

FY 2018 MID-YEAR REPORT

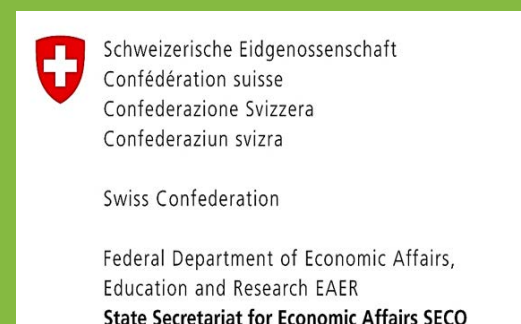
**EAST AFRICA
REGIONAL TECHNICAL
ASSISTANCE CENTER
(EAST AFRITAC)**





East AFRITAC
INTERNATIONAL MONETARY FUND
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Kenya



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Mid-Year Report

FY 2018

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

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List of Abbreviations

AFE/Center	IMF East AFRITAC
AFRITACs	Africa Regional Technical Assistance Centers
CD	Capacity Development
CPI	Consumer Price Index
DfID	Department for International Development (United Kingdom)
EAC	East African Community
EAMU	East African Monetary Union
FAD	Fiscal Affairs Department (IMF)
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
ICD	Institute for Capacity Development (IMF)
IMF	International Monetary Fund
LEG	Legal Department (IMF)
LoU	Letter of Understanding
MAC	Monetary Affairs Committee (EAC)
MCM	Monetary and Capital Markets Department (IMF)
MEFMI	Macroeconomic and Financial Management Institute for Eastern and Southern Africa
MFA	Macroeconomic and Fiscal Analysis
NAS	National Account Statistics
PBB	Program-Based Budgeting
PFM	Public Financial Management
PFMI	CPSS/IOSCO Principles for Financial Market Infrastructures
PPI	Producer Price Index
QGDP-E	Quarterly National Accounts by Expenditure
RA	Resident Advisor or Revenue Administration
RBM	Results Based Management
RSS	Real Sector Statistics
RTAC	Regional Technical Assistance Center
SC	Steering Committee
SCT	Single Customs Territory
SDGs	Sustainable Development Goals
SNA	System of National Accounts (2008)
STX	Short Term Expert
TADAT	Tax Administration Diagnostic Assessment Tool
TA	Technical Assistance
TSA	Treasury Single Account
VAT	Value Added Tax

I. Executive Summary

1. This report covers the activities of IMF East AFRITAC in first half of FY 2018 (May-October 2017). Financing uncertainty required cautious planning and implementation of the FY 2018 work plan. Because of the uncertainty on the timing of new disbursements from development partners, the Steering Committee endorsed in April 2017: (i) a baseline work plan and budget for FY 2018; and (ii) contingent activities to be implemented only if additional financing became available soon enough in the fiscal year. The baseline work plan had to be implemented cautiously in the first few months of FY 2018, to avoid running out of money and having to bring all activities to a sudden stop. Financing uncertainty decreased substantially in September 2017 as the timing of new disbursements from development partners became known, and it was decided at that time to implement fully the work plan for FY 2018, including the contingent activities. As a result, the delivery rate of activities was low in the first half of FY 2018, with about 45 percent of the activities included in the annual baseline work plan delivered. The execution rate of the work plan is expected to increase significantly in the second half of FY 2018.

2. Several development partners have made important financial contributions in the past few months, which will greatly contribute to the sustainability of IMF East AFRITAC's operations in the next few years. The European Union made an additional commitment of € 10 million, with the corresponding agreement to be signed in early 2018. The United Kingdom recently signed a follow-up agreement of GBP 2.25 million, part of which has already been disbursed. The United Kingdom may continue supporting East AFRITAC through another agreement in the coming year. Germany's Ministry of Finance recently signed a € 15 million agreement with the IMF, as part of the Compact with Africa initiative; € 2.5 million was allocated to IMF East AFRITAC in 2017 and it is anticipated that a second tranche in 2018 will also benefit the Center. Taking into account total received contributions and firm commitments from development partners and the IMF and assuming full contributions from member countries, IMF East AFRITAC is in a relatively good financial situation, with a remaining financing gap of about \$3.9 million for the Phase IV period (2015-20).

