

## MID-YEAR REPORT FY 2016 - INFORMATION ANNEX

# EAST AFRICA REGIONAL TECHNICAL ASSISTANCE CENTER (EAST AFRITAC)





East AFRITAC  
INTERNATIONAL MONETARY FUND  
REGIONAL TECHNICAL  
ASSISTANCE CENTER

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East AFRITAC  
INTERNATIONAL MONETARY FUND  
REGIONAL TECHNICAL  
ASSISTANCE CENTER



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

## **IMF EAST AFRITAC'S MID YEAR REPORT FY 2016 INFORMATION ANNEX**

November 2015

### Annex 1. Work Plan Execution in H1 FY 2016

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
<b>Revenue Administration</b>							
Strengthening enforcement and collection capacity	Eritrea	H1	2.3	Debt management processes and procedures reviewed, legislation support collection of outstanding taxes reviewed and recommendations accepted	Preponed to H1	Preponed to H1	To match Authority preparedness and Expert availability
FAD HQ Revenue Administration Follow up mission	Kenya	H1	8.3	Improved revenue administration capacity	Complete	In Progress	
TADAT assessment	Malawi	H1	3.3	Assessment Mission Completed	Complete	Complete	
Developing a Compliance Plan for FY2016/17	Malawi	H1	2.3	Draft Compliance Plan	Complete	Complete	
Implementing a Single Customs Territory Initiative	Regional e.g. EAC	H1	3	Workshop held	Complete	Complete	
TADAT assessment	Rwanda	H1	3.5	Assessment Mission Completed	Complete	Complete	
Developing a Compliance Plan for FY2016/17	Rwanda	H1	2.3	Draft Compliance Plan	Complete	Complete	
Developing a Compliance Plan for FY2016/17	Tanzania	H1	3.3	Draft Compliance Plan	Complete	Complete	
TADAT assessment	Uganda	H1	1.5	Assessment Completed	Complete	Complete	
Addressing Data Integrity and Quality Issues in Domestic Tax Administration	Uganda	H1	2.3	Plan for resolving data issues developed	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Scoping mission for VAT/Income Tax law	Kenya	H1	4	Outline for new income tax law and future workplan	New & Complete	New & Complete	
Drafting main chapters of New VAT/Income tax law	Kenya	H1	1	Reach Agreement on drafting of main chapters of new income tax law and narrow down any outstanding tax policy issues	New & Complete	New & Complete	
Reforms of Income Tax and VAT Acts in order to better accommodate extractive industries	Uganda	H1	2	Income Tax and VAT Acts Reforms implemented	New & Complete	New & Complete	
<b>Public Financial Management</b>							
Corporate Activities	AFE	H1	4	Monthly report, mid-year report, AFE TA management Annual Report and work plan endorsed	Preponed to H1	In Progress	FPWs on corporate activities has been distributed across H1 and H2
Training on budget issues for MDAs	Eritrea	H1	2	Workshop delivered	Complete	Complete	
Program-based budgeting (including in regions)	Ethiopia	H1	16	Agreed strategy for implementing PBB in the regions	Preponed to H1	In Progress	Preponed to H1 at the request of authorities.
Review IFMIS implementation plan	Ethiopia	H1	0	QA of IFMIS implementation plans accepted	Preponed to H1	In Progress	Absorbed within the FAD October mission
Fiscal reporting - developing roadmap for transition to IPSAS	Kenya	H1	8	IPSAS implementation strategy agreed.	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Improving Cash planning and management	Malawi	H1	6	Agreed strategy for improving cash management	Complete	In Progress	
Attachment on Cash Management	Malawi	H1	1	Attachment takes place successfully	Complete	Complete	
Multi-year commitment, expenditure control and IFMIS	Malawi	H1	12	Agreed strategy for improving expenditure controls	Complete	In Progress	
Review of the Accounting and Financial Procedures Manual	Rwanda	H1	2	Acceptance of review results and agreement on recommendations	Complete	Complete	
Reviewing public investment management	Rwanda	H1	9	Agreed strategy for strengthening PIM	Complete	In Progress	
Scoping mission on Fiscal Transparency Evaluation	Tanzania	H1	4	MOF prepared for FTE and analysis of preliminary data completed.	Complete	Complete	
Fiscal Transparency Evaluation (Funded by FAD)	Tanzania	H1	5	FTE Report	Complete	Complete	
Strengthening budget documents / PBB	Uganda	H1	5	Rationalization of budget documents	Preponed to H1	In Progress	Preponed to H1 at the request of authorities.
Extending the TSA and improving cash management	Uganda	H1	6	TSA extension strategy approved	Preponed to H1	In Progress	Preponed to H1 at the request of authorities.
Post Budget Review Workshop	Kenya	H1	2	Workshop delivered	New & Complete	New & Complete	Facilitated the workshop at request of authorities.

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Stock take of ongoing reforms and introducing new advisor	Malawi	H1	2	Installation completed	New & Complete	New & Complete	Stocktaking of PFM reforms and introduction of new RA
Stock take of ongoing reforms and introducing new advisor	Uganda	H1	2	Installation completed	New & Complete	New & Complete	Stocktaking of PFM reforms and introduction of new RA
Stock take of ongoing reforms and introducing new advisor	Tanzania (Zanzibar)	H1	1	Installation completed	New & Complete	New & Complete	Stocktaking of PFM reforms and introduction of new RA
Workshop on implementing PBB	Tanzania (Zanzibar)	H1	1	Workshop delivered	New & Complete	New & Complete	Facilitated a workshop organized by CABRI
<b>Macro-Fiscal Analysis</b>							
Medium-Term Budgeting Framework for MDAs	Eritrea	H1	2.3	MDAs appreciate the challenges of medium-term budgeting and better able to participate in pre-budget discussions with MoF	Complete	Complete	
Tax Analysis and Revenue Forecasting	Ethiopia	H1	3.6	Participants trained in basic and intermediate methods in fiscal forecasting	Complete	Complete	
Developing High Frequency Indicators of Economic Activity	Ethiopia	H1	3.0	High-frequency indicators are identified and a basic model developed to create a composite indicator	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Improving fiscal forecasting and budgeting	Kenya	H1	4.0	Preliminary forecasting models identified and consolidated	Preponed to H1	Preponed to H1	Change in timing done to reflect the preferences of the authorities
Macro-Fiscal Database	Malawi	H1	4.6	Improved version of MTFF is produced	Complete	In Progress	
Attachment on Macro-Fiscal Database	Malawi	H1	2.2	Exchange of experiences on MTFF in own countries	Complete	In Progress	
Data collection for Fiscal Transparency Evaluation	Tanzania	H1	1.7	Collected data enable preliminary assessment	Complete	Complete	
Fiscal Transparency Evaluation	Tanzania	H1	5.6	Draft submitted to authorities and recommendations discussed	Complete	Complete	
Debt Sustainability and Fiscal Risk Reporting	Uganda	H1	4.3	First draft of DSA Report	Complete	Complete	
<b>Financial Sector Regulation and Supervision</b>							
Pilot on-site examination for insurance supervision	Eritrea	H1	3	Pilot examination realized	Complete	Complete	
Review of host supervision assessment and integration of consolidated supervision in ICAAP	Kenya	H1	6	Assessment of host supervision implemented and integration of CS in ICAAP documented	Complete	In Progress	



Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Developing regional standards for consolidated and IT supervision	Regional e.g. EAC	H1	5	Workshop realized - roadmap for implementation and standards agreed upon	Complete	Complete	
Advise on the future financial sector supervision architecture	Regional e.g. EAC	H1	4	EAC blue print for financial sector infrastructure and transition strategy drafted	In Progress	In Progress	In H2 a dissemination (sharing the findings of this MCM led mission) workshop will be organized, which will require another 2 to 3 day for the Advisor.
Training on consolidated supervision	Rwanda	H1	2	Training realized	Complete	Complete	
Developing a framework for ICAAP and SREP	Rwanda	H1	3	ICAAP and SREP guidance drafted	Complete	In Progress	
Developing a regulation incorporating the Basel III liquidity framework	Rwanda	H1	2	First draft of the regulation developed	Complete	Complete	
Developing on- and off-site AML/CFT supervisory tools	Rwanda	H1	1	Off- and on-site framework developed	Complete	In Progress	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Assisting in developing capital adequacy regulations incorporating Basel II and III elements	Tanzania	H1	3	Elements to be incorporated identified and drafting plan documented	Complete	In Progress	
Pilot examination on consolidated supervision	Tanzania	H1	3	Pilot examination realized	Complete	Complete	
Advising on the community banks	Tanzania	H1	2	Plan for addressing issues in the community banks documented	Complete	In Progress	
Pilot examination on consolidated supervision	Uganda	H1	3	Pilot examination realized	Complete	Complete	
Review of Mergers and Acquisitions Regulation	Uganda	H1	2	(Revised) regulation drafted	Complete	In Progress	
Developing on- and off-site AML/CFT supervisory tools	Uganda	H1	1	Off- and on-site framework developed	Complete	In Progress	
Intermediate level training for banking supervision	AFE	H1	1	Workshop realized	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
EAC Financial Stability Workshop	Regional e.g. EAC	H1	1	Contribution to workshop realized	New & Complete	New & Complete	Additional activity planned on request of the Bank of Tanzania Training Institute
EAC Macroprudential Analysis Workshop	Regional e.g. EAC	H1	1	Contribution to workshop realized	New & Complete	New & Complete	Additional activity planned on request of the Bank of Tanzania Training Institute
<b>Monetary Policy and Operations</b>							
Liquidity forecasting framework review	Ethiopia	H1	6	Completion of liquidity forecasting framework	Complete	Complete	
True repo market against collateralized loan	Regional e.g. EAC	H1	5	Completion of the workshop	Complete	Complete	
Code of conduct for money and fx market	Tanzania	H1	5	Draft code of conduct	Complete	Complete	
Develop a Forecasting and Policy Analysis System	Kenya	H1	10	Agree with the authorities on a workplan to ensure full implementation of FPAS	Preponed to H1	Preponed to H1	
Develop a Forecasting and Policy Analysis System	Uganda	H1	6.5	Agree with the authorities on a workplan to ensure full implementation of FPAS	Preponed to H1	Preponed to H1	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
EAC Collateral framework and standing facilities	Regional e.g. EAC	H1	6	Harmonized EAC collateral framework and standing facilities	New & Complete	New & In Progress	Regional approach to the operational framework + priorities for Uganda leading the project
Link between monetary policy and financial stability (AACB)	Kenya	H1	3	Completion of the conference	New & Complete	New & Complete	Specific request from member country
Link between monetary policy and financial stability (EAC countries, Mwanza)	Tanzania	H1	2	Completion of the conference	New & Complete	New & Complete	Specific request from member country
<b>Payment Systems</b>							
Oversight guidelines	Uganda	H2	4.0		Postponed to H2	Postponed to H2	
<b>Economic and Financial Statistics (incl. Government Finance Statistics)</b>							
RTAC Statistics Advisors Visit	AFE	H1	1.4	Workshop realized	Complete	Complete	
Assist with the development of Export and Import Price Indices	Ethiopia	H1	2.5	Staff capacity to produce Export and Import Price indices using unit values and price surveys developed	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Assist with the development of an improved Manufacturing Prices Survey	Ethiopia	H1	2.5	Producer Prices Survey developed	Complete	Complete	
Assist with the development of quarterly GDP by economic activity estimates	Ethiopia	H1	4.0	Suitable methodology to compile QGDP-P estimates developed	Complete	In Progress	
Study the agriculture survey and statistics for Rwanda in order to improve Kenyan agricultural statistics	Kenya	H1	3.5	Study of the agriculture survey and statistics for Rwanda completed	Complete	Complete	
Finalize the new QGDP-E estimates for dissemination	Kenya	H1	3.0	QGDP-E estimates finalized for dissemination	Complete	In Progress	
Support implementation of fiscal and debt statistics development plan	Kenya	H1	2.3	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (COFOG) classifications	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Support implementation of fiscal and debt statistics development plan	Kenya	H1	6.5	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Complete	In Progress	Milestone in progress as activity too place in October 2015
Study of the status implementing accrual accounting in EAC Partner States.	Regional e.g. EAC	H1	7.0	Survey the status implementing accrual accounting in EAC Partner States.	Complete	Complete	Converted to a regional workshop.
Assist with improving compilation of AGDP using the benchmark-indicator approach	Malawi	H1	3.0	Improved compilation of AGDP estimates using the benchmark-indicator approach	Complete	In Progress	
Assist with the implementation of an exports and imports prices survey	Malawi	H1	4.0	Implementation of an exports and imports prices survey	Complete	Complete	
Regional AFE NAS Training Seminar	Regional e.g. EAC	H1	6.0	Capacity of new compilers to produce NAS improved	Complete	Complete	
Regional workshop on debt statistics	Regional e.g. EAC	H1	9.7	Staff capacity to compile debt statistics improved	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Regional workshop on GFS harmonization	Regional e.g. EAC	H1	8.0	Production of Regional GFS Manual	Complete	Complete	
Finalize the new QGDP-E estimates for dissemination	Rwanda	H1	4.0	QGDP-E estimates finalized for dissemination	Complete	Complete	
GFS course and TA follow up	Rwanda	H1	5.5	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Complete	Complete	
Develop the methodology for compiling QGDP-E estimates	Tanzania	H1	3.0	Methodology for compiling QGDP-E estimates developed	Complete	In Progress	
Develop the CPI rebasing methodology and action plan for implementation	Tanzania	H1	4.0	CPI rebasing methodology and action plan developed	Complete	In Progress	
Support implementation of fiscal and debt statistics development plan	Tanzania	H1	6.9	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Complete	In Progress	Milestone in progress as activity too place in October 2015. Expected to be achieved shortly.
Finalize the new QGDP-E estimates for dissemination	Tanzania (Zanzibar)	H1	3.0	QGDP-E estimates finalized for dissemination	Complete	Complete	

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Finalize the new QGDP-E estimates for dissemination	Uganda	H1	4.0	QGDP-E estimates finalized for dissemination	Complete	In Progress	
Assist with the development of Export and Import Price Indices	Uganda	H1	1.3	Development of Export and Import Price Indices	Complete	Complete	
Development of the Construction Inputs Price Index methodology and implementation action plan	Uganda	H1	1.3	Construction Inputs Price Index methodology and implementation action plan developed	Complete	Complete	
Development of the Hotels and Restaurants Price Index methodology and implementation action plan	Uganda	H1	1.3	Hotels and Restaurants Price Index methodology and implementation action plan developed	Complete	Complete	
Study the inclusion of EBUs' financial reporting in GFS and the integration of the bridge table in IFMIS.	Uganda	H1	6.5	Study of the inclusion of EBUs' financial reporting in GFS and the integration of the bridge table in IFMIS completed	Preponed to H1	Preponed to H1	Planned activity split into two mentoring missions (Kenya in October and Tanzania in July).



Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
GFS training	Tanzania	H1	2.0	Staff capacity to compile GFS improved	New & Complete	New & Complete	Course added as back to back with the course in Rwanda.
Support implementation of fiscal and debt statistics development plan	Tanzania	H1	2.0	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	New & Complete	New & Complete	Mission added at the request of the authorities and to support the mentoring program.

### Annex 2. Revised Work Plan for H2 FY 2016

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
<b>Revenue Administration</b>							
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	H2	3.6	Successful preparations and participation in the meeting			
AFE follow up on implementation of previous mission recommendations	Eritrea	H2	1.3	Over 50 percent of recommendations implemented	Postponed to H2	Postponed to H2	Planned to cover FY 2016 expert mission too
Strengthening management of taxpayer registration and ledger data and use to improve compliance	Ethiopia	H2	3.3	Review report and recommendations	Postponed to H2	Postponed to H2	To meet expert availability
AFE follow up on implementation of previous mission recommendations	Ethiopia	H2	1.3	Over 50 percent of recommendations implemented			
Developing a Compliance Plan for FY2016/17	Kenya	H2	4.3	Draft Compliance Plan	Postponed to H2	Postponed to H2	Authorities were not ready at the planned timing. However discussion with authorities to apply resources to priority need that emerged from the recent FAD HQ Follow up mission

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Attachment on Client Relationship Management for Large Taxpayers	Malawi	H2	3.3	Attachment Completed			
Post Clearance Audit Training in Customs	Malawi	H2	2.3	Training Completed			
Building Effective Debt Management Functions	Regional e.g. EAC	H2	4	Workshop held			
AFE follow up on implementation of previous mission recommendations	Regional e.g. EAC	H2	3.3	Over 50 percent of recommendations implemented			
Supporting the Implementation of the Revised VAT Law	Tanzania	H2	2.3	Recommendation presented to authorities and staff training conducted on key changes	Postponed to H2	Postponed to H2	Authorities requested for postponement due to conflicting priorities
TADAT Blended Training	Rwanda	H2	1.8	RRA and URA staff trained and others accredited as TADAT Assessors			
TADAT assessment	Ethiopia	H2	5	Assessment completed			
TADAT assessment	Tanzania	H2	1	Assessment completed			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
FAD HQ Revenue Administration Follow up mission	Tanzania	H2	6.3	Improved revenue administration capacity			
Building an Effective and Efficient Tax Administration	Tanzania (Zanzibar)	H2	2.3	Key Tax administration processes reviewed and recommendations accepted by Authorities			
Developing Procedure Manuals for Registration, Filing , Payment and Debt Management	Tanzania (Zanzibar)	H2	4.3	Draft Procedure Manuals presented to the Authorities			
Developing an Operational Model and Strategy for Recruiting Taxpayers from the Informal Sector	Uganda	H2	3.3	Operational Model and Strategy developed			
Attachment to SARS on Risk management evaluation	Uganda	H2	3.3	Attachment Completed			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
<b>Public Financial Management</b>							
Prevention and management of expenditure arrears	Regional e.g. EAC	H2	7	Workshop delivered			
Strengthening Budgetary Institutions	Regional e.g. EAC	H2	6	Workshop delivered			
Reviewing RA's performance	AFE	H2	4	RA inspection /installation completed	Postponed to H2	Postponed to H2	Retreat postponed to H2 to ensure participation of all RA.
Inducting new resident advisor	AFE	H2	2	HQ induction training completed	Postponed to H2	Postponed to H2	One new RA joined in July and induction has been postponed to H2.
Inducting new resident advisor	AFE	H2	2	HQ induction training completed	Postponed to H2	Postponed to H2	Recruitment of second RA has not been concluded.
Monitoring and Evaluation - Budget reforms	Ethiopia	H2	6	Strategy agreed for strengthening M&E			
Strengthening cash management	Ethiopia	H2	6	Improved cash management and forecasting	Postponed to H2	Postponed to H2	Delay in confirmation of scope and timing.
Strengthening cash management	Ethiopia	H2	3	Workshop delivered	Postponed to H2	Postponed to H2	Delay in confirming scope and timing.

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Follow-up on program design improvement (including regions)	Kenya	H2	6	Number of MDAs with good program structure; Agreed strategy for implementing PBB in counties	Postponed to H2	Postponed to H2	No response on scope or timing, likely in H2.
Fiscal decentralization	Kenya	H2	11	Recommendations made to support fiscal decentralization	Postponed to H2	Postponed to H2	Delayed response on timing of mission, likely in H2.
Extending the TSA and improving cash management	Kenya	H2	6	New cash management templates used by MDAs			
Attachment Extending the TSA and improving cash management	Kenya	H2	5	Updated plan for extending the TSA and improving cash forecasting	Postponed to H2	Postponed to H2	No request from authorities during H1.
Improved Financial Reporting	Malawi	H2	6	Agreed strategy for improving financial reporting			
EAMU on PFM harmonization	Regional e.g. EAC	H2	5	Workshop delivered			
Review of the regulations and guidelines for Government Business Entities	Rwanda	H2	2	Acceptance of review results and agreement on recommendations	Postponed to H2	Postponed to H2	The guidelines for Government Business Entities were not finalized for review.
Improving program design	Rwanda	H2	6	Number of MDAs with good program structure			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Review existing business process and manual for cash management	Rwanda	H2	6	Business process and manual reviewed			
Continuing support for IPSAS implementation	Rwanda	H2	6	Incremental improvement in the quality of annual fiscal reporting			
Process design for managing and monitoring of multi-year commitments and arrears reporting	Tanzania	H2	7	Data on multi-year commitment / arrears available for all MDAs	Postponed to H2	Postponed to H2	Confirmed for December 2015.
Improving program design	Tanzania	H2	6	Number of MDAs with good program structure			
Natural resource management (Funded by Natural Resource Trust Fund)	Tanzania	H2	3	PFM reform for natural resource management			
Review IFMIS upgrade plan and progress	Tanzania (Zanzibar)	H2	5	QA of IFMIS implementation plans accepted	Postponed to H2	Postponed to H2	Awaiting RGoZ confirmation of dates
Taking stock of PBB preparation (including supporting framework)	Tanzania (Zanzibar)	H2	3	Agreed strategy for implementing PBB	Postponed to H2	Postponed to H2	Awaiting RGoZ confirmation of dates

