. IMF EAST AFRITAC, DISTRIBUTION OF RESOURCES BY COUNTRY AND SECTOR H1, FY2021
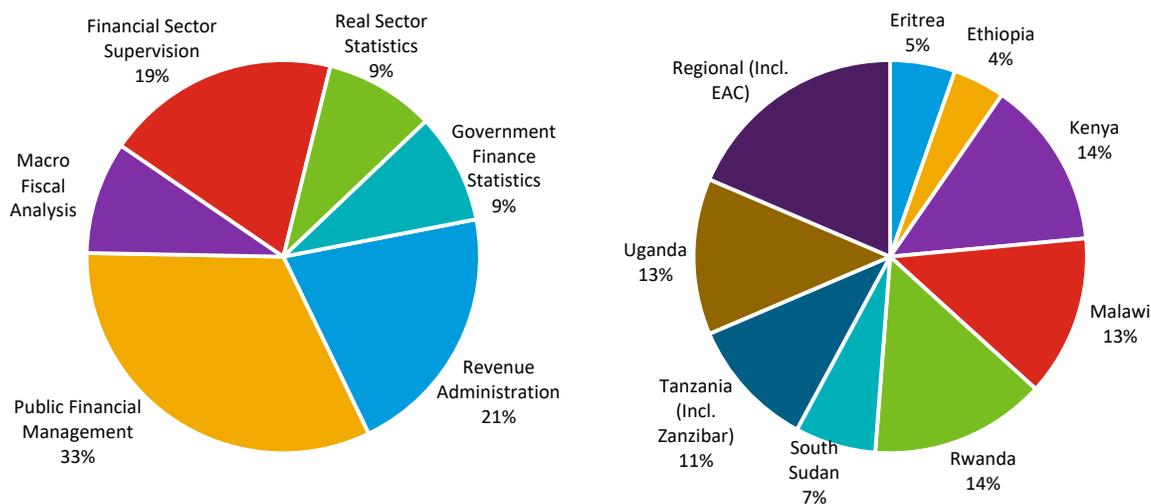
Source: IMF East AFRITAC.

TABLE 1. IMF EAST AFRITAC, ACTIVITIES AND RESOURCES H1, FY 2021

AFE Activities (number)	FY 2020 Annual Actual	FY 2021 Annual Plan	Planned H1	Actual H1	H1 Execution Rate (%)	Revised H2	Revised Annual Plan
TA Mission	103	116	52	40	77	68	108
National Training	22	42	20	8	40	30	38
Regional Workshop*	19	18	0	4	-	12	16
Attachment/Mentoring	8	25	9	1	11	14	15
Webinars and Other Peer Learning	0	0	0	9	-	3	12
Meeting/Retreat/Other	17	16	8	6	75	8	14
Total Number of Activities	**169**	**217**	**89**	**68**	**76**	**135**	**203**
Resources in Field Person Weeks (FPWs)							
AFE Activiy							
Technical Assistance (TA)	502	504	228	174	76	281	455
Training	224	360	120	61	50	210	270
Total	**726**	**864**	**348**	**234**	**67**	**491**	**725**
Modalities							
Resident Advisor	412	449	188	148	79	227	375
Short Term Expert	270	312	122	69	57	191	260
IMF HQ Staff	25	24	5	13	249	24	36
Attachments	20	80	33	4	12	50	54
Total	**726**	**864**	**348**	**234**	**67**	**491**	**725**

*Regional workshop (including ICD program)

TABLE 2. IMF EAST AFRITAC, ALLOCATION OF RESOURCES BY SECTOR H1, FY 2021

Sector (in FPWs)	FY 2020 Annual Actual	FY 2021 Annual Plan	Planned H1	Actual H1	H1 Execution Rate (%)	Revised H2	Revised Annual Plan
Revenue Administration	115	181	84	49	59	126	175
Public Financial Management	214	211	90	76	85	125	201
Macro-Fiscal Analysis	62	74	38	22	57	42	63
Financial Sector Regulation and Supervision	94	95	39	45	116	52	97
Monetary Policy and Operations	71	32	0	0	-	16	16
Financial Market Infrastructures and Payment	24	41	12	0	-	15	15
Forecasting and Policy Analysis System	0	61	10	0	-	37	37
Real Sector Statistics	70	81	42	21	51	44	65
Government Finance Statistics	76	88	34	21	63	34	56
Total	**726**	**864**	**348**	**234**	**67**	**491**	**725**

TABLE 3. IMF EAST AFRITAC, ALLOCATION OF RESOURCES BY COUNTRY H1, FY 2021

Sector (in FPWs)	FY 2020 Annual Actual	FY 2021 Annual Plan	Planned H1	Actual H1	H1 Execution Rate (%)	Revised H2	Revised Annual Plan
Eritrea	76	65	31	13	40	14	26
Ethiopia	65	66	29	10	35	48	58
Kenya	103	130	58	33	56	84	116
Malawi	96	105	61	31	51	42	73
Rwanda	92	86	31	34	110	60	94
South Sudan	0	74	38	16	41	53	69
Tanzania (Incl. Zanzibar)	84	93	35	25	71	52	77
Uganda	70	86	25	30	119	60	90
Regional (Incl. EAC)	139	158	40	44	110	79	122
Total	**726**	**864**	**348**	**234**	**67**	**491**	**725**

B. REVENUE ADMINISTRATION

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 in AFRITAC South. Berlin is a former Commissioner General of the Zambia Revenue Authority and Permanent Secretary in the Ministry of Finance and National Planning of Zambia.

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

To mitigate the impact of COVID-19, member countries continue to reinforce revenue and customs administration, and AFE activities have been adapted to changing needs. In H1, 13 activities were completed (17 were planned); of these, 7 were originally planned for H2 and 1 new activity was added at the request of the authorities. Meanwhile, due to changes in national priorities, mainly because of the pandemic and the fluctuating availability of experts, 12 activities planned for H1 were postponed to H2.

The main achievements by strategic objective were:

- **Better revenue administration and governance arrangements:** Eritrea continues to review its draft tax laws from an administrative perspective and is drafting explanatory notes. Malawi is analyzing the performance of the Value Added Tax (VAT) and assessing compliance risks at sector and segment levels. Ethiopia is preparing a plan for sustainable revenue mobilization. Zanzibar is developing a risk management, monitoring, and evaluation framework.

- **Strengthened core tax administration:** Uganda is building audit capacity in telecommunications and Rwanda in the financial sector. Kenya is assessing its laws, regulations, processes, and procedures for collecting the new digital services tax.

- **Improved core customs administration:** Rwanda is formulating a medium-term revenue strategy that incorporates customs diagnosis.

C. PUBLIC FINANCIAL MANAGEMENT

Amra Srdanovic, a citizen of Bosnia and Herzegovina, joined the Center in June 2019 as a PFM Advisor. She has over 20 years of PFM experience, providing advice to Ministries of Finance.

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

Paul Seeds, a UK citizen, has been with the Center since January 2016. He has 30 years of experience in public financial management across 18 countries, including several in East Africa.

Reforms to build up PFM practices and capacity continued. In H1, 15 activities were completed (17 had been planned), of which 4 were planned for H2 and 3 were new, added at the request of the authorities. Of the new activities, 2 related directly to reinforcing PFM systems to better respond to COVID-19. Due to travel restrictions and changes in national priorities, 4 activities planned for H1 were postponed to H2 and 1 was cancelled.