3. During this period, IMF East AFRITAC supported notable achievements by member countries. Kenya and Uganda are developing medium-term revenue strategies to improve the design of the tax system. A comprehensive tax administration assessment was conducted in Zanzibar. Ethiopia is reviewing and further developing its draft public financial management (PFM) reform strategy, while Zanzibar drafted the key provisions for revised PFM regulations. Financial sector regulators and supervisors from Eastern and Southern Africa gathered to share experiences and receive training on enhancements to the Basel process. Malawi is making fast progress in developing its forecasting and policy analysis capacity and using it to inform monetary policy decisions. Eritrea received support to ascertain the status and give impetus to the reform agenda for the national payments system. Malawi and Ethiopia are rebasing their consumer price indices using data from the recently conducted household budget surveys. Rwanda is developing annual estimates of GDP in constant prices of 2015 to meet the requirements of the EAC. Malawi, Tanzania and Uganda are extending the coverage of fiscal statistics to include extra budgetary units.

II. Strategic Issues

A. Context for IMF East AFRITAC Technical Assistance

4. **The economic slowdown in sub-Saharan Africa is easing but the underlying situation remains difficult.**¹ Growth is expected to pick up from 1.4 percent in 2016 to 2.6 percent in 2017, reflecting one-off factors—particularly, the rebound in Nigeria’s oil and agricultural production, the easing of drought conditions that impacted much of eastern and southern Africa in 2016 and early 2017—and a more supportive external environment. While a third of countries—including a number of East African countries—continue to grow at 5 percent or faster, average growth in sub-Saharan Africa will barely exceed the rate of population growth, and in 12 countries, comprising over 40 percent of sub-Saharan Africa’s population, income per capita is expected to decline in 2017.

5. **A further pickup in growth to 3.4 percent is expected in 2018 in sub-Saharan Africa, with growth remaining robust on average in East Africa.** Ongoing policy uncertainty in Nigeria and South Africa continues to restrain growth in the region’s two largest economies. Excluding these two economies, the average growth rate in sub-Saharan Africa is expected to be 4.4 percent in 2017, rising to 5.1 percent in 2018–19. The average growth rate of IMF East AFRITAC member countries is expected to be even higher, at 5.5 percent in 2017 and in the 5.5–6 percent range in 2018–19. But even where growth remains strong in sub-Saharan Africa, in many cases it continues to rely on public sector spending, often at the cost of rising debt and crowding out of the private sector.

6. **In this context, implementing the fiscal consolidations planned in many countries, together with structural reforms to tackle constraints on growth, is the key policy priority.** Fiscal consolidation needs are largest and most pressing in the oil-exporting countries, which must adjust to oil revenues now less than half their 2013 level. In most other economies, including in East Africa, consolidation needs are considerably smaller but require countries to commit to credible medium-term adjustment paths. Here, the focus should be on reducing inefficient recurrent spending (such as unproductive subsidies), enhancing the efficiency of capital spending, and raising noncommodity revenues, in part to create room for high-priority public investment and other spending with desirable growth and social impacts. Sub-Saharan African countries can also seize opportunities to enhance growth through structural transformation and export diversification. Improving access to credit, infrastructure and the regulatory environment, and building a skilled workforce would help in this regard.

7. **Addressing some of these challenges is at the core of IMF East AFRITAC’s support to its member countries and consistent with the Financing for Development agenda,** agreed by the international community in 2015 in Addis Ababa. This agenda focuses, among others, on infrastructure investment, domestic revenue mobilization, spending efficiency, and financial sector development. These areas are central to IMF East AFRITAC’s assistance to its member countries, with its focus on strengthening tax administration and public financial management (PFM), developing financial

¹ This section draws extensively on the IMF’s Regional Economic Outlook for sub-Saharan Africa (October 2017).

systems and monetary operations, better data for decision making, and promoting regional integration.