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Supporting the implementation of commitment appropriation as per PFM Act	Uganda	H2	7	Decision to implement commitment appropriation	Postponed to H2	Postponed to H2	No response on scope or timing, likely in H2.
Supporting the development of financial regulations	Uganda	H2	6	Regulations finalized	Postponed to H2	In Progress	No response on scope or timing, likely in H2.
Fiscal Transparency Evaluation (Funded by FAD)	Uganda	H2	4	FTE Report			
<b>Macro-Fiscal Analysis</b>							
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	H2	3.6	Successful preparations and participation in the meeting			
Medium Term Budgetary Frameworks, Fiscal Rules, and Fiscal Councils: Options to Ensure Fiscal Sustainability	Regional e.g. EAC	H2	4.3	MTEF workshop delivered			
Macroeconomic Diagnostics (ICD)	Regional e.g. EAC	H2	4.5	Participants trained in macroeconomic management			



Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Joint FAD-EAC PFM workshop	Regional e.g. EAC	H2	2.0	EAMU fiscal surveillance roadmap updated and agreed			
Fiscal Forecasting	Regional e.g. EAC	H2	3.0	Participants trained in basic and intermediate methods in fiscal forecasting			
Workshop - Fiscal Risks	Regional e.g. EAC	H2	7.7	Discussion and preparation of Fiscal Risk Statement			
Revenue Forecasting	Rwanda	H2	5.7	Modeling approaches and short-term forecasts improved			
Fiscal Frameworks for Managing Resource Revenue	Tanzania	H2	3.3	Customized version of fiscal framework model discussed with authorities			
Improving reporting of fiscal risks	Kenya	H2	6.7	Improved fiscal risk statement			
Revenue Forecasting	Uganda	H2	5.6	Preliminary forecasting models identified and consolidated	Postponed to H2	Postponed to H2	Authorities wished to postpone due to lack of time
<b>Financial Sector Regulation and Supervision</b>							
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	H2	4.6	Steering committee conducted			
Attachment on Mobile Financial Services	Eritrea	H2	4.4	Attachment realized			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Developing a framework for banking sector crisis management	Ethiopia	H2	4.7	Draft framework for banking sector crisis management documented			
Building capacity on reinsurance supervision	Ethiopia	H2	2.0	Reinsurance supervision implemented and integrated into existing supervision framework			
Implementing ICAAP and SREP	Malawi	H2	1.8	Quantitative framework for the ICAAP review tested and documented			
Developing a supervisory framework for IT supervision	Malawi	H2	4.7	Basic supervisory framework drafted			
Enhancing the RBS approach used for AML/CFT supervision	Malawi	H2	2.4	Enhanced supervisory framework documented			
Regional workshop on financial analysis and stress testing for insurance supervision	Regional e.g. EAC	H2	3.8	Workshop realized			
Regional workshop on crisis management and bank resolution	Regional e.g. EAC	H2	5.4	Workshop realized			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
ICAAP/SREP training	Rwanda	H2	3.4	Training realized			
Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Rwanda	H2	2.0	Basic stress testing framework developed and documented			
Developing a basic stress-testing framework and developing financial analysis capacity for insurance supervision	Tanzania	H2	3.0	Basic stress-testing framework developed and documented			
Roll-out of the CARMELS approach for insurance supervision	Uganda	H2	2.0	More than half of the insurance companies examined based on the CARMELS approach			
Pilot off-site and on-site examination on market risk	Uganda	H2	5.4	Pilot examination realized			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Professional Training for Financial Sector Policy Makers	Kenya	H2	1.6	Contribution to training realized			
<b>Monetary Policy and Operations</b>							
AFE Steering Committee Meeting	AFE	H2	3.6	Attendance of SC meeting			
Follow up on the 2015 liquidity forecasting and management framework	Burundi	H2	5.0	Improve monetary policy framework			
International reserve management	Ethiopia	H2	4.0	Completion of Training			
Introduction of FX swaps in the operational framework	Kenya	H2	3.0	Completion of the Training	Postponed to H2	Postponed to H2	Postponed to H2 due to change in management of CBK and change of priorities
Development of the interbank money market.	Kenya	H2	6.0	Improved liquidity management	Postponed to H2	Postponed to H2	Postponed to H2 due to change in management of CBK and change of priorities
Introduction of Islamic banks in the operational framework	Kenya	H2	4.0	Completion of the Training			Merge into one training for both Tanzania and Kenya

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Develop a Forecasting and Policy Analysis System	Kenya	H2	13.0	Agree with the authorities on a workplan to ensure full implementation of FPAS.			
Review of internal guideline for intervention	Malawi	H2	3.0	Draft internal Guideline for intervention	Postponed to H2	Postponed to H2	Postponed to H2 due to rearrangement of Timing
Coordination between fiscal and monetary policy	Regional e.g. EAC	H2	5.0	Completion of the workshop			
International reserve management	Rwanda	H2	4.0	Completion of the Training	Postponed to H2	Postponed to H2	Lack of responsiveness from authorities
Develop a Forecasting and Policy Analysis System	Rwanda	H2	20.0	Agree with the authorities on a workplan to ensure full implementation of FPAS.			
Market monitoring, collection and use of financial system FX data in Tunisia or Uganda	Rwanda	H2	2.5	Completion of attachment	Postponed to H2	Postponed to H2	Postponed due to link to an existing mission
FPAS	Rwanda	H2	2.0	Completion of attachment			
Money market development	Rwanda	H2	6.0	Improve money market functioning	Postponed to H2	Postponed to H2	Lack of responsiveness from authorities

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Introduction of Islamic banks in the operational framework	Tanzania	H2	4.0	Completion of the Training	Postponed to H2	Postponed to H2	Merge into one training for both Tanzania and Kenya
Develop a Forecasting and Policy Analysis System	Tanzania	H2	18.0	Agree with the authorities on a workplan to ensure full implementation of FPAS.			
Understanding and regulating derivatives	Tanzania	H2	3.0	Completion of the Training			
Develop a Forecasting and Policy Analysis System	Uganda	H2	20.0	Agree with the authorities on a workplan to ensure full implementation of FPAS.			
RBSA staff attachments to understudy Liquidity Forecasting	Uganda	H2	3.0	Completion of attachment			
Development of repo market	Malawi	H2	4.0	Adoption of the appropriate MRA and market infrastructure conducive to the development of a repo market			Follow up of Workshop on repo and FX Swap + diagnostic mission
EAC Collateral framework and standing facilities (follow up)	Regional e.g. EAC	H2	3.0	Harmonized EAC collateral framework and standing facilities			Regional approach to the operational framework + priorities for Uganda leading the project

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
EAC Repo operation	Regional e.g. EAC	H2	3.0	Adoption of an EAC MRA			Regional approach to financial market development
<b>Payment Systems</b>							
Review and strategy for the NPS including legal and regulatory framework, interoperability in retail system and observance of PFMI	Ethiopia	H2	3.0	Improved FMIs			
Attachment On-site oversight of Payment System RBSA	Kenya	H2	2.5	Completion of staff attachment			
Attachment on Regional payment system - legal frameworks, operations and support	Kenya	H2	2.5	Completion of staff attachment			
Business Continuity and disaster management for FMIs	Kenya	H2	3.0	Contingency procedures in place			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Review of the oversight guideline	Malawi	H2	4.0	Completion of the review			
Oversight of cross border payments and settlement systems	Regional e.g. EAC	H2	4.0	Completion of the workshop			
Attachment on NPS oversight in RBSA	Rwanda	H2	2.5	Completion of attachment			
Review of the CSD management system	Tanzania	H2	3.0	Review of CSD management system			
NPS risk assessment	Uganda	H2	4.0	Completion of risk assessment framework			
Attachment on Oversight policy payment system with BOT	Uganda	H2	2.5	Completion of attachment	Postponed to H2	Postponed to H2	
<b>Economic and Financial Statistics (incl. Government Finance Statistics)</b>							
RTAC Statistics Advisors Visit	AFE	H2	1.5	Workshop realized	Postponed to H2	Postponed to H2	
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	H2	3.6	AFE TA Management. Annual Report and work plan endorsed			



Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
AFE Corporate Activities (Including Steering Committee Meeting)	AFE	H2	4.7	AFE TA Management Annual Report and work plan endorsed			
Support implementation of fiscal and debt statistics development plan	Burundi	H2	0.0	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications	Cancelled	Cancelled	Cancelled Activities Burundi TA activities moved to AFC by IMF HQ.
Implement improvements to the methodology for compiling GDP by expenditure approach	Ethiopia	H2	4.0	Improvements to the methodology for compiling GDP by expenditure approach implemented	Postponed to H2	Postponed to H2	Rescheduled to H2 and will be replaced with quarterly GDP. The authorities have reprioritized their activities by switching from annual GDP by expenditure to quarterly GDP by activity
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Kenya	H2	3.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.			Postponed to FY 17 The authorities have reprioritized their activities by switching from annual institutional sector accounts to quarterly GDP by expenditure