The main achievements by strategic objective were:

- **Comprehensive, credible, and policy-based budget preparation:** Kenya drafted a budget preparation manual that integrates budget costing and project selection reforms already underway to support spending prioritization when fiscal space is narrowed. Rwanda updated its manual on performance-based budgeting (PBB) to provide practical suggestions to tighten the link between PBB and gender-responsive budgeting. Design changes were proposed for the Rwanda Citizens' Budget Guide in the form of an annotated outline and budget factsheet to promote to citizens the timeliness and transparency of the country's budget strategy. In Zanzibar, strategic budget templates were designed to better link budget costing and program budgets to assist expenditure prioritization. AFE provided support to Uganda to design a framework for managing COVID-19-related expenditures through the budget process to ensure resources can be effectively monitored and tracked to beneficiaries.

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

- **Budget execution and control:** South Sudan is preparing a prioritized PFM reform strategy, building up treasury single account (TSA) functions, and working on cash and arrears management.Coverage and quality of fiscal reporting: Rwanda benefited from AFE guidance and support in adopting accrual based-International Public Sector Accounting Standards (IPSAS). Support was provided to the Kenya National Treasury as it moves toward full IPSAS compliance with the EAC PFM harmonization requirements by FY2023/24. Zanzibar is drawing up a roadmap for adoption of IPSAS accrual in close alignment with the Tanzania Mainland, which has already achieved compliance.

- **Asset and liability management:** South Sudan is reinforcing its TSA and cash management practices.

D. MACROFISCAL ANALYSIS

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

In H1, member countries prioritized assessment of the macrofiscal impact of the COVID-19 pandemic and the associated risks. Eight activities (12 were planned) were completed, of which 3 has been planned for H2 and 2 were added in response to requests. Several planned missions changed focus to assessing and managing the fiscal risks associated with COVID-19. Six activities planned for H1 were postponed to H2 and 3 to FY 2022 due to changes in national priorities and a preference for conducting national training missions in-country.

The main achievements by strategic objective were:

- **Comprehensive, credible, and pol¬icy-based budget preparation:** Support was provided to South Sudan to map out the macrofiscal forecasting framework to guide future support. Ad hoc support on macrofiscal forecasts was provided to Malawi, South Sudan, and Uganda to assess the impact of COVID-19.

- **Better identification, monitoring, and management of fiscal risks:** Macrofiscal scenarios associated with COVID-19 were developed for Malawi and Rwanda and incorporated into their fiscal risk statements. Support was provided to Kenya to assess how COVID-19 was affecting SOEs and draw up remedial measures; and to Ethiopia on initiating a public sector balance sheet and assessing fiscal risks associated with SOEs.

E. FINANCIAL SECTOR REGULATION AND SUPERVISION (FSR)

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

The emphasis in H1 was on tightening supervision and regulation of cyber-security in banks and applying the SSII approach to insurance supervision. Fourteen activities (13 were planned) were completed, 4 of which had been planned for H2 and 2 were new in response to requests. Due to travel restrictions and changes in national priorities, 5 activities planned for H1 were postponed to H2.

The main achievements by strategic objective were:

- **Compliance of bank supervision with international standards:** Cybersecurity guidelines and tools for both off-site and on-site supervision were identified for Kenya, Rwanda, Tanzania, and Uganda. The guidelines and off-site and on-site supervision tools, are applicable to all financial institutions and covered inter alia, board and senior management's responsibility for development, implementation and oversight/governance of cybersecurity framework; role of independent assessments and tests, role of external auditors; role of risk management, outsourcing, protection, detection, incident management, response, recovery, threat intelligence and collaboration.

- **Compliance of insurance supervision with international standards:** AFE is working with member countries on a harmonized SSII approach to insurance supervision; Ethiopia, Malawi, Rwanda, Tanzania, and Uganda are making progress on this. Ethiopia reinforced its application of SSII/Pillar I, risk-based capital framework, and SSII/Pillar II, own risk and solvency assessment (ORSA), and supervisory review processes. Malawi, Rwanda, Tanzania, and Uganda have enhanced their use of the ORSA and supervisory review processes, and insurance stress testing was strengthened in Ethiopia, Malawi, Rwanda, Tanzania, and Uganda.

F. REAL SECTOR STATISTICS

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

In H1 the emphasis of member countries was on addressing how COVID-19-related business disruptions and lockdowns were affecting compilation of official statistics. Ten activities (13 had been planned) were completed, of which 4 were new, added upon request. Due to travel restrictions and changes in national priorities, 4 activities planned for H1 were postponed to H2 and 1 to FY 2022, and 2 were cancelled.

The main achievements by strategic objective were:

- **National accounts statistics:** Malawi is working on the SUT and rebasing national accounts statistics, and Uganda is working on quarterly GDP by expenditure to complement quarterly GDP by production.

- **Price statistics:** Malawi completed rebasing the Industrial Production Index (IPI) and the Producer Price Index (PPI) using the 2017 census of economic activities.

G. GOVERNMENT FINANCE STATISTICS

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

Efforts to improve the quality and coverage of fiscal data included expanding coverage of public debt beyond the central government to facilitate formulation of fiscal and public debt policy. Eight activities (10 had been planned) had been completed, of which 2 had been added in response to requests. Due to travel restrictions, 3 activities planned for H1 were postponed to H2, and 1 was cancelled.

The main achievements by strategic objective were:

- **Improvement in fiscal data quality:** Rwanda compiled fiscal data for the general government for FY2018/19 that ensured full coverage of all entities of the general government. AFE supported Zanzibar in compiling and expanding coverage of general government fiscal data for FY2018/19, with training for those who compile the data of extrabudgetary units. In South Sudan, a four-year capacity development workplan was formulated for compilation of government financial statistics (GFS) and public sector debt statistics (PSDS) using the latest international methodologies; and a national GFS technical working group was appointed. Malawi compiled data for FY2018/19 and continues to expand coverage of general government data to local governments.

- **High-frequency fiscal data:** Malawi was supported in its review and compilation of central government quarterly fiscal data that meets the latest standards.

- **Expansion of coverage to the public sector:** Uganda compiled a five-year annual fiscal data series up to 2017/18 for all public corporations. The compilation will facilitate a deeper understanding of the operations of public corporations, both financial and nonfinancial.

- **Public debt data:** Rwanda compiled quarterly public debt data and expanded coverage to the general government as a first step to coverage of the entire public sector. The quality of the compilation meets the latest international guidelines.

H. WORK ON REGIONAL ISSUES (EAC)

AFE continues to support regional integration through the East African Community (EAC) as follows:

- **GFS:** AFE jointly conducted a regional webinar with experts at FAD in HQ to support EAC countries in their efforts to meet GFS and PSDS guidelines developed to facilitate the harmonization of fiscal and public debt statistics for the EAC economic convergence program. It also supported the EAC Secretariat in drawing up a strategy for compiling the region-wide fiscal and public debt data necessary for the EAC monetary union agenda.

I. ATTACHMENTS, MENTORING, AND SHARING OF REGIONAL EXPERTISE

One attachment activity was facilitated during this period:

- **Revenue Administration:** Officials from the Malawi Revenue Authority participated in a virtual/remote attachment with the Kenya Revenue Authority to learn good practices to promote staff integrity.

J. TRAININGS AND WEBINARS

AFE conducted 4 remote regional workshops and 9 webinars:

- **Revenue Administration:** Two workshops were conducted remotely: (1) Developing a compliance improvement plan and a strategy for monitoring and evaluation; and (2) Updating member countries on the International Survey on Revenue Administration 2020.

- **Public Financial Management:** AFE organized a webinar for senior officials from Malawi, Rwanda, Uganda, and Kenya on policy responses to COVID-19 and the PFM implications in collaboration with the EAC Secretariat and the IMF Fiscal Affairs Department (FAD). Presentations covered PFM challenges arising from the pandemic, potential sources of fiscal risks, and the main PFM issues in general in the EAC. The discussions centered on presentations by officials on how their countries are responding to the COVID-19 crisis.