B. Implementation of the IMF's Action Plan on the Mid-Term Evaluation

8. IMF East AFRITAC reports periodically on progress in the implementation of its action plan responding to the November 2013 mid-term external evaluation. Table 1 summarizes actions taken in this area, with a focus on measures implemented since the 19th Steering Committee meeting in Lilongwe (April 2017).

9. The next mid-term evaluation, covering the first half of the Phase IV period (itself covering 2015-20), is being launched. Preliminary evaluation findings are expected to be available by October/November 2018 and a complete evaluation report by end-2018. This would allow the 2019 meeting of the Steering Committee to focus on the report and the IMF's response to it and proposed action plan, which would be included in the draft Phase V program document.

Box 1: Status of Implementation of the Recommendations of the Mid-Term Evaluation

Country Strategies, Sustainability, Costing

- Improved Regional Strategy Notes/Resource Allocation Plan (RSN/RAP) process to capture all IMF TA to the East AFRITAC member countries. Better alignment with the Fund's strategic planning cycle.
- Financial sustainability strategy for Phase IV: (i) establishing long-term strategic partnerships with key development partners (e.g., the EU and the UK); (ii) diversification of the development partner base (e.g., Germany recently); and (iii) a gradual increase in member country contributions. On the latter, a general agreement to double member countries' funding share of the program budget was reached.

RTAC Reporting, Results Orientation, Standardization of Practices, Improving Governance

- An updated version of the RTAC Handbook, which addresses several issues from the mid-term evaluation on standard operating guidelines for RTACs, was published in October 2017 (see IMF East AFRITAC secure website). The latest RTAC Center Coordinator and RTAC Office Manager Retreats in October 2017, like previous retreats, contributed to strengthen and harmonize practices across RTACs and IMF HQ departments, and foster collaboration and peer learning. The overall objective of the Handbook is to strengthen the operational efficiency of RTACs. It includes a communications strategy/outreach plan for RTACs and enhancing development partner visibility. The Handbook is a living document and will continue to be regularly updated to reflect evolving practices.

- The Capacity Development Information Management System (CDIMS) is now operational. CDIMS aims to strengthen and standardize the processes related to the recording of financial information for development partner-financed capacity development (CD) support. The IMF will introduce real-time system tools to monitor and analyze the cash flows, budgets and expenditure related to development partner-financed activities. This will help to standardize and automate financial reporting to development partners. To allow for more efficient communications with development partners, a new online portal—Partner Connect—is being introduced to replace Donor Gateway. Partner Connect will be incorporated as part of the IMF Connect, which is the main interface that the IMF uses to communicate with external partners.
- Executive summaries of the evaluations of other RTACs have been circulated to SC members.

Efficiency of IMF East AFRITAC Operations

- Succession planning continues to be strengthened, with early initiation of recruitment of replacements for departing advisors and overlap between advisors whenever possible.
- The Research Analyst position was extended given the positive experience in assisting the Center Coordinator improve analysis and outreach at IMF East AFRITAC and research support for resident advisors.

TA delivery should be improved and made more results-oriented, and the effectiveness of the implementation of Results Based Management (RBM) should be enhanced

Considerable progress has been made toward implementing an RBM system for all IMF CD, irrespective of financing source.

- The RBM system is ready for operational use. All new TA projects now use the new system. Change management and training initiatives are under way to ensure that those working on TA internalize a more results-oriented focus and are ready to use the new system.
- Development partners will benefit from having discussions anchored in a clearer results framework based on international best practices and aligned with IMF priorities.
- The new RBM system, once fully implemented over a period of time, will considerably improve the quality and availability of information for monitoring TA and training. It will serve as a management tool that addresses the planning, monitoring and implementation of the entire CD project cycle. The RBM system will help to aggregate results across topics, regions, and TA delivery modes, which will considerably improve the consistency and comparability of results reported both internally and to development partners. The new software (CD-Port) will facilitate tracking of project deliverables. The new system and catalog continue to be rigorously tested. The catalog of outcomes is likely to evolve over time, as improvements are made. The framework is being extended to all IMF CD, including training.