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Assist with the compilation of QGDP-P estimates	Malawi	H2	3.0	Compilation of provisional QGDP-P estimates			
Regional EAC workshop on NAS harmonization	Regional e.g. EAC	H2	1.4	Progress on NAS harmonization in EAC countries assessed and implementation plans updated	Postponed to H2	Postponed to H2	
Regional EAC workshop on Property Price Index	Regional e.g. EAC	H2	3.5	Capacity to compile Property Price Indices improved			
Regional workshop on GFS harmonization	Regional e.g. EAC	H2	10.7	Production of Regional GFS Manual			This activity should have been listed as H2 in the plan (as it was for November). Will take place as planned.
Support for regional GFS harmonization	Regional e.g. EAC	H2	5.1	Production of Regional GFS Manual			The workshop was moved by CC due to security concerns.
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps	Rwanda	H2	4.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Support implementation of fiscal and debt statistics development plan	Rwanda	H2	6.3	Link country's COA with corresponding GFSM 2001 (GFSM 2014) economic classifications			
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps	Tanzania	H2	3.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.			
Support implementation of fiscal and debt statistics development plan	Tanzania	H2	6.3	Link country's COA with corresponding GFSM 2001 (GFSM 2014) functional (COFOG) classifications			
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps	Tanzania (Zanzibar)	H2	3.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Aligning compilation of government finance statistics with GFSM2001 (GFSM2014)	Tanzania (Zanzibar)	H2	5.3	Compilation of budgetary central government finance statistics	Postponed to H2	Postponed to H2	Mission postponed to January 2016 at the request of the authorities to enable consolidation of progress
Develop the methodology for compiling institutional sector accounts; update the SUT frame and identify data gaps.	Uganda	H2	4.0	The methodology for compiling institutional sector accounts developed; SUT frame updated and data gaps identified.			Postponed to FY17 The authorities have reprioritized their activities by switching from annual institutional sector accounts to quarterly GDP by expenditure
Assist with the compilation of Export and Import Price Indices	Uganda	H2	1.3	Compilation of Export and Import Price Indices			
Assist with the compilation of the Construction Inputs Price Index	Uganda	H2	1.3	Compilation of the Construction Inputs Price Index			
Assist with the compilation of the Hotels and Restaurants Price Index	Uganda	H2	1.3	Compilation of the Hotels and Restaurants Price Index			

Activity Title	Beneficiary	Actual FY2016 Timing	Total Resources in Field Person weeks	Milestone	Status of Activity	Status of Milestone	Comment on Status
Support implementation of fiscal and debt statistics development plan	Uganda	H2	6.5	Incorporate the COA-GFS bridge table in IFMS and automate report compilation	Postponed to H2	Postponed to H2	Mission delayed to January 2016 at the request of the authorities.
Regional multi-sector workshop on GFS, NA and FPP	Regional e.g. EAC	H2	1.5	Capacity to compile improved national accounts statistics enhanced			A new need generated by development in Government Finance Statistics
Develop the CPI rebasing methodology and finalize estimates of the new series	Tanzania	H2	4.0	Production of rebased CPI			Was created to assist NBS finalize the rebasing of CPI

**Annex 3. East AFRITAC, Workshops and IMF-ICD Courses (as of October 2015)**

	Sector	Workshop/ Course Title	Start Date	End Date	Advisor	Location	Status
<b>AFE Workshops</b>							
1	Government Finance Statistics	Public Sector Debt Statistics for Financial Officers	June 8, 2015	June 19, 2015	Johan Mathisen	Zanzibar, Tanzania	Completed
2	Government Finance Statistics	GFS Harmonization	August 24, 2015	August 28, 2015	Johan Mathisen	Dar es Salaam, Tanzania	Completed
3	Economic and Financial Statistics	Regional AFE NAS Training Seminar	September 21, 2015	October 2, 2015	Pamela Audi	Arusha, Tanzania	Completed
4	Monetary Policy and Operations	True Repo Market Against Collateralized Loan	October 12, 2015	October 16, 2015	Alain Vandepoute	Zanzibar, Tanzania	Completed
5	Revenue Administration	Implementing a Single Customs Territory Initiative	October 19, 2015	October 23, 2015	Muyangwa Muyangwa	Kigali, Rwanda	Completed
6	Financial Sector Regulation & Supervision	Crisis Management and Bank Resolution	November 9, 2015	November 13, 2015	Dirk Jan Grolleman	Addis Ababa, Ethiopia	Planned
7	Government Finance Statistics	GFS Harmonization	November 23, 2015	November 27, 2015	Johan Mathisen	Kigali, Rwanda	Planned
8	Public Financial Management	Prevention and Management of Expenditure Arrears	December 1, 2015	December 4, 2015	Amitabh Tripathi	Dar es Salaam, Tanzania	Planned
9	Revenue Administration	Building Effective Debt Management Functions	December 7, 2015	December 11, 2015	Muyangwa Muyangwa	Zanzibar, Tanzania	Planned
10	Macro-Fiscal Analysis	Medium Term Budgetary Frameworks, Fiscal Rules, and Fiscal Councils: Options to Ensure Fiscal Sustainability	January 12, 2016	January 16, 2016	Fazeer. S. Rahim	Addis Ababa, Ethiopia	Planned
11	Macro-Fiscal Analysis	Fiscal Risks	January 26, 2016	January 29, 2016	Fazeer. S. Rahim	Arusha, Tanzania	Planned

	Sector	Workshop/ Course Title	Start Date	End Date	Advisor	Location	Status
12	Government Finance Statistics	Developing Government Balance Sheets: Principles and Compilation	February 1, 2016	February 12, 2016	Johan Mathisen	Addis Ababa, Ethiopia	Planned
13	Financial Sector Regulation & Supervision	Financial Analysis and Stress Testing for Insurance Supervision	February 8, 2016	February 12, 2016	Dirk Jan Grolleman	Kigali, Rwanda	Planned
14	Public Financial Management	Strengthening Budgetary Institutions	February 16, 2016	February 20, 2016	Kubai Khasiani	Zanzibar, Tanzania	Planned
15	Monetary Policy and Operations	Coordination between Fiscal and Monetary Policy	March 7, 2016	March 11, 2016	Alain Vandepeute	Zanzibar, Tanzania	Planned
16	Economic and Financial Statistics	Regional EAC workshop on Property Price Index	March 7, 2016	March 11, 2016	Pamela Audi	Entebbe, Uganda	Planned
17	Macro-Fiscal Analysis	Fiscal Forecasting	April 11, 2016	April 15, 2016	Fazeer. S. Rahim	Entebbe, Uganda	Planned
18	Payment Systems	Oversight of Cross Border Payments and Settlement Systems	TBA	TBA	Alain Vandepeute	TBA	Planned
19	Economic and Financial Statistics	Regional EAC workshop on NAS harmonization	TBA	TBA	Pamela Audi	TBA	Planned

#### IMF-ICD Course

1	Macro-Fiscal Analysis	Macroeconomic Diagnostics (ICD)	30-Nov-15	10-Dec-15	Fazeer. S. Rahim	Dar es Salaam, Tanzania	Planned
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**Annex 4. East AFRITAC  
Mission Reports, First Half  
of FY 2014**

Country	Report	Mission Members	Dates (2015)
<b>Revenue Administration</b>			
Eritrea	Strengthening Enforcement and Collection capacity (draft)	Barry W.O. Paulson	October 12-23
Malawi	Developing Compliance Plans for Financial Year Y2015/16	Annette Chooi	June 1-12
Rwanda	Developing Domestic Taxes Compliance Plans for the Financial Year 2015-16	Carson McNeill	May 11-22
Tanzania	Developing Compliance Plans for 2015-16 Financial Year	Stewart Scott	June 8-19
Uganda	Addressing Data Integrity and Quality Issues in Domestic Tax Administration (draft)	Andja Komso	September 1-14
Uganda	Compliance Planning for 2015-16	Michael R. Smithson	May 25-June 5

Country	Report	Mission Members	Dates (2015)
<b>Public Financial Management</b>			
Malawi	Aide Memoire on Implementing Priority PFM reforms (Follow-up)	Amitabh Tripathi Robert D. Mpagi	April 27-May 8
Zanzibar	Back to Office report on the PBB Presentation to the House of Representatives	Tawfik Ramtoolah	May 13-15
Eritrea	Eritrea-MTBF Workshop Report	Tawfik Ramtoolah Fazeer Sheik Rahim	June 8-11
Rwanda	Desk review of Manual of Government Policies and Procedures: Financial Management and Accounting	Amitabh Tripathi Guy Anderson Tawfik Ramtoolah	June 8-19



Country	Report	Mission Members	Dates (2015)
<b>Public Financial Management</b>			
Rwanda	Reviewing Public Investment Management	Tawfik Ramtoolah Simon Groom Stephen Emasu	June 15-26
Kenya	Aide Memoire on Annual Financial Reporting	Guy Anderson Amitabh Tripathi Frans van Schaik	May 18-29
Uganda	Aide Memoire on Implementing the TSA and Strengthening Cash Management	Guy Anderson John B. Gardner	June 15-24
Malawi	Aide Memoire on Improving Cash Planning and Management	Amitabh Tripathi Vijay Ramachandran	July 13-24
Malawi	Back to Office Report on Status of Preparation and Implementation of PFM Reform	Tawfik Ramtoolah	July 13-16
Tanzania	Back to Office Report on the Data Collection Mission for Fiscal Transparency Evaluation	Guy Anderson Fazeer Sheik Rahim Amitabh Tripathi Francois Engelbrecht	July 27-31
Zanzibar	Back to Office report on Reviewing PFM Reform Progress and Introducing New Advisors	Guy Anderson Kubai Khasiani Amitabh Tripathi	August 26-28
Malawi	Draft report on Financial Controls and Discipline: Enforcing Accountability	Sailendra Pattanayak Chris Iles Guy Anderson Abdul Khan Jean de Dieu Rurangirwa	September 3-16
Tanzania	Draft Report on Fiscal Transparency Evaluation	Tom Josephs Lesley Fisher Alpa Shah Fazeer Sheik Rahim Amitabh Tripathi Felipe Bardella	September 14-22
Zanzibar	Back to Office Report on Participating in a Workshop to Review the Implementation of PBB	Kubai Khasiani	September 25-28

Uganda	Aide Memoire on PBB Workshop	Kubai Khasiani Tawfik Ramtoolah	October 5-16
Ethiopia	Draft report on Enhancing Integration of Multi-Year Planning and Budgeting	Florence Kuteesa Johann Seiwald Guy Anderson Kubai Khasiani Paul Seeds	October 14-27

Country	Report	Mission Members	Dates (2015)
<b>Macro-Fiscal Analysis</b>			
Ethiopia	Developing High Frequency Indicators of Economic Activity	Robin Youll	June 11-18
Malawi	Macro-Fiscal Database <i>[draft]</i>	Anna Lennblad	October 26-November 6
Tanzania	Fiscal Transparency Evaluation <i>[draft]</i>	Fazeer Sheik Rahim Amitabh Tripathi Guy Anderson Tom Josephs Felipe P. Bardella Lesley Fisher Alpa Shah	September 14-22