- **Macrofiscal Analysis:** AFE conducted a regional workshop remotely on preparing macrofiscal scenarios for the COVID-19 pandemic. in collaboration with the FAD, the African Training Institute (ATI), and AFRITAC South. The workshop addressed changes in risk since the COVID-19 pandemic started, forecasting techniques suitable for the current environment, contingent liabilities and scenarios, and how to use IMF tools to support analysis of the macrofiscal impact of the pandemic.

- **Financial Sector Supervision and Regulation:** Seven webinars were held in H1: (a) four addressed issues related to the adoption of the SSII approach to insurance supervision, with round-table discussions by CEOs of the Insurance Regulatory Authorities of Kenya and Uganda and the Governor of the Reserve Bank of Malawi, and the sharing of an IMF note on insurance supervision; (b) one covered the cybersecurity of remote work during the COVID-19 pandemic; (c) one covered banking regulation and supervision during the pandemic; and (d) one dealt with enhancing supervision and regulation of finance-related technology and enhancing approaches to supervisory and regulatory technology.

- **Real Sector Statistics:** Three webinars in FY2021 H1 addressed disruptions and business continuity during the pandemic: (1) A webinar on CPI and PPI business continuity addressed the lack of access to price quotations due to lockdowns; (2) a national accounts business continuity webinar discussed how to address compilation issues in order to minimize disruptions in the release of national accounts statistics; and (3) a webinar discussed how to record government support to businesses and households in order to mitigate the impact of the crisis.

- **GFS:** A regional webinar reviewed best practices for recording government interventions related to COVID-19 in fiscal statistics.

WORK PROGRAM FOR H2 IN FY 2021

WORK PPROGRAM FOR H2 IN FY 2021

Callie Hugo, a South African national, joined AFE in October 2020 as Resident Advisor on Monetary and Foreign Exchange Operations, and Financial Market Infrastructures and Payments. Callie worked at the South African Reserve Bank for more than thirty years, in different departments and in various capacities.

Execution of the work program is expected to improve in H2 despite uncertainty about the trajectory of COVID-19 in the region. Regional travel restrictions are expected to remain in place. AFE will continue to innovate and deliver TA remotely, by, e.g., adapting remote delivery for national training, regional workshops, and attachments. Compared with the original plan, the number of activities for H2 is now expected to decrease, though only by 6 percent. With most long-term expert vacancies filled at the end of H1, activity is expected to rise in H2. Additional measures, based on intensified planning of remote missions, experience in virtual delivery, and early commitment from authorities on scheduling, are expected to minimize the risk of under-execution of the work plan in H2, though some risk remains. Through tapping into the IMF's pool of short-term experts and experts at HQ and leveraging our long-term advisors' local knowledge, AFE could also meet increased demand, should it surprise on the upside.

AFE has extended the Phase IV work program to end-April 2021 as spending came below planned in H1, mainly a result of disruptions related to COVID-19. The revised work plan builds in flexibility given the uncertain path of the pandemic and incorporates a moderate pickup in activities in H2. Should spending pickup further the Center will draw on Phase V resources earlier and inform the Steering Committee accordingly.

Some highlights of the H2 workplan are:

- **Revenue Administration:** AFE will provide support to (1) Eritrea, on developing registration policies and procedures and assigning staff responsibilities; (2) Ethiopia, on building up the use of techniques for big data analytics and risk management practices related to imports; (3) Kenya, on reviewing and redesigning management of high-net-worth individuals; (4) Malawi and South Sudan, on reviewing and redesigning customs clearing controls and procedures; and (5) Uganda, on developing data-matching capacity for tax and customs. AFE will provide training to (1) Ethiopia, on post-clearance audits; (2) Kenya, on drafting procedures for mirror analysis of import and export data; (3) Rwanda, on auditing the manufacturing and telecommunications sectors; and (4) Tanzania, on building capacity for debt management and collection, and auditing of the construction sector.

- **Public Financial Management:** Upstream activities will continue to support current projects on budget costing and integration into budget documentation (Kenya and Zanzibar); public investment management (Malawi and Uganda); and national training on strengthening medium-term budgeting (Rwanda and Eritrea). Regional peer learning webinars will be conducted on public investment, automation of program-based budgeting, and budget baseline costing. Downstream activities will continue to support current projects on financial reporting in Ethiopia, Uganda, and Zanzibar; reinforcing cash management practices in South Sudan and Kenya; advancing the PFM

strategy in South Sudan; review of the organic budget law in Rwanda. Fiscal risk management of the SOE sector will be strengthened in Malawi, Rwanda and Kenya.

- **Macrofiscal Analysis:** Support will be provided for training in financial programming and policies in Eritrea, Kenya, Rwanda, and Zanzibar; making progress on macrofiscal forecasting in Eritrea, Malawi, and South Sudan and for Parliamentary Budget Offices in Kenya, Malawi, and Tanzania. AFE will continue to support assessment of the macrofiscal impact and fiscal risk implications of COVID-19.

- **Financial Sector Supervision and Regulation:** Support in H2 will include promoting RBS in Eritrea, Kenya, Malawi, South Sudan, and Uganda; strengthening Basel II/III activities in Ethiopia and Malawi, to include the implementation of the Pillar II supervisory process; and intensifying RBS of the securities sectors in Kenya and Tanzania.

- **Monetary Policy and Operations:** Support will be provided to Kenya to buttress its monetary operations in support of its flexible inflation-targeting monetary policy, and to South Sudan to modernize its toolkit of operations for carrying out monetary policy. A regional workshop will be held on enhancing the effectiveness of monetary policy and supporting central bank operations within the monetary policy regime chosen.

- **Financial Market Infrastructures and Payment:** Training will be provided to Ethiopia on reviewing its financial market infrastructure (FMI) assessments and building assessment proficiency. AFE will also support Rwanda as it identifies and addresses vulnerabilities that could pose significant risks to the smooth and efficient functioning of FMIs and to financial stability. This will entail making more robust the compliance of financial markets with international standards for governance and oversight and enhancing staff oversight capacities.

- **Forecasting and Policy Analysis (FPAS):** Projects in Kenya, Tanzania, Uganda, Rwanda, and the EAC will continue to give priority to building capacity and embedding FPAS in monetary policy decisions.

- **Real Sector Statistics:** Malawi will be supported as it carries out SUT and GDP rebasing and in CPI rebasing using the Integrated Household Survey (IHS). AFE will also make itself available to Uganda as it finalizes the construction price index, and to Kenya as it updates weights for the export and imports price indexes. Two regional workshops/webinars will be conducted, one

on quarterly national accounts—concepts, methods and data sources; the other on compiling the PPI—concepts, methods, and data sources.

- **GFS:** AFE will be available to support member countries as they improve the quality of fiscal and public debt data; expand coverage of public fiscal data; and expand sectoral and instrument coverage of public debt data.