- At IMF East AFRITAC, a RBM advisor was recruited in October 2016 to coordinate this transition. The position was extended by a year at the 2017 Steering Committee meeting.

Effectiveness of Workshops and Training

- Databases on training participants and evaluations have been constituted. End-of-workshop surveys of participants are conducted systematically. Assessment of learning is conducted in selected activities.
- An assessment of the impact of FY2017 training activities was conducted in early FY2018.

C. Phase IV, Budget and Financing

10. **Several development partners and member countries have made important contributions, which leave a small financing gap for Phase IV (2015-20).** The European Union (EU) pledged and disbursed € 6 million (US\$6.6 million), and recently made an additional commitment of € 10 million, with the corresponding agreement to be signed in early 2018. The United Kingdom pledged and disbursed GBP 4.5 million (US\$6.4 million) for the first two years of Phase IV, and signed a follow-up agreement of GBP 2.25 million, GBP 1.6 million of which has been disbursed. The United Kingdom may continue supporting IMF East AFRITAC through another agreement in the coming year. Switzerland pledged and disbursed US\$1 million. The IMF signed a letter of understanding (LoU) with the Netherlands for a contribution of € 7 million, of which € 4 million (US\$4.3 million) has been allocated to IMF East AFRITAC. Recently, Germany's Ministry of Finance signed a € 15 million agreement with the IMF, as part of the Compact with Africa initiative, which would support two IMF AFRITACs and the Africa Training Institute (ATI); € 2.5 million was allocated to IMF East AFRITAC in 2017 and it is anticipated that a second tranche in 2018 will also benefit the Center. The IMF's own contribution will be about US\$3.7 million. Member countries are expected to contribute 10 percent (a total of US\$5.5 million for all of them) of the Phase IV program budget. So far, Eritrea, Malawi, Rwanda, and Uganda have signed LoUs, and Eritrea, Malawi, and Rwanda have made the first disbursement. As of end of October 2017, taking into account total received contributions and firm commitments from development partners and the IMF and assuming full contributions from member countries, IMF East AFRITAC is in a relatively good financial situation, with financing gap of about \$3.9 million. Discussions with other development partners (e.g., the African Development Bank, Sweden, and Denmark) are ongoing to address the remaining financing gap. In addition, the IMF recently signed a capacity development partnership agreement with China, the funding of which will benefit all AFRITACs, including IMF East AFRITAC.

D. Outreach and Coordination with Development Partners

11. **General outreach through the website, the Facebook page, and the quarterly newsletter has remained very active.** The page (<https://www.facebook.com/EastAFRITAC/>) continues to be used to showcase selected missions, workshops and relevant publications to the users (including on emerging issues such as gender, climate change and inequality). Free online courses delivered by the IMF are also shared along with content from other IMF pages, such as the one on Capacity

Development (<https://www.facebook.com/IMF CapDev>). The Facebook page has exceeded 25,000 “likes”, with an audience concentrated in East Africa in the 25-44 age group, which represents 80 percent of all users. The revamped IMF East AFRITAC website (<http://www.eastafrillac.org/>) is integrated with the Facebook page and remains the main repository for longer-lasting information (e.g., annual reports and work plans).