Country	Report	Mission Members	Dates (2015)
<b>Financial Sector Regulation List of Reports</b>			
Eritrea	Developing On-Site Insurance Supervision in Eritrea	Michael J. Hafeman	July 27-August 8
Kenya	Implementation of Pillar 2 of the Basel II Framework in Kenya <i>[draft]</i>	Dirk Jan Grolleman Jan Rein Pruntel	October 26-November 6
Rwanda	Rwanda: Consolidated Supervision	Michael Andrews	May 18-22
Rwanda	Implementing Pillar 2 of the Basel II/III Framework	Dirk Jan Grolleman Sammy S. Chilunga	June 29-July 3
Rwanda	Developing a Liquidity Regulation Framework for Banks in Rwanda <i>[draft]</i>	Ian T. Tower	October 12-16
Rwanda	Developing Anti-Money Laundering and Combating the Financing of Terrorism supervisory tools <i>[draft]</i>	Ian Carrington Rebecca Obare	August 10-14

Country	Report	Mission Members	Dates (2015)
<b>Financial Sector Regulation List of Reports</b>			
Tanzania	Tanzania: Moving Towards the Basel II/III Framework <i>[draft]</i>	Dirk Jan Grolleman	May 11-15 and June 15-19
Tanzania	Tanzania: Developing a Prudential Strategy for Regional and Community Banks <i>[draft]</i>	Dirk Jan Grolleman	August 31-September 4
Tanzania	Tanzania: Pilot Examination on Consolidated Supervision <i>[draft]</i>	Michael Andrews	October 19-23
Uganda	Uganda: Pilot Examination on Consolidated Supervision <i>[draft]</i>	Dirk Jan Grolleman	September 28-October 9
Uganda	Uganda: Financial Institutions Mergers and Acquisitions <i>[draft]</i>	Ian T. Tower	October 5-9
Uganda	Developing Anti-Money Laundering and Combating the Financing of Terrorism supervisory tools	Ian Carrington Rebecca Obare	August 17-21

Country	Report	Mission Members	Dates (2015)
<b>Monetary and Policy Operations</b>			
Ethiopia	Improvement of the Liquidity Forecasting and Management	Alain Vandepeute Brynjolv Vollar	May 19 – 28
Tanzania	Code of Conduct for Money and Foreign Exchange Market	Richard Comotto	June 2–12
Regional e.g. EAC	EAC Collateral Framework and Standing Facilities	Alain Vandepeute Mark Buessing-Lorcks	July 6 – 17
Uganda	National Payment System Oversight Procedure Manual	Kennedy Komba	June 15- 23

Country	Report	Mission Members	Dates (2015)
<b>Economic and Financial Statistics</b>			
Ethiopia	Assist with the Development of Quarterly GDP by Economic Activity Estimates	Robin Youll	May 11-22
Ethiopia	Price Statistics	David N. Collins	August 17-September 4
Kenya	Finalize the New QGDP-E estimates for Dissemination	Pamela A. Audi	August 5-18
Malawi	Assist with Improving Compilation of AGDP using the Benchmark-Indicator Approach ( <i>in progress</i> )	Pamela A. Audi	October 19-29
Malawi	Assist with the Implementation of an Exports and Imports Prices Survey	David N. Collins	June 22-July 3
Rwanda	Finalize the New QGDP-E estimates for Dissemination	Robin Youll	August 31-September 11
Tanzania (Zanzibar)	Develop the Methodology for Compiling QGDP-E Estimates	Pamela A. Audi	June 8-19
Tanzania	Develop the CPI Rebasing Methodology and Action Plan for Implementation	Dale A. Smith	May 18-29
Tanzania	Develop the Methodology for Compiling QGDP-E Estimates	Pamela A. Audi	May 18-29
Regional e.g. EAC	Back to Office Report on National Accounts Statistics Workshop	Pamela A. Audi Robin Youll	September 21-October 2
Uganda	Finalize the new QGDP-E estimates for Dissemination	Robin Youll	July 23-August 3
Uganda	Assist with the Development of Export and Import Price Indices	David N. Collins	May 4-22
Uganda	Development of the Construction Inputs Price Index Methodology and	David N. Collins	May 4-22

## Implementation Action Plan

Uganda	Development of the Hotels and Restaurants Price Index Methodology and Implementation Action Plan	David N. Collins	May 4-22
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Country	Report	Mission Members	Dates (2015)
<b>Government Finance Statistics</b>			
Kenya	TA Note on the Government Finance Statistics Mission ( <i>in progress</i> )	Brooks B. Robinson Chelaus Rutachururwa	October 19-30
Tanzania	TA Note on the Government Finance Statistics <i>Mission (in progress)</i>	Francois S. Engelbrecht	October 5-16
Tanzania (Zanzibar)	Technical Assistance Report on the Government Finance Statistics Mission	Johan Mathisen Francois S. Engelbrecht	June 15-26

### Annex 5. East AFRITAC Budget and Financing

#### IMF Africa Capacity Building Initiative - East AFRITAC Phase IV (as of October 31, 2015)

Expenses	FY2016 - 20 Total Budget	FY2016			
		Budget <sup>1</sup>	Outturns thru Oct-15	Execution thru Oct- 15	Remaining Budget
	US\$	US\$	US\$	Percent 25	US\$
<b>Long-term Experts</b>					
Fiscal			375,421	29	
Monetary			148,848	23	
Statistics			139,955	27	
Regional Travel			73,500	16	
<b>Short-term Experts</b>	<b>15,852,26</b>	<b>2,227,547</b>	<b>461,836</b>	<b>21</b>	<b>1,765,711</b>
Fiscal			136,900	14	
Monetary			75,939	15	
Statistics			246,729	50	
Legal			2,268	11	
Research			-	0	
<b>Training</b>	<b>6,784,132</b>	<b>1,590,873</b>	<b>123,788</b>	<b>8</b>	<b>1,467,085</b>
TA seminars			122,907	8	
Training			881	1	
<b>Diagnostic</b>	<b>1,346,072</b>	<b>445,842</b>	<b>37,701</b>	<b>8</b>	<b>408,142</b>
Fiscal			8,682	2	
Monetary			3,696	20	
Statistics			8,310	68	
Legal			17,013	42	
<b>Backstopping/Project</b>	<b>4,646,541</b>	<b>684,408</b>	<b>172,100</b>	<b>25</b>	<b>512,308</b>
Backstopping			97,774	22	
Project			17,686	13	
Staff Travel			56,639	54	
<b>Other</b>	<b>1,649,686</b>	<b>46,186</b>	<b>4,240</b>	<b>9</b>	<b>41,946</b>
Evaluation	300,000	-	-	0	-
Miscellaneous					
Office costs	365,092	46,186	4,240	9	41,946
Contingency	984,594	-	-	0	-
<b>Subtotal Donor Expenses</b>	<b>46,519,44</b>	<b>7,941,183</b>	<b>1,537,388</b>	<b>19</b>	<b>6,403,795</b>
<b>Trust Fund Management</b>	<b>9</b>	<b>3,256,361</b>	<b>555,883</b>	<b>107,617</b>	<b>19</b>
<b>Total Donor Expenses</b>	<b>49,775,81</b>	<b>8,497,066</b>	<b>1,645,006</b>	<b>19</b>	<b>6,852,060</b>
<b>Office Coordination and Administration</b>	<b>0</b>	<b>3,703,989</b>	<b>612,751</b>	<b>298,753</b>	<b>49</b>
<b>Total East AFRITAC</b>	<b>53,479,80</b>	<b>9,109,817</b>	<b>1,943,759</b>	<b>21</b>	<b>7,166,059</b>

1. FY2016 budget covers a period of 10 months (July 2015 –April 2016).

### AFRITAC East - Status of Contributions, November 11, 2015

Donor Country	Pledged Currency & Amount	In U.S. dollars			Past
		Pledged	Received	Requested	Due
Donors					
European Commission	6,000,000 EUR	6,570,000	6,570,000	...	...
The Netherlands	3,000,000 EUR	3,268,018	...	3,268,018	...
Switzerland	1,000,000 USD	1,000,000	500,000	...	...
United Kingdom	4,500,000 GBP	6,939,900	3,469,950	...	...
Grand Total		17,777,918	10,539,950	3,268,018	0

Source: Institute for Capacity Development, November 11, 2015

**Annex 6. Executive Summaries of Evaluations of PFTAC and AFRITAC South**Mid-Term Evaluation of PFTAC Phase 4

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**Independent External Mid–Term Evaluation****Pacific Financial Technical Assistance  
Centre (PFTAC)*****Good to Great***

Presented to the  
PFTAC Steering Committee and the International Monetary Fund

By:

Dr. Kenneth Watson  
Dr. Munir Sheikh  
Ms. Vinita Sikand Watson  
Dr. Anne Perkins

June 2015



## Executive Summary

The Pacific Regional Technical Assistance Centre (PFTAC) provides technical assistance to sixteen member governments in five areas: revenue policy and administration; public financial management; financial sector supervision; macroeconomic statistics; and macroeconomic analysis and forecasting.

At the time of this evaluation the Centre has a Coordinator and seven resident advisors supported by short-term experts and “backstopped” by experts at IMF headquarters. There is a Steering Committee (SC) composed of officials of member governments, donors, and staff of the International Monetary Fund (IMF).

The general conclusion of this evaluation is that PFTAC is a good Centre that could be a great Centre given some modest changes that include:

A program-based approach to organizing its work as distinct from a flow of ad hoc activities. By “program based” we mean planned multi-year efforts that have terms of reference and deliverables, start and end dates, entry and exit workshops and a joint work plan that one or several countries commit to. Statistics, for example, might have several such “programs” operational at any one time, with different start and end dates. We envisage a transition from a large number of ad hoc activities to a small number of coherent programs. This would be a transition similar to that achieved successfully by the IMF in technical assistance funded by the Japan Sub-Account (JSA) in Asia and the Pacific.<sup>1</sup>

A more proactive and empowered Steering Committee (which depends on the willingness of the Steering Committee to do more work outside meetings),

A modest rebalancing of responsibilities and authorities to enable the Centre Coordinator to commission some inter-disciplinary and thematic work,

More stable funding and better continuity of operations and

A sharper focus on building self-reliant capacities in member countries or, where scale efficiencies are needed, regionally. We do not think it is an appropriate role for PFTAC to provide long-term supplementation (actually doing the needed work). This is a role for specialized regional agencies or for private sector providers of professional services.

### PFTAC’s Performance

PFTAC has been highly relevant to the needs of its member states. Effectiveness and impact have been very good in the short term although there are questions about sustainability in many instances.

The sustainability of PFTAC’s results is modest and would be improved by a program-based approach to organizing its work, a direction in which PFTAC is already moving.

Efficiency has been good with one major exception – budget uncertainties and therefore volatility of activity levels at Phase transitions has harmed the efficiency of the Centre.