ANNEXES

A1. WORK PLAN EXECUTION IN H1 FY 2021

REVENUE ADMINISTRATION

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East African Community (EAC)	Improved customs administration functions	Trade facilitation and service initiatives better support voluntary compliance	Development a framework of statistical reporting and performance standards	H1	Postponed to H2	0
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Update member countries on ISORA 2020	H2	Completed (Advanced to H1)	1.4
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on developing a compliance improvement plan and strategy of monitoring and evaluation	H2	Completed (Advanced to H1)	4.1
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H1	Completed	2.0
Eritrea	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Develop registration policies, procedures, roles and responsibilities for HQ and Operation Units	H1	Postponed to H2	0
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Development of Explanatory Notes for the Draft Tax Laws	H1	Completed	7.1
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Review from the administrative perspective the implementation of the draft tax laws.	H2	Completed (Advanced to H1)	5.4

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity on use of Tools and Techniques for Big Data Analytics	H1	Postponed to H2	0
Ethiopia	Strengthened revenue administration management and governance arrangements	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	Develop a combined revenue and policy plan for sustainable revenue mobilization	H1	Completed	1.4
Kenya	Strengthened core tax administration functions	A larger proportion of taxpayers meet their filing obligations as required by law	Review and redesign of High Net Worth Individuals Function	H1	Postponed to H2	0
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Developing a framework on mirror data analysis, matching export data from Kenya's major trading partners against customs import data	H1	Postponed to H2	0
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Assessment of legislative framework, processes and procedures for the implementation of digital services tax.	H1	Completed	4.4
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Developing capacity in digital services tax practices	H1	Postponed to H2	0
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Assessment of tax expenditures compliance management	H1	Postponed to H2	0
Malawi	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop effective strategies to address the informal sector	H1	Postponed to H2	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Malawi	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Analyzing the performance of the Value Added Tax (VAT) and assessing compliance risks at sector and segment		Completed (New Activity)	3.1
Malawi	Strengthened revenue administration management and governance arrangements	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Promoting Integrity within MRA	H2	Completed (Advanced to H1)	5.0
Rwanda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (Customs diagnostic)	H2	Completed (Advanced to H1)	3.1
Rwanda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Developing financial institutions audit capacity	H1	Completed	3.9
South Sudan	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Orientation on the functions of the Board and Management	H1	Postponed to H2	0
South Sudan	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Improve the integrity of the taxpayer register.	H1	Postponed to H2	0
Tanzania	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening construction sector audit capacity	H1	Postponed to H2	0
Tanzania (Zanzibar)	Strengthened revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management	(Zanzibar) Developing Risk Management Monitoring and Evaluation Framework	H2	Completed (Advanced to H1)	3.7

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Uganda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management Practices on Imports	H1	Postponed to H2	0
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Capacity in Telecommunications Audit	H2	Completed (Advanced to H1)	4.4
TOTAL						49

PUBLIC FINANCIAL MANAGEMENT

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar: Strengthening PFM Systems for an Effective COVID-19 response		Completed (New Activity)	1.0
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H1	Completed	5.5
Eritrea	Improved coverage and quality of Fiscal Reporting	The chart of accounts and budget classifications are aligned with international standards	Follow up on multi-dimensional CoA and reporting templates	H1	Postponed to FY 2022	0
Ethiopia	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Placeholder: Training on IPSAS implementation	H1	Postponed to H2	0
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Support to Budget Costing and Project Stock taking	H1	Completed	7.2
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Follow Up: Support to Budget Costing and Project Stock taking		Completed (New Activity)	3.4
Kenya	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS implementation, including development of IFMIS for accrual accounting	H2	Completed (Advanced to H1)	5.6
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	A framework for developing remedial measures for SOEs	H1	Completed	2.4
Malawi	Improved budget execution and control	Budget execution and controls are strengthened	Reviewing system controls in the new IFMIS	H1	Cancelled	0
Malawi	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Developing a capital budget baseline and project prioritization tool.	H1	Completed	5.2

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment SOE risk reporting - Seychelles	H1	Postponed to FY 2022	0
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment on strengthening SOE oversight and governance	H2	Postponed to FY 2022	0
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Designing changes to the Citizens Guide to the Budget	H1	Completed	4.6
Rwanda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Next Steps in PBB Rollout	H1	Completed	3.6
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	H2	Completed (Advanced to H1)	5.6
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on IPSAS accrual implementation	H1	Postponed to FY 2022	0
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Institutional appraisal and review of PFM Strategy Priorities	H2	Completed (Advanced to H1)	6.0
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	IFMIS controls and the PFM cycle	H1	Postponed to H2	0
South Sudan	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on collation of fiscal data for fiscal reporting	H1	Postponed to H2	0
Tanzania	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: Developing an IPSAS Roadmap	H2	Completed (Advanced to H1)	3.0
Tanzania	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Training on new elements of the Public Investment Management Operating Manual.	H1	Completed	4.6

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Tanzania	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Budget Costing and Analysis for Program Based Budgeting	H1	Completed	3.0
Tanzania	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on QA process and consolidation tools for production of Annual Financial Statements	H1	Postponed to FY 2022	0
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment to support the recording and valuing assets and liabilities	H2	Postponed to FY 2022	0
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Recording multiyear project commitments for presentation in budget documents for comparison with the MTBF.	H1	Postponed to H2	0
Uganda	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Integrating the Project Data Bank with other IT systems	H1	Completed	3.6
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Tracking COVID-19 Related Expenditure		Completed (New Activity)	11.7
TOTAL						76

MACRO-FISCAL ANALYSIS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Macro-Fiscal Risks During COVID-19		Completed (New Activity)	2.2
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H1	Completed	2.0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Completing the development of the new macro-fiscal forecasting framework and medium-term fiscal framework	H1	Postponed to FY 2022	0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	H1	Postponed to H2	0
Ethiopia	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Developing and documenting the fiscal strategy	H1	Postponed to H2	0
Ethiopia	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Updating the fiscal risk statement and incorporating new information in the fiscal risk registry	H1	Completed	2.5
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	National training on financial programming and policies	H1	Postponed to H2	0
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Reviewing the uptake of the PBO revenue model and developing further accordingly	H1	Postponed to H2	0
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	A framework for developing remedial measures for SOEs	H1	Completed	2.4

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Incorporating debt sustainability tools in the macro fiscal forecasting framework	H1	Postponed to H2	0
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and advancing the fiscal risk statement and fiscal risk registry	H2	Completed (Advanced to H1)	1.5
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Scoping the development of forecasting tools with the new PBO	H1	Postponed to H2	0
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Developing a financial programming and policies training spreadsheet using Rwandan data	H1	Postponed to FY 2022	0
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and improving the fiscal risk statement and fiscal risk registry	H2	Completed (Advanced to H1)	4.1
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Scoping and mapping the further development of the MOPED macro-fiscal forecasting framework	H2	Completed (Advanced to H1)	3.0
Tanzania	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Training on fiscal risk analysis and fiscal risk disclosure	H1	Postponed to FY 2022	0
Uganda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Tracking COVID-19 Related Expenditure		Completed (New Activity)	4.0
TOTAL						22

FINANCIAL SECTOR REGULATION AND SUPERVISION

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H1	Completed	2.0
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Financial Sector Supervision	H2	Completed (Advanced to H1)	3.8
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional Webinar on Cybersecurity of Remote Work During the COVID-19 Pandemic		Completed (New Activity)	2.0
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Regional Webinar on Banking Regulation and Supervision during the COVID-19 Pandemic		Completed (New Activity)	2.0
Eritrea	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Provide assistance to the authorities on implementing RBS for non-banks - Review RBS Manual	H1	Postponed to H2	0
Ethiopia	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	H1	Postponed to H2	0
Ethiopia	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Assist the authorities in implementing RBS and RBC for Insurers	H1	Completed	3.8
Kenya	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	H1	Completed	3.6

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Malawi	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Assist the authorities in implementing Basel III	H1	Postponed to H2	0
Malawi	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Strengthening the implementation of Simplified Solvency II approach to insurance supervision to include COVID-19 stress tests	H1	Completed	3.8
Rwanda	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	H1	Postponed to H2	0
Rwanda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	H1	Completed	2.6
Rwanda	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	H2	Completed (Advanced to H1)	3.8
South Sudan	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Enhancing RBS for Banks.	H1	Completed	4.0
Tanzania	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	H1	Postponed to H2	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Tanzania	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	H1	Completed	3.6
Tanzania	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers	H2	Completed (Advanced to H1)	3.8
Uganda	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers	H1	Completed	3.8
Uganda	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Enhancing RBS for Banks	H2	Completed (Advanced to H1)	2.6
TOTAL						**45**

FINANCIAL MARKET INFRASTRUCTURES AND PAYMENTS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H1	Postponed to FY 2022	0
Kenya	National payment system development and reform—enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	Assist with/ review FMI self-assessment	H1	Postponed to FY 2022	0
Malawi	National payment system development and reform—enhancing the safety and efficiency of the financial system	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	Oversight policy framework is developed, adopted and publicly disclosed	H1	Postponed to FY 2022	0
South Sudan	National payment system development and reform—enhancing the safety and efficiency of the financial system	The authorities put in place the implementation of a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment system	Scoping/diagnostic mission for initial engagement	H1	Postponed to FY 2022	0
TOTAL						**0.0**

FORECASTING AND POLICY ANALYSIS (FPAS)

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resource TOTAL
East African Community (EAC)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H1	Postponed to FY 2022	0
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H1	Postponed to FY 2022	0
Malawi	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H1	Postponed to FY 2022	0
TOTAL						**0.0**

REAL SECTOR STATISTICS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East AFRITAC (AFE)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H1	Completed	2.0
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Consumer Price Index and Producer Price index business continuity		Completed (New Activity)	0.6
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Recording of government support to businesses and households		Completed (New Activity)	0.6
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Quarterly and annual national accounts business continuity		Completed (New Activity)	0.6
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Ad-hoc advice of real sector statistics business continuity		Completed (New Activity)	2.5
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Training on concepts and methods for compiling CPI	H1	Cancelled	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Reviewing QGDP-E estimates and staff training on compilation methods.	H1	Postponed to H2	0
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Index of industrial production: Training on methodology, sampling and reporting	H1	Completed	2.3
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Import and export price indices: Reviewing methodology and updating weights	H1	Completed	3.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment (CPI): Peer learning on - special cases e.g. treatment of seasonal products, secondhand goods; and data validations.	H1	Cancelled	0
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Supporting compilation of balanced 2017 SUT	H1	Completed	3.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or	CPI: Developing new weights.	H1	Completed	2.7

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
		assessment and validation of intermediate data and statistical outputs				
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Compiling rebased IIP and PPI (by Dec 2019)	H1	Completed	2.7
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training: GDP compilation and assessment of source data.	H1	Postponed to H2	0
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Developing estimates of agricultural activities.	H1	Postponed to H2	0
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Finalizing the update of construction cost price indices.	H1	Postponed to H2	0
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the coverage and scope of the latest manual/guide	Review and further improvement of QGDP-E compilation.	H1	Postponed to FY 2022	0
TOTAL						**21**

GOVERNMENT FINANCE STATISTICS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
East African Community (EAC)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Develop plans for compiling EAC fiscal data for EAC convergence criteria	H1	Completed	2.6
East African Community (EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar on implementation of EAC GFS/PSDS guidelines		Completed (New Activity)	2.0
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H1	Completed	2.0
East AFRITAC (AFE)	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar on GFS recording of COVID 19 related fiscal transactions		Completed (New Activity)	2.6
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training for finance officers including at county level	H1	**Cancelled**	0
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage of fiscal data to General Government	H1	Completed	3.4
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	H1	Completed	2.6
South Sudan	Strengthen macroeconomic and financial statistics	1. The legal and institutional environment is conducive to compiling macroeconomic and financial statistics;	Appraisal of compilation practices and developing workplan	H1	Completed	2.6

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Execution Resources TOTAL
	compilation and dissemination for decision making	the relevance and practical utility of existing macroeconomic and financial statistics are monitored; Management processes are in place to monitor the quality of macroeconomic and financial statistics; and Institutional Integrity, Transparency, and Ethical Practices meet statistical standards				
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Training on compilation of high frequency data	H1	Postponed to H2	0
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler on compilation of high frequency data	H2	Postponed to 22 H2	0
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Zanzibar: Training and Expanding coverage of fiscal data to General Government	H1	Completed	3.4
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	H1	Postponed to H2	0
TOTAL						**21**

A2. REVISED WORK PLAN FOR H2 MID-FISCAL YEAR 2021 REPORT

REVENUE ADMINISTRATION

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East African Community (EAC)	Improved customs administration functions	Trade facilitation and service initiatives better support voluntary compliance	Development of a framework of statistical reporting and performance standards	H1	Postponed to H2	4.4
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	H2		2.6
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H2		2.0
Eritrea	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Develop registration policies, procedures, roles and responsibilities for HQ and Operation Units	H1	Postponed to H2 (Possibly to be financed by phase V)	3.1
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity on use of Tools and Techniques for Big Data Analytics	H1	Postponed to H2	4.4
Ethiopia	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management Practices on Imports	H2		4.6
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Developing Post Clearance Audit Capacity	H2		5.6
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (customs monitoring of oil exports)	H2		2.6

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Kenya	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Repeat TADAT	H2	Possibly to be financed by phase V	5.0
Kenya	Improved customs administration functions Audit and anti-	smuggling programs more effectively ensure enforcement of customs laws	Developing capacity in post clearance audit and risk management		New	3.9
Kenya	Strengthened core tax administration functions	A larger proportion of taxpayers meet their filing obligations as required by law	Review and redesign of High Net Worth Individuals Function	H1	Postponed to H2	4.4
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Developing a framework on mirror data analysis, matching export data from Kenya's major trading partners against customs import data	H1	Postponed to H2	7.9
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Developing capacity in digital services tax practices	H1	Postponed to H2	4.6
Kenya	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Assessment of tax expenditures compliance management	H1	Postponed to H2	3.4
Malawi	Improved customs administration core functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Review and Redesign Customs Clearing Controls and Procedures	H2		4.4
Malawi	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop effective strategies to address the informal sector	H1	Postponed to H2	5.2
Rwanda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Hands on Training on Telecommunications Audit	H2		4.1
Rwanda	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity in Auditing Manufacturing Sector for both Customs and Domestic Taxes	H2		4.4

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Rwanda	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Guide practically on the full establishment of Headquarters Functioning in Domestic Taxes Department	H2	Possibly to be financed by phase V	4.4
South Sudan	Improved customs administration functions	Foreign trade operators better comply with their reporting and payment obligations	Review and Redesign Customs Clearing Controls and Procedures	H2		5.4
South Sudan	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Orientation on the functions of the Board and Management	H1	Postponed to H2	6.8
South Sudan	Strengthened core tax administration functions	1. The integrity of the taxpayer base and ledger is strengthened	Improve the integrity of the taxpayer register.	H1	Postponed to H2	4.4
Tanzania	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening construction sector audit capacity	H1	Postponed to H2	4.4
Tanzania	Strengthened core tax administration functions	A larger proportion of taxpayers meet their payment obligations as required by law	Developing debt management and collection capacity			4.4
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Data Matching Capacity within Tax and Customs	H2		4.4
Uganda	Strengthened revenue administration management and governance arrangements	Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized	HQ led MTRS follow up mission	H2	Possibly to be financed by phase V	10.3
Uganda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management practices on Imports	H1	Postponed to H2	4.8
TOTAL						126

PUBLIC FINANCIAL MANAGEMENT

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East African Community (EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Annual EAC PFM Workshop	H2		2.0
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Management of multi-year commitments, commitment controls and arrears	H2		4.8
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Budget Baseline Costing (Repeat workshop)	H2		4.8
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H2		2.0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Strengthening MTEF and Budget Documentation	H2	Possibly to be financed by phase V	1.0
Ethiopia	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	H2		4.3
Ethiopia	improved budget execution and control	Budget execution and controls are strengthened	Placeholder: Training on risk based and performance audit	H2		3.1
Ethiopia	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Placeholder: Training on IPSAS implementation	H1	Postponed to H2	4.7
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Follow Up: Support to Budget Costing and Project Stock taking		New	3.8
Kenya	Improved Asset and Liability Management	Cash flow forecasts for central government is more accurate and timelier	Expanding the TSA and strengthening cash management practices	H2	Possibly to be financed by phase V	4.1
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Assessing and Managing Fiscal Risks	H2		10.7