The following table shows performance ratings by PFTAC clients, by members of the Steering Committee, experts and partners, and by the evaluators (authors of this report). The ratings vary from modest (around 3.5) to excellent (around 4.5). Relevance receives very high scores

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<sup>1</sup> See Rideau Strategy Consultants Ltd., Evaluation of IMF Technical Assistance funded by the Japan Sub-Account, 2012.

## Mid-Term Evaluation of PFTAC Phase 4

(around 4.5 out of 5) and sustainability receives decent but modest scores around 3.5. The evaluators judge that performance scores could be consistently above 4.0 on the 0-5 scale if certain changes were made.

**Table ES-1 PFTAC Performance Ratings on OECD/DAC Criteria**

(PFTAC Phase 4, Scale<sup>2</sup> 0 to 5)

Performance Criteria (OECD/DAC)	Ratings			Evaluators' Summary Assessments
	PFTAC Clients	SC, Experts, Partners	Evaluators	
Relevance	4.38	4.43	4.5	Relevance is very good to excellent and could still be improved by a more programmatic approach.
Effectiveness	3.51	3.63	3.5	Effectiveness is good but needs constant attention to building self-reliant capabilities and finding regional solutions when necessary.
Efficiency	3.82	3.96	3.7	Efficiency is good in most respects but budget volatility at Phase transitions needs to be addressed
Impact	3.67	3.68	3.5	Impact is modest to good, with threats of erosion and regression in some cases.
Sustainability	3.50	3.44	3.5	Continuous engagement by PFTAC is important and not always attained. In some countries ecological sustainability has to be kept in mind as well.
Weighted average	3.8	3.9	3.8	There is a high degree of consensus among stakeholders and evaluators that performance has been very good.

Source: Stakeholder Surveys, Jan 2015; and Evaluator Ratings based on the Mid-Term Evaluation of PFTAC, 2014-2015

## Answers to Evaluation Questions

Answers to the evaluation questions are shown in Appendix 1. In summary: PFTAC's work has been highly relevant in Phase 4 and is likely to remain so for the foreseeable future. PFTAC has been effective but needs to improve continuity of engagement with each member country in part by adopting and strengthening its program-based approach as distinct from an activities-based approach. Efficiency has been compromised by a severe downturn in the level of activity at the start of each phase.

PFTAC is reported by its member governments to have had a significant impact but the challenges of small island states in maintaining capabilities once established require continuous engagement by PFTAC and regular follow-up. However long-term capacity supplementation, although needed by some Pacific island countries (PICs) in some fields, is not an appropriate role for PFTAC<sup>3</sup> and PFTAC's focus should remain on fostering self-reliant capabilities.<sup>4</sup>

2 The choice of this scale is discussed in Appendix X Methodology of this Report.

3 We think that supplementation is essential for several (or many) PICs in various fields but that it is not a role for PFTAC. The RTAC mandate is to build capacity in governments not to do the work for the government. Where supplementation is needed the first question is whether the function can be ever provided by a small PIC government – if not then specialized regional organizations and/or private sector professional service providers may be the appropriate solution.

4 One donor said, disagreeing in part with our view of supplementation: "The Evaluation suggests that supplementation is not to be considered by PFTAC, however there are no argumentation provided to support the conclusion. As a number of the PFTAC

## Mid-Term Evaluation of PFTAC Phase 4

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Supplementation (actually doing the work for the client) is a role for specialized cooperative regional organizations or for private sector professional services companies. Some stakeholders disagree with us on this issue.<sup>5</sup>

Sustainability was the weakest area of PFTAC performance. The main ways in which sustainability could be improved is to strengthen continuity between phases and between each LTX and his or her successor and by adopting a program-based approach to the work.

There is a broad consensus among stakeholders, with which we agree, that PFTAC provides good to excellent value for money. Overhead rates are reasonable and the cost of experts is within a normal range. The IMF provides oversight at little cost to donors and expert technical backup at low cost. It is unlikely that donors could duplicate PFTAC services unilaterally as cost-effectively as they are provided through their partnership with the IMF (PFTAC). (See Section 4.1)

### Lessons

The lessons that stand out include the following: (See Section 4.2)

To improve the sustainability of its results, PFTAC should follow a program-based approach in each Sector, as described earlier. As well the tenures of LTXs should overlap to improve continuity and improve corporate memory. Core Programs should not start or end with a particular LTX or a particular replenishment phase.

Major reforms need major help. Improving skills in administering established systems is one thing. Implementing entirely new systems and practices is exponentially more demanding.

PFTAC missions to some countries in some areas have been too infrequent. In addition there were areas of work where PFTAC could have helped in principle but had no resources.

Members of the Steering Committee, experts and partners emphasized the following ideas.

Find more cooperative approaches through regional institutions as distinct from country-by-country approaches.

Be more proactive at the activity level and strategic at the program level. Develop a program-based approach to organizing work as distinct from a large number of small discrete activities.

Improve the governance of the Centre.

Use technology better in technical assistance and training.

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beneficiaries are small to very small countries, it is acceptable that some functions traditionally expected from Finance Ministries may never be delivered by these countries. In such situations, supplementation may be the only way forward and this may be more acceptable than attempting to build capacities that do not and will never exist."

<sup>5</sup> Some members of the Discussion Group on Priorities for Phase 5 at the March 2015 meeting of the PFTAC Steering Group disagreed with us on this. They thought that supplementation is an appropriate role for PFTAC and that the Phase 5 Program Document should be clearer about where and when supplementation would be provided. We recognize that in some cases where supplementation is needed there may not at present be an alternative supplier to PFTAC in some specialized topics. However we observed during field work that many of the tasks that require on-going supplementation were basic accounting and data management tasks that did not require skills at the IMF/PFTAC/LTX level. These skills are available from private professional services firms in most instances.

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## Mid-Term Evaluation of PFTAC Phase 4

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### Recommendations

(For a discussion of the rationale behind each recommendation see Section 4.3).

**Recommendation 1: PFTAC needs to be larger than it was in Phase 4 to be an adequate response to member countries' needs and to operate efficiently.**

The size of the Centre should be determined by the following factors:

Demand from member countries as determined by a risk and needs analysis that identifies the needs for TA and training, in IMF core areas in detail for all member countries.

Efficient size to maintain continuity of TA in each particular core area and to provide consistent follow-up at reasonably frequent intervals. A single Resident Advisor in a sector is seldom efficient. Two colleagues can provide each other collegial support that is a supplement to backstopping and can achieve better continuity when one leaves and a successor arrives.

The amount of backstopping the IMF HQ can provide given its staff levels and TA cap (anchor) constraints.

Efficiency and stability would also be improved if donors were to consolidate certain areas of TA the Pacific under the PFTAC umbrella. PFTAC's financial sustainability could be improved by diversifying its donors and financial instruments and by member contributions.<sup>6</sup> The requirements for collective impact should be considered carefully.<sup>7</sup> Member governments contribute a small part of the Centre's budget for Phase 5, in the order of 10%. (See Section 2.4 Resources)<sup>8</sup>

**Recommendation 2: Donors and the IMF should act vigorously to ensure that the level of Centre activity does not contract sharply during the transition from Phase 4 to Phase 5.**

(See Section 2.4 Resources)<sup>9</sup>

Some possible implementation actions include:

Ask donors for earlier commitments and/or longer commitments (to facilitate this, produce a *Program Document* well ahead of the end of the current cycle)

Change IMF rules to allow the allocation and commitment (in the first year of a PFTAC five year program) of more than 1/5 of the monies actually in hand at the start of that

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<sup>6</sup> One donor said: "(Donor) strongly agrees that in order for countries to have an ownership of reforms it is valuable that they make financial contributions. It will also increase the integrity of future evaluations that assess value for money. It is noted that country financial contributions was an agreed recommendation for phase 4, but was not introduced. Discussions at the Steering Committee resolved that a sub-committee will be established to consider member government's contributions and how this would operate, given that the IMF is not legally able to charge for capacity support." Our only observation is that if donors continue to provide similar services free through bilateral channels it will compromise the "market test" for PFTAC.

<sup>7</sup> See, for example, J. Kania and M. Kramer (2011). Collective Impact. Stanford Social Innovation Review.

<sup>8</sup> One donor said: "A recommendation for contribution by countries is a useful starting point to demonstrate their genuine appreciation of PFTAC – 5-10% however is on the low side for countries that are mainly MICs. PFTAC's services will always be "appreciated" by countries as long as they are accessible at no cost - test it further by challenging the countries to pay - it may mean a greater appreciation of PFTAC from countries and expedite reforms."

<sup>9</sup> The typically low level of activity in the first year of each Cycle is a result of rules followed by both Donors and the IMF. To avoid this recurring problem donors would have to make firm commitments about six months before the start of the PFTAC fiscal year (May 1) and the IMF would need to be more flexibly about programming on the basis of firm commitments rather than cash in hand.

### Mid-Term Evaluation of PFTAC Phase 4

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year if there is a high probability that larger amounts of funds will be received in due course. Donors at the March 2015 meeting of the PFTAC Steering Committee were of the opinion that the resource constraint at the start of Phase 4 had not been a lack of cash (there was a substantial carry-over from Phase 3) but rather overly risk averse IMF rules on resource management.

Have access to (repayable?) “bridge funding” for use during the first year of the Cycle from a special provision by the IMF Area Department and/or from a Global RTACs Trust Fund.

Set up arrangements with relevant IMF Topical Trust Funds (TTFs) and other IMF Sub-Accounts to fund STX in relevant topical areas in collaboration with PFTAC LTX-led *Core Program Teams* on a cycle that did not coincide with PFTAC’s replenishment phases.

Set up a ***Global RTACs Trust Fund*** (to fund special initiatives across RTACs, to enhance RTAC support to IMF efforts in economic crises and, when needed, to provide bridge funding to an RTAC during Phase transitions)

**Recommendation 3: While remaining responsive to members’ demands for technical assistance and training, PFTAC should accelerate its movement towards a program-based approach to organizing its work.**<sup>10</sup>

PFTAC should deliver strategically important multi-country multi -year programs of technical assistance that are carried through to completion independently of the tenures of individual advisors. The normal tools of a program-based approach should be used.<sup>11</sup>

Some possible implementation actions include:

Organize work in multi-year multi-country “*Core Programs*” rather than as activities. Each Core Program should have outcome targets, timelines and output milestones, an Entry Workshop, progress reports and a completion report. The duration of each Core Program should be independent of the tenure of any particular LTX. In general there should be more than one core program in each sector.