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Kenya	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	H2		4.3
Kenya	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	H2		2.3
Malawi	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Follow up: Developing a capital budget baseline and project prioritization tool.		New	2.4
Malawi	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Reviewing IT systems to support Program Based Budgeting.	H2		2.0
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Strengthening SOE Oversight	H2		4.6
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Strengthening the Medium-Term Budget Framework		New	3.4
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Review of the Organic Law on State Finances and Property		New	10.6
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Assessing and Managing Fiscal Risks from SOEs		New	5.0
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment on strengthening SOE oversight and governance	H2	Postponed to FY 2022	0
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Expenditure arrears, and commitment controls	H2	Possibly to be financed by phase V	3.5
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	Developing concept note for the PFM Reform Strategy		New	2.0
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	IFMIS controls and the PFM cycle	H1	Postponed to H2	3.1
South Sudan	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on collation of fiscal data for fiscal reporting	H1	Postponed to H2	4.5

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
South Sudan	Improved Asset and Liability Management	Cash flow forecasts for central government is more accurate and timelier	Expanding the TSA and strengthening cash management practices		New	4.1
Tanzania	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: Follow up Developing an IPSAS Roadmap		New	4.9
Tanzania	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Follow-up on Budget Costing and Analysis for Program Based Budgeting		New	1.0
Tanzania	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Zanzibar: Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	H2		4.3
Tanzania	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	H2		2.3
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	H2		5.5
Uganda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	H2		4.3
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment to support the recording and valuing assets and liabilities	H2	Postponed to FY 2022	0
Uganda	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Attachment on public investment management	H2		2.3
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible.	Recording multiyear project commitments for presentation in budget documents for comparison with the MTBF	H1	Postponed to H2	3.4
TOTAL						**125**

MACRO-FISCAL ANALYSIS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East African Community (EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	Participation in the 9th EAC PFM workshop	H2		1.0
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop (Fiscal transparency/Fiscal Risks)	H2	Possibly to be financed by phase V	5.4
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H2		2.0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Completing the development of the new macro-fiscal forecasting framework and medium-term fiscal framework	H1	Postponed to FY 2022	0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	H1	Postponed to H2	1.8
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	National training on financial programming and policies	H2	Postponed to FY 2022	0
Ethiopia	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Developing and documenting the fiscal strategy	H1	Postponed to H2	3.1
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	National training on financial programming and policies	H1	Postponed to H2	2.8
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Reviewing the uptake of the PBO revenue model and developing further accordingly	H1	Postponed to H2	2.5
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Incorporating debt sustainability tools in the macro fiscal forecasting framework	H1	Postponed to H2	2.8

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Scoping the development of forecasting tools with the new PBO	H1	Postponed to H2	3.1
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Assessing and Managing Fiscal Risks from SOEs		New	7.7
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	H2		2.0
Tanzania	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Advancing the development of the PBO macro-fiscal forecasting tool	H2		2.5
Tanzania	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Zanzibar: Training on financial programming and revenue forecasting	H2		2.5
Uganda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Reviewing the use of the new GFSM 2014 macro fiscal forecasting framework and improving and adjusting as required	H2		2.5
TOTAL						**42**

FINANCIAL SECTOR SUPERVISION AND REGULATION

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East African Community (EAC)			Attachment - Placeholder	H2		5.2
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H2		3.0
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Banking Supervision	H2		4.8
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening Risk-based Supervision and Basel II (Pillar II) stress testing supervisory processes for banks		New	1.8
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening Risk-based Supervision for micro finance firms		New	1.8
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Webinar - Strengthening ORSA and Risk-based Supervision Processes for Insurance Firms (Development of Actuarial Tables)		New	1.8
Eritrea	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Provide assistance on implementing RBS for banks - Review RBS Manual	H2	Possibly to be financed by phase V	3.2
Eritrea	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk-based supervision in place and being used for their intended purpose(s)	Provide assistance to the authorities on implementing RBS for non-banks - Review RBS Manual	H1	Postponed to H2	2.2

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Ethiopia	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Assist the authorities in implementing RBS for banks	H2	Possibly to be financed by phase V	3.2
Ethiopia	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	H1	Postponed to H2	2.0
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening Risk-based Supervision for banks	H2		2.6
Kenya	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Secondary markets regulatory framework is in place that is compliant with international standards	Strengthening Risk-based Securities Supervision	H2		3.2
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening RBS for micro finance firms	H2		2.6
Malawi	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening Risk-based Supervision for Banks	H2		1.0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Malawi	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Assist the authorities in implementing Basel III	H1	Postponed to H2	2.2
Rwanda	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening and Integrating Supervisory Processes for Banks	H2		2.0
Rwanda	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	H1	Postponed to H2	1.2
South Sudan	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Effective risk based supervision in place and being used for their intended purpose(s)	Strengthening RBS for Insurance Companies	H2	Postponed to FY 2022	0
Tanzania	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening and Integrating Supervisory Processes for Banks	H2		1.6
Tanzania	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	H1	Postponed to H2	3.2

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Uganda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation – Enhancing Supervisory Review – Stress Testing	H2	Possibly to be financed by phase V	3.2
TOTAL						**52**

MONETARY POLICY AND OPERATIONS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East AFRITAC (AFE)	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	H2	Possibly to be financed by phase V	6.8
Eritrea	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has a clear monetary policy operating strategy and sufficient monetary instruments to effectively implement monetary policy decisions	Monetary Policy Implementation and Operations	H2	Postponed to FY 2022	0
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank is able to formulate an operational strategy to deal with changing liquidity conditions and to effect a price-based monetary policy framework. It also has adequate operational instruments to effectively implement monetary policy	Monetary Policy Implementation and Operations	H2		4.6
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	H2	Cancelled	0
Malawi	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank has adequate operational instruments and can formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	H2	Postponed to FY 2022	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
South Sudan	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances and has some monetary policy instruments available to implement monetary policy	Monetary Policy Implementation and Operations	H2		4.6
Tanzania	Enhance the effectiveness of monetary policy implementation and strengthen central banks' operational framework within the monetary policy regime of choice	The central bank is able to formulate an operational strategy to deal with changing liquidity conditions and has adequate operational instruments at its disposal to implement monetary policy	Monetary Policy Implementation and Operations	H2	Postponed to FY 2022	0
TOTAL						**16**

FINANCIAL MARKET INFRASTRUCTURES AND PAYMENTS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H2		4.9
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Licensing and regulatory requirements for electronic money	H2	Postponed to FY 2022	0
Eritrea	National payment system development and reform— enhancing the safety and efficiency of the financial system	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems	Assist with development of regulations to support the NPS law	H2	Postponed to FY 2022	0
Ethiopia	National payment system development and reform— enhancing the safety and efficiency of the financial system	Commence with process of systematically important FMIs to comply with international standards	PFMI training in country	H2		5.1
Rwanda	National payment system development and reform— enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	PFMI training in country	H2		5.1
Uganda	National payment system development and reform— enhancing the safety and efficiency of the financial system	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	Assist with development of regulations to support the NPS law	H2	Postponed to FY 2022	0
TOTAL						**15**

FORECASTING AND POLICY ANALYSIS SYSTEM (FPAS)

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East African Community (EAC)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H2	Possibly to be financed by phase V	2.5
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Forecasting and Policy Analysis (FPAS)	H2	Postponed to FY 2022	0
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H2		2.0
Kenya	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H2	Postponed to FY 2022	0
Kenya	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	H2		5.1
Malawi	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	H2		7.1
Rwanda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H2	Postponed to FY 2022	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
	making process in all types of monetary policy and exchange rate regimes					
Rwanda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	H2		7.1
Tanzania	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H2	Postponed to FY 2022	0
Tanzania	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	H2	Possibly to be financed by phase V	7.1
Uganda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	H2	Possibly to be financed by phase V	6.5
TOTAL						**37**

REAL SECTOR STATISTICS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Quarterly national accounts workshop - Concepts, methods and data sources aligned to the latest manual.	H2		3.3
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	PPI compilation workshop - concepts, methods and data sources.	H2		3.8
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	H2		1.5
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Import and export price indices: Training on methodology, sampling and reporting.	H2		3.6
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Reviewing QGDP-E estimates and staff training on compilation methods.	H1	Postponed to H2	2.0
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	(i) Integrating the 2017 benchmark estimates and compiling revised annual GDP series and (ii) Review and assist to compile annual GDP by production and expenditure for 2017	H2		5.0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Review and further development of current account estimates by sectors.	H2	Possibly to be financed by phase V	2.4
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Training on concepts and methods for compiling CPI	H2	Possibly to be financed by phase V	3.6
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training: GDP compilation and assessment of source data.	H1	Postponed to H2	3.6
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Developing estimates of agricultural activities.	H1	Postponed to H2	2
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Source data are adequate for the compilation of these macroeconomic statistics	Improving use of VAT and income tax data to compile quarterly and annual GDP.	H2		2.0
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Developing PPI-agriculture: Supporting analyses of new data.	H2	Possibly to be financed by phase V	2.6

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resources TOTAL
Tanzania (Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Zanzibar - Developing methodology for compiling agriculture PPI.	H2		2.6
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	CPI: Reviewing of updated weights and compilation methods	H2		3.0
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Finalizing the update of construction cost price indices.	H1	Postponed to H2	2.8
TOTAL						44

GOVERNMENT FINANCE STATISTICS

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resource TOTAL
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	Addressing data quality improvement challenges	H2		2.4
East AFRITAC	Training	Participants demonstrate that they have effectively acquired knowledge	fundamentals in compiling public sector debt statistics	H2	Cancelled	0
East AFRITAC	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	H2		2.0
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and expanding coverage to General government	H2	Possibly to be financed by phase V	2.4
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	H2	Postponed to FY 2022	0
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Expanding coverage of COFOG data to General Government	H2	Cancelled	0
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Improving quality of general government data	H2	Possibly to be financed by phase V	2.4
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	H2	Postponed to FY 2022	0

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resource TOTAL
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage to General government	H2	Cancelled	0
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Improve quality of public sector data	H2		3.4
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Higher frequency data have been compiled and/or disseminated internally and/or to the public	Compile financial balance of GG and expand coverage of public debt data to General Government	H2		2.4
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	H2	Postponed to FY 2022	0
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Source data are adequate for the compilation of these macroeconomic statistics	Improve quality of public sector fiscal data	H2		2.4
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	H2		1.4
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	5. Data are compiled using the coverage and scope of the latest manual/guide	Training on fundamentals on compilation of BCG fiscal data	H2		2.4
Tanzania (Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Zanzibar: Compile financial balance and expand coverage of public debt data to General Government	H2		3.4

Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Time	Activity Status	Planned Resource TOTAL
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Expand coverage to General government	H2	Cancelled	0
Tanzania	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Training on compilation of high frequency data	H1	Postponed to H2 (Possibly to be financed by phase V)	3.2
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Expand coverage of fiscal data to public sector	H2		3.4
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	H1	Postponed to H2	3.2
TOTAL						34

A3. EAST AFRITAC WORKSHOPS AND IMF-ICD COURSES (AS OF OCTOBER 2020)

#	Area	Workshop Title	Dates	Location	Advisor
1	Revenue Administration	Update member countries on ISORA 2020	October 19-20, 2020	Virtual	Berlin Msiska
2	Revenue Administration	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	November 23-27, 2020		Berlin Msiska
3	Revenue Administration	Regional workshop on developing a compliance improvement plan and strategy of monitoring and evaluation	October 12-16, 2020	Virtual	Berlin Msiska; Kenneth Ochola
4	Public Financial Management	Management of multi-year commitments, commitment controls and arrears	February 16-19, 2021		Amra Srdanovic
5	Public Financial Management	Budget Baseline Costing (Repeat workshop)	December 7-9, 2020		Imran Aziz
6	Public Financial Management	Annual EAC PFM Workshop	January 20-22, 2021		PFM, MFA, GFS
7	Macro-Fiscal Analysis	Fiscal transparency/Fiscal Risks			Matthew Quillinan
8	Macro-Fiscal Analysis	Preparing the Macro-Fiscal Scenarios during COVID-19	October 26-30, 2020	Virtual	Matthew Quillinan
9	Institute for Capacity Development (ICD)	Training course on inclusive growth	April 19-23, 2021	Virtual	ICD
10	Institute for Capacity Development (ICD)	Financial development and financial inclusion	February 15-21, 2021	Virtual	ICD
11	Financial Sector Supervision	Regional workshop on Banking Supervision	February 1-5, 2021		Courtney Christie-Veitch
12	Financial Sector Supervision	Regional workshop on Financial Sector Supervision	October 26-27, 2020	Virtual	Courtney Christie-Veitch
13	Monetary Policy and Operations Frameworks	Monetary Policy Implementation and Operations	April 5-9, 2021		Carel Hugo

#	Area	Workshop Title	Dates	Location	Advisor
14	Financial Market Infrastructure and Payments	Licensing and regulatory requirements for electronic money	Postponed to FY 2022		Carel Hugo
15	Forecasting and Policy Analysis	Forecasting and Policy Analysis (FPAS)	Postponed to FY 2022		Carina Selander
16	Real Sector Statistics	Quarterly national accounts workshop - Concepts, methods and data sources aligned to the latest manual.	February 8-12, 2021		Anthony Silungwe
17	Real Sector Statistics	PPI compilation workshop - concepts, methods and data sources.	February 22-26, 2021		Anthony Silungwe
18	Government Finance Statistics	Addressing data quality improvement challenges	February 22-26, 2021		Robert Maate
19	Government Finance Statistics	Fundamentals in compiling public sector debt statistics	Cancelled		Robert Maate

A4. EAST AFRITAC MISSION REPORTS, H1 FY 2021

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

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

Country	Report	Mission Members	Mission Dates
Kenya	Budget Preparation Manual	Imran Aziz, Samuel Moon	September 30- October 9, 2020
Tanzania	Budget Costing, Analysis and integrating into Program Budget Framework	Imran Aziz, William Wakuganda	October 12-16, 2020
Rwanda	Review of the Organic Law on State Finances and Property	Amra Srdanovic	October 19- November 19, 2020

Macro-Fiscal Analysis			
South Sudan	Public Financial Management Reform Priorities	Richard Allen, Jehann Jack, Matthew Quillinan, Paul Seeds, Amra Srdanovic, Nino Tchelishvili	June 2 – July 2, 2020
Ethiopia	Public Sector Balance Sheet and Oversight of State-Owned Enterprises	Alexander F. Tieman, Iana Paliova, Matthew Quillinan, Michelle Stone, Frank Liu, Patrick Ryan	June 22-July 8, 2020
Kenya	A Framework for Designing Remedial Measures for SOEs	Matthew Quillinan, Imran Aziz, Tim Tjeerd	July 13-31, 2020
Rwanda	Modelling the Impact of COVID-19	Bryn Battersby Matthew Quillinan	August 25-31, 2020
Uganda	Monitoring COVID-19 Expenditure in Uganda	Fazeer Sheik Rahim, Imran Aziz, Matthew Quillinan, Alok Kumar, Lewis Murara	October 11-29, 2020