Manage PFTAC and its *Core Programs* more actively as part of the RTAC network  
Examine the feasibility of a *Pacific Regional Training Institute* as one Core Program.

At the March 2015 meeting of the Steering Committee the Discussion Group on Program-Based Approaches agreed with the concept of “core programs” but cautioned that PFTAC should leave room for ad hoc requests and should not make Core Programs so complex that they are difficult for an LTX to administer. There was also a concern that Core Programs not become another way in which funds are earmarked and subsequently under-utilized. Nevertheless most

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<sup>10</sup>One donor said: “The PFTAC has been efficient in addressing the needs of the countries so far and a change in approach should not jeopardize the efficiency of the response provided. We also suggest a discussion around country based / thematic based funding to determine how this may be rolled out throughout countries.”

<sup>11</sup>In regard to program-based approaches on donor said: “The (donor) supports the recommendation. However, it is also important to make available the details of activities undertaken at country level, as those are more concrete and tangible for countries ... The multi-year multi country program programme approach must be better explained. Ideally it will have to be owned and driven by the countries themselves. A more active role of the Steering Committee in this process would be needed.”

## Mid-Term Evaluation of PFTAC Phase 4

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stakeholders were strongly supportive of the program-based approach.<sup>12</sup> The transition from an activities-based approach (mainly) to a program-based approach might require more resources in the short term but should not be more expensive in the long term.

### **Recommendation 4: Allocate a budget<sup>13</sup> to the IMF Area Department (APD) for a “core program” of multi-disciplinary and thematic work led by the Coordinator.**

Some possible implementation actions include:

Define and propose one thematic Core Program (among others in PFTAC-5) to cover three things: (1) Results and Learning (special RBM efforts); inclusiveness (especially but not exclusively in regard to gender equality); and sustainability. The sustainability component might include work on overall risk analysis in the Pacific both in the financial sector and in the enterprise public sector including state-owned enterprises, perhaps by a dedicated Financial Stability Advisor or perhaps as part of the Thematic Core Program; and systemic risks posed by special environmental or social/governance factors.

Charge the Coordinator with identifying and funding multidisciplinary and thematic work in topics that might not otherwise receive adequate attention. A Core Program could be defined for these purposes and funds used to engage STX, pay for travel or hold seminars/workshops on special topics.

On the general point of Coordinator authorities it seems reasonable to give her or him authority to approve all STX missions, as recommended by the internal IMF Working Group on Governance of the RTACs (2012).<sup>14</sup>

It would be sensible to devolve (from IMF HQ to PFTAC office) more administrative responsibilities and authorities for functions such as IM/IT and project/program management.

### **Recommendation 5: Clarify and strengthen the role of the Steering Committee.**

Some possible implementation actions include:

Clarify the role and status of the Steering Committee as an advisory body albeit one that expresses its advice on some important matters by voting.<sup>15</sup> The SC should vote on things such as acceptance of PFTAC’s annual work plan, accession of new members,

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<sup>12</sup>One donor said: “(We) strongly support this recommendation and notes it will be a beneficial to achievement of results under RBM, more fit for purpose support and sustainability. The programmatic approach can also be used to strengthen information provided to the Steering Committee and its ability to provide strategic direction for programs and assess how effective they are at the annual meetings. It could be noted more strongly in the review that this in fact is a major recommendation for a major reform to the way PFTAC does business and additional support will be required to make these changes.”

<sup>13</sup>We considered various percentages of the total PFTAC budget that might be devoted to this purpose. In the end we decided that it’s best to recommend that the Area Department and the Coordinator have budget for a Core Program in multi-disciplinary and thematic work and let them work out how big that should be each year. A lot depends on the willingness of the Coordinator to take on an extra responsibility and the time he or she has available to devote to it.

<sup>14</sup>One respondent said: “Personally, I think I would recommend giving the Coordinator complete allocation authority over the STX budget, and write into the agreements for Phase 5 a provision that would allow these funds to be used for an additional LTX if approved by the SC and the coordinator.” (Respondent 101)

<sup>15</sup>One donor said: “Efforts to develop ToRs and identify responsibilities of the members should be a focus prior to phase V. A rotating chairmanship would be a step in the right direction. A more active SC will require IMF to review some of its modus operandi to ensure that ownership by partners is promoted and that decisions of strategic importance can be made at the level of the SC.”

### Mid-Term Evaluation of PFTAC Phase 4

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contributions by member countries and endorsement of the PFTAC *Program Document* and each *Core Program* proposal. The Governance Discussion Group at the March 2015 meeting of the PFTAC Steering Committee recommended that, among other things, (voting and non-voting)<sup>16</sup> membership of the Steering Committee should be more formalized and the voting occasions and procedures should be clarified. Points on which the Steering Committee will be asked to advise should be circulated before the Steering Committee meets to enable consideration.

Engage the Steering Committee in strategic decisions at every opportunity including early consideration of a draft PFTAC *Program Document* and reviewing proposals for *Core Programs*

Appoint beneficiary member countries' heads of Finance Departments and Central Banks or, in their absence, their Deputies, as voting members of the Steering Committee. Distinguish between engaged observers (IMF, donors and partners) and voting members of the advisory Steering Committee (beneficiary member governments).

#### **Recommendation 6: PFTAC should make a strong effort to implement results-based management in the remainder of Phase 4 and in Phase 5.**

Some possible implementation actions, which would require resources, include

Consider hiring a RBM specialist for a transitional term to give the RBM initiative more momentum, as PFTAC's sister Centre, CARTAC, has done.

State outcomes in RBM Frameworks as self-reliant capabilities of member governments not as activities or products

Organize outcomes by *Core Programs* and countries as well as by Sector

Make greater investments in regional expertise (individuals and associations).  
Link RBM to Corporate Memory and Knowledge Management.

Invest more in research to identify risks and opportunities in all sectors (broadly-defined stability risks), to develop the intervention "logic" in RBM frameworks and to help develop *Core Programs*.

#### **Recommendation 7: PFTAC should pay more attention to inclusiveness and sustainability.**

Some possible implementation actions include:

In the Program Document, the proposal for each *Core Program* and the RBM Logical Frameworks PFTAC should include issues of inclusiveness, including gender equality, and ecological vulnerability and sustainability and their possible impacts on macroeconomic management.

PFTAC should "mainstream" gender and other inclusiveness issues particularly in certain areas, such as sex-disaggregated national statistics and the regulation and supervision of institutions that tend to serve poor women such as microfinance institutions.

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<sup>16</sup> There was a discussion as to whether donors should be voting or non-voting members.



## Mid-Term Evaluation of PFTAC Phase 4

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PFTAC should “mainstream” ecological vulnerability issues and take them particularly into account in certain countries where ecological challenges pose particularly severe risks economically.

### **Recommendation 8: PFTAC should improve its corporate memory and knowledge management.<sup>17</sup>**

Some possible implementation actions include:

1. Overlap LTX tenures to facilitate tacit knowledge transfer.
2. Build an interactive website, blog and awareness service where officials can ask and answer questions in PFTAC/IMF core areas.
3. Improve peer-to-peer learning by making PFTAC TA reports more accessible on a no-objections basis, and being more active in providing internships and attachments.
4. Improve electronic file capture, organization and backup.
5. Require each LTX to prepare a written “report to file” twice annually on the status and action plan for each *Core Program* managed by that LTX.

### **Recommendation 9: Donors should consolidate their aid to technical assistance in the Pacific in the IMF core areas as much as possible under the PFTAC umbrella. The requirements for collective impact should be considered carefully.<sup>18</sup>**

Some possible implementation actions include:

PFTAC could produce an overview of donor activity in each sector in which it works.

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<sup>17</sup>One donor said: “There needs to be greater accountability of PFTAC at 3 different levels in terms of Knowledge Management: (1) Within PFTAC itself: Experts in transition (incoming vs. outgoing) and the transfer of knowledge and documentation has to be improved (Handover process needs to be strengthened) (2) Between experts and country officials: PFTAC struggles in demonstrating how it has been able to transfer useful knowledge and skills to their local counterparts. This is particularly true for Short-term experts who offer quick fix solution, but not necessarily sustainable options (Sustainability aspect of LTX will also need to be tested) (3) In-country cross transfer: Whilst PFTAC is doing its best to build or develop capacities in-country, it is the onus of beneficiaries to store, build on and disseminate skills and information passed onto them laterally and vertically in the hierarchy. This element is not so obvious at the moment in the Programme.”

<sup>18</sup>See, for example, J. Kania and M. Kramer (2011). Collective Impact. Stanford Social Innovation Review.



# AFRITAC South

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## Independent Mid-Term Evaluation Phase I: June 2011 to April 2014

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### Volume I: Final Report

May 2015

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#### Consultants

Subhrendu Chatterji

John Gray

Keith Blackburn

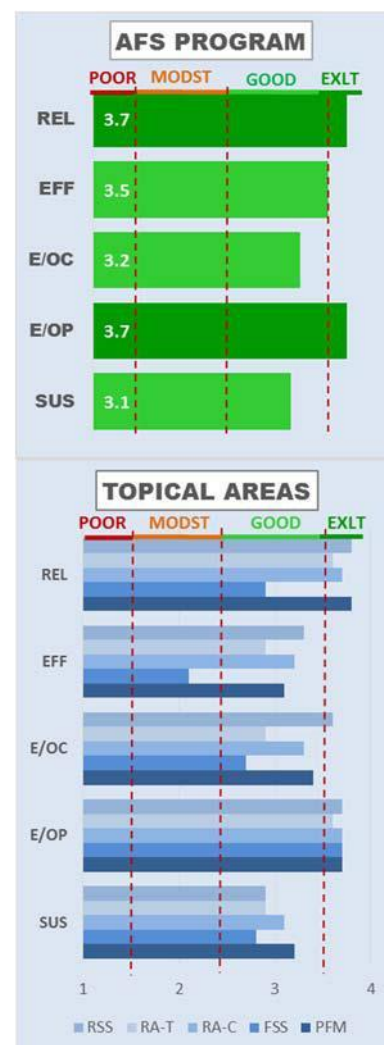
## EXECUTIVE SUMMARY

Our independent interim evaluation of the first phase of the AFRITAC South (AFS) program indicates that it has made a very strong start. It has developed and has been implementing an integrated technical assistance (TA) and training program that is meeting a critical need of member countries in important areas for their economic development. In a very short time, AFS has positioned itself as a key provider of high quality technical advice, sought after by TA recipients and other TA providers. The program is very well managed and has developed a robust system of monitoring and reporting, the latter both internally as well as to external stakeholders. AFS has also been making effective use of the results based management (RBM) framework. Although relatively early in its program, AFS has achieved a number of important outcomes and is progressing well on realizing others. Our evaluation ratings for the program and for the topical areas reflect these successes.