Financial Sector Regulation and Supervision			
Tanzania	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	Bernhard Mayr	May 18-25, 2020
Uganda	Enhancing Supervisory Review Process	Rodolfo Wehrhahn	May 18-25, 2020
Rwanda	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	Otieno Omondi	May 25-June 1, 2020
Tanzania	Enhancing RBC and RBS for Insurers	Courtney Christie-Veitch	May 25-June 1, 2020

Country	Report	Mission Members	Mission Dates
Malawi	Enhancing Supervisory Review Process (ORSA) Stress testing Impact of COVID-19	Rodolfo Wehrhahn	May 28-June 4, 2020
Ethiopia	Developing RBC framework for Insurers (Pillar I)	Otieno Omondi	June 3-10, 2020
South Sudan	Regulatory and Prudential Framework	Courtney Christie-Veitch, David Shapiro	June 15-July 3, 2020
AFRITAC East	MCM Regional Webinar on Regulatory and Supervisory Responses during the Pandemic	Courtney Christie-Veitch	July 2, 2020
AFRITAC East	Regional Webinar on Cybersecurity of remote work during the Pandemic	Courtney Christie-Veitch	July 9, 2020
Rwanda	Strengthening Cybersecurity resilience for banks	Thomas Farrell, Courtney Christie-Veitch	August 10-14, 2020
Kenya	Strengthening Cybersecurity Resilience for Banks	Thomas Farrell, Courtney Christie-Veitch	August 15-21, 2020
Ethiopia	Strengthening Cybersecurity Resilience for Banks	Thomas Farrell	August 22-28, 2020
Uganda	Strengthening Cyber Resilience for banks	Helen.Murphy, Courtney Christie-Veitch	August 22-28, 2020
Tanzania	Strengthening Cyber Resilience for banks	Helen.Murphy, Courtney Christie-Veitch	August 29-September 4, 2020
Rwanda	Strengthening Supervisory Processes for Banks ICT SupTech/RegTech	Courtney Christie-Veitch	September 7-20, 2020
Kenya	Strengthening Risk-based Supervision for Insurance Companies	Bernhard Mayr	August 12-16, 2019
Kenya	Strengthening Risk-based supervision for insurance Companies Follow up	Courtney Christie-Veitch	September 23-27, 2019
Rwanda	Operationalizing Macro Prudential Policy Framework - Enhancing Stress Testing	Courtney N. Christie-Veitch	October 21-25, 2019

Country	Report	Mission Members	Mission Dates
Real Sector Statistics			
Malawi	Supporting compilation of balanced 2017 SUT	Artashes Shaboyan	July 7-18, 2020
Malawi	Compiling updated IIP and PPI	Katherine Pegler	July 20-August 7, 2020
Ethiopia	Prices: Index of industrial production: methodology	Andrew Baer	October 5-9, 2020
Kenya	Import and export price indices - Reviewing methodology and updating weights	Mauro Politi	October 19-30, 2020
Tanzania	General government sector - Supporting analysis of improved GFS data	Anthony Silungwe	October 19-30, 2020
Malawi	Prices: CPI - Developing new weights	David Fenwick	October 19-28, 2020
Government Finance Statistics			
East African Community	Progress on harmonization of fiscal and debt data	Robert Maate	July 27 – 31, 2020
South Sudan	Appraisal Compilation Practices for GFS and Public Sector Debt Statistics	Robert Maate	July 13-17, 2020
Tanzania	Training (in-country): GFS & PSDS	Robert Maate	September 24-October 8, 2020
Rwanda	Fiscal data quality improvement	Robert Maate	September 14-18, 2020
Malawi	Training (in-country): Improving Quality of GG Fiscal Data	Robert Maate	October 22-30, 2020

A5. EAST AFRITAC BUDGETING AND FINANCING

AFRITAC EAST PHASE IV - STATUS OF CONTRIBUTIONS AS OF SEPTEMBER 30, 2020 (IN US DOLLARS)

Donor Country	Currency	Agreement Currency			USD Equivalent			USD Equivalent		
		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	238,561	-
European Commission	EUR	16,000,000	-	16,000,000	18,974,287	-	18,974,287	18,905,460	18,905,460	-
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	5,476,992	-	5,476,992	5,476,992	5,483,090	-
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	11,247,863	-	11,247,863	10,659,921	10,730,821	-
Subtotal - Partners					**42,518,522**	**-**	**42,518,522**	**41,861,753**	**41,988,832**	**-**
Members										
Eritrea	USD	790,000	-	790,000	790,000	-	790,000	790,000	790,000	-
Malawi	USD	790,000	-	790,000	790,000	-	790,000	790,000	790,000	-
Rwanda	USD	790,000	-	790,000	790,000	-	790,000	790,000	790,000	-
Uganda	USD	790,000	-	790,000	790,000	-	790,000	790,000	767,036	22,964
Kenya	USD	790,000	-	790,000	790,000	-	790,000	790,000	632,000	158,000
Ethiopia	USD	-	790,000	790,000	-	790,000	790,000	-	-	-
South Sudan*	USD	-	-	-	-	-	-	-	-	-
Tanzania	USD	790,000	-	790,000	790,000	-	790,000	790,000	472,323	317,677
Subtotal - Members					**4,740,000**	**790,000**	**5,530,000**	**4,740,000**	**4,241,359**	**498,641**
Subtotal - Partners and Members					**47,258,522**	**790,000**	**48,048,522**	**46,601,753**	**46,230,191**	**498,641**
IMF Contribution				**3,488,285**	**3,488,285**	**-**	**3,488,285**	**3,923,375**	**3,923,375**	**-**
Interest Earned									**555,497**	
Total					**50,746,807**	**790,000**	**51,536,807**	**50,525,128**	**50,709,063**	**498,641**

Source: Institute for Capacity Development, October 28, 2019

* Joined as a member in May 2020, during the extended period of the phase. Financial contribution will be made towards the next phase.

IMF MULTILATERAL – REGIONAL CENTERS: PROGRESS REPORT – AFRITAC EAST PHASE 4: FY 2016-2021
(AS OF OCTOBER 30, 2020)

Project	Phase Summary			FY2021		
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)
Public Financial Management	13,051,173	14,080,289	13,008,302	1,424,978	773,463	54%
Revenue Administration	5,741,144	6,148,030	5,558,219	738,651	278,329	38%
Banking Supervision and Regulation	5,864,678	5,584,266	5,132,015	541,428	265,286	49%
Monetary Policy Operations	3,413,760	2,606,282	2,416,153	28,908	6,949	24%
Financial Market Infrastructures	1,268,972	1,374,582	1,065,841	232,063	22,475	10%
Forecasting and Policy Analysis System	301,424	301,424	5,180	155,277	6,210	4%
Real Sector Statistics	4,711,401	5,025,562	4,664,005	343,849	119,691	35%
Government Finance Statistics	4,296,275	4,711,533	4,411,152	304,505	148,811	49%
Financial and Fiscal Law	104,448	149,160	149,160	-	-	-
Admin Project	1,598,246	1,027,016	904,034	96,979	43,440	45%
Customized Training	3,044,675	1,813,658	1,804,604	64,004	-	-
Training project	1,134,368	1,260,677	1,135,521	82,500	75	0%
Governance and Evaluation	1,141,307	684,813	631,592	-	-	-
Financial Integrity Group	149,003	184,117	184,117	8,684	4,342	50%
Strategic Budget Reserve	698,576	80,450	-	80,450	-	-
Sub Total	46,519,450	45,031,859	41,069,895	4,102,275	1,669,071	41%
Trust Fund Management	3,256,362	3,152,351	2,874,893	281,575	117,095	42%
Total	49,775,812	48,184,210	43,944,788	4,383,850	1,786,166	41%
IMF Expenses	3,703,989	3,488,285	3,923,375	441,051	217,803	49%
Total	**53,479,801**	**51,672,495**	**47,868,163**	**4,824,901**	**2,003,969**	**42%**

IMF EAST AFRITAC

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

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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