The AFS program's relevance is rated as Excellent<sup>1</sup>, confirming its consistency with the program document and alignment with members' needs. The allocation of resources between the topical areas may require attention. AFS is also coordinating well with other TA providers and IMF headquarters. The program's efficiency is rated as a very strong Good, at a premium over the individual topical areas taken separately. This reflects the robust management and control over the program at the Centre level. The program's subscale operation in its first year affected its efficiency. RBM could be strengthened further. In addition, the TA delivery approach in some of the topical areas present scope for refinement. We rated the program Good for outcomes, and Excellent for outputs. Overall, AFS has already realized some notable outcomes, and made good progress on other targets, although achievements have varied between topical areas. TA reports and workshops have been consistently of very high quality, as are the reports and bulletins produced by the Centre. Sustainability is rated Good although it is too early to judge the criterion for a significant proportion of projects that are still being implemented. We believe that project design, delivery and wider IMF and Steering Committee engagement could be further tailored to achieve sustainability in institutions with low capacity. Nevertheless, significant factors that are likely to affect sustainability are beyond AFS control.

With respect to topical areas:

- PFM, which has accounted for almost half of AFS budget allocation, has made a strong start. It has developed a coordinated and well sequenced approach to TA delivery, and we believe is likely to achieve a significant proportion of its outcomes. Considerable progress has been made in securing approvals and the passing of enabling legislation. The more challenging implementation and capacity building phase is gathering momentum. Our case studies and field trips have indicated some reservations about the fast pace and high intensity of TA being delivered in some countries, testing the absorptive capacity of some recipients.
- The AFS financial sector supervision work started a few months later than most of the other topical areas, and has been slow to achieve traction. Members in some target areas have been either already receiving TA, or have been implementing reforms without AFS support. Some outcomes have been achieved. Efficiency has been limited by a number of factors.
- Both customs and tax have achieved important outcomes. Customs has a very high rate of output and has strengthened the work of its client institutions in a number of aspects. Tax has also strengthened counterpart institutions, although some of its outcomes have been partial and need further TA. Both areas have experienced projects that have not been implemented, although mostly for reasons have been outside AFS control. Nevertheless, we believe that in the absence of increased resources the areas being targeted by both topical areas could be narrowed down so that more concentrated TA would further enhance the prospects of achieving outcomes and sustainability. IMF has pointed out that narrowing down the scope of the program risks not meeting members' critical needs.



<sup>1</sup> Excellent: All or substantially all objectives met; Good: Majority of objectives met; Modest: Few/minority of objectives met; Poor: Very few objectives met.

# Independent Interim Evaluation of AFRITAC South. Volume I: Main Report

- Statistics has benefited from a tight focus, on national accounts and price. It has concentrated principally on the former area in the program's early phase, and has achieved a number of important results in rebasing GDP estimates and producing national accounts compliant with international standards. Its regional seminars program is very well integrated with TA. Statistics has also been able to capitalize on a relatively high rate of cancellations and postponements by providing more hands-on support to a narrow set of countries.
- The monetary policy framework operations (MPFO) TA delivery work has started in FY 2015 after having undertaken a number of diagnostics. It is planning to implement a methodical approach to capacity building. In FY 2015 this topic has been allocated resources that exceed those of customs and tax combined. This high allocation presents risk to the AFS TA portfolio as well as challenges in achieving cost effectiveness.

## Recommendations

1. AFS should review the allocation of resources between topical areas and the individual topical TA delivery strategies with the aim of further enhancing effectiveness. (Priority: High)
2. For the next phase of the program, or if feasible earlier, AFS should evaluate whether there is a need and it has the capacity to provide more direct support to regional harmonization and integration objectives given the country specific demands for its resources. If this is considered desirable, a focused work program involving TA and workshops should be developed and implemented, in selected topical areas, with explicit targets related to the objectives of relevant regional initiatives. (Priority: Medium)
3. Member country representatives at the Steering Committee should be more active in coordinating and representing views from all beneficiary institutions, and support action to increase sustainability of AFS TA in their countries. (Priority: High)
4. After conducting a feasibility study, AFS should develop a costed strategy, with appropriate allocation of dedicated staff time, to proactively implement the peer-to-peer learning initiatives and recruitment of regional experts in the IMF roster. This should include a wider range of candidates than practicing officials. (Priority: Medium)
5. For the next phase of the program AFS (or ATI) should implement a strategy to develop regional and sub-regional training capacity to reach a wider audience more cost effectively, in order to complement and reinforce their own training programs. (Priority: Medium)
6. We recommend that IMF should design the proposed HQ IT systems aimed at providing integrated financial and qualitative TA performance information after taking into account the information needs of all RTAC stakeholders, and especially ensure that disaggregated data for countries as well as individual TA projects and workshops is available. (Priority: High)
7. AFS should consider further strengthening its RBM framework by refining milestones, strengthening linkage between results of individual interventions and topical outcomes, updating topical indicators and developing targets in partnership with TA recipients. (Priority: High)
8. AFS should strengthen further its reporting by emphasizing results, providing more financial analysis and key performance indicators, and preparing a completion report at the end of the current phase. (Priority: High)
9. AFS should implement a more flexible approach to TA delivery where needed, especially for capacity building projects. This could involve extended or more frequent missions, remote mentoring and greater hands-on implementation coaching. (Priority: High)
10. IMF should implement a budgeting process at the commencement of RTAC operations, and for transitions between their phases, that minimizes the disruptive effects of delayed pledges. This might include allocating temporary shortfalls in commitments to the back end of the program and developing rolling annual budgets. (Priority: Medium)

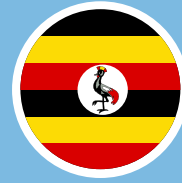




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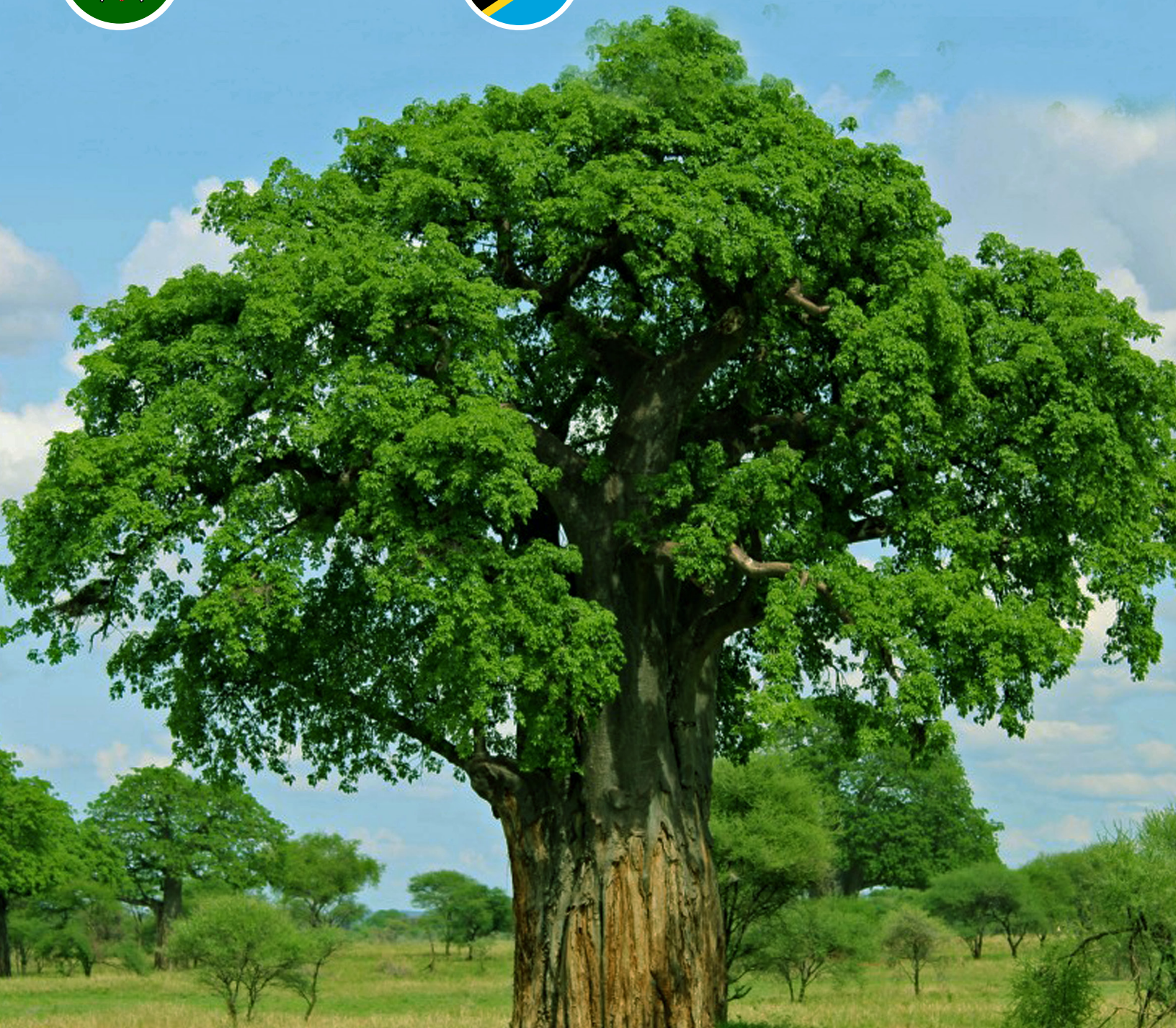
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Kenya



Tanzania



**International Monetary Fund  
Institute for Capacity Development  
Global Partnerships Division**

700 19th Street NW  
Washington, DC 20431  
USA

Tel.: 1-202-623-7636

Fax: 1-202-623-7106

Email: [GlobalPartnerships@imf.org](mailto:GlobalPartnerships@imf.org)

**East AFRITAC**

BOT North Tower, 10<sup>th</sup> floor  
P.O. Box 10054

Dar es Salaam, Tanzania

Tel: 255 22 223 5353

Fax: 255 22 223 4204

Website: [www.eastafrillac.org](http://www.eastafrillac.org)