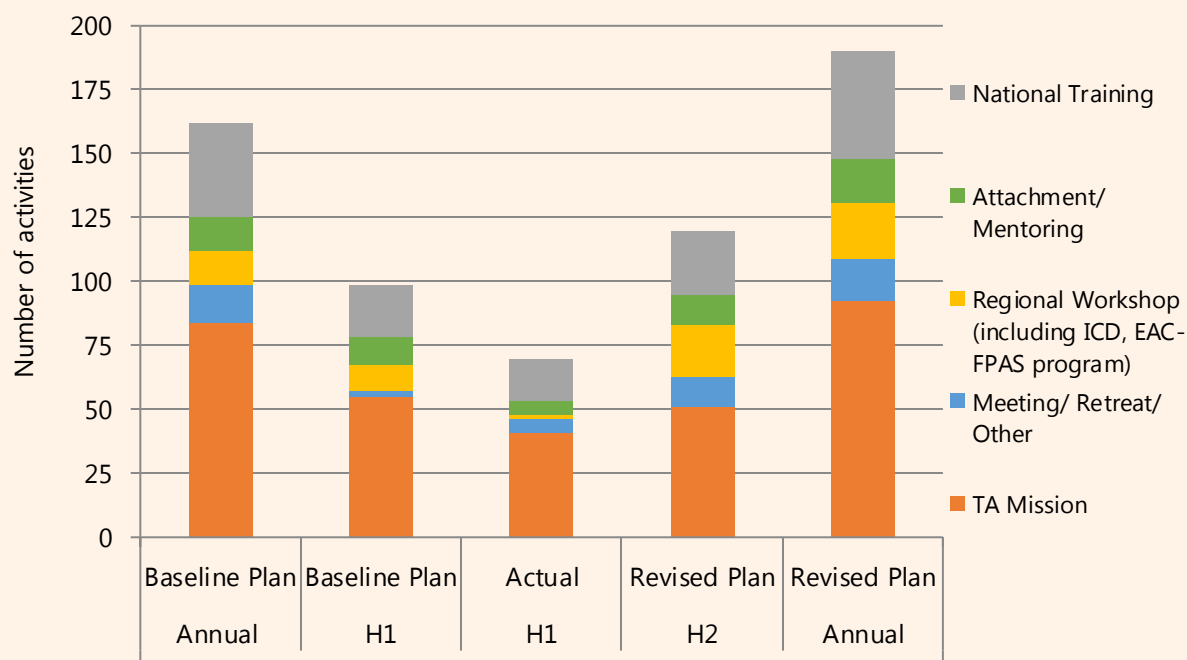
12. Outreach and coordination with development partners, regional organizations and training centers have continued to take place in the field. While on mission, IMF East AFRITAC advisors make best efforts to meet with interested development partners. The center coordinator seeks systematically to meet with development partners during his visits to member countries to brief them about IMF East AFRITAC’s activities and discuss coordination issues and scope for collaboration. Development partners have been invited to attend, and sometime participate actively, in regional workshops of interest to them. Collaboration with the EAC Secretariat has remained very close on a range of issues. Collaboration with the COMESA Monetary Institute has increased significantly in the past six months, with the joint organization (together with AFRITAC South) of a workshop on financial sector supervision.

III. REPORT ON ACTIVITIES OVER FIRST HALF OF FY 2018

A. Overview

13. Financing uncertainty required cautious planning and implementation of the FY 2018 work plan. Because of the uncertainty on the timing of new disbursements from development partners, the Steering Committee endorsed in April 2017: (i) a baseline work plan and budget for FY 2018, where the activity level was reduced significantly compared to the initial Program Document; and (ii) contingent activities to be implemented only if additional financing became available soon enough in the fiscal year. The baseline work plan was implemented cautiously in the first few months of FY 2018, to avoid running out of money and having to bring all activities to a sudden stop. Workshops are big ticket items and relatively easy to postpone without major disruption to the support provided to member countries. It was therefore decided to postpone most of them to the second half (H2) of FY 2018. Support delivery to Kenya was affected by the political and security situation there, which impacted the scheduling of missions there in the first half (H1) of FY 2018. Financing uncertainty decreased substantially in September 2017, as the exact timing of new disbursements from Germany and the UK became known, and it was decided at that time to implement fully the work plan for FY 2018, including the contingent activities (Table 1 and see Figure 1).

Figure 1: IMF East AFRITAC, Planned vs. Actual Activities over H1, FY 2018



14. **As a result, the delivery rate of activities was low in the first half of FY 2018.** About 45 percent of the activities included in the annual baseline work plan were delivered. The execution rate was 50 percent of the annual baseline work plan for technical assistance, 45 percent for national training missions, but much lower for regional workshops (with only 2 workshops organized in H1). Execution rates were below 50 percent across sectors (Table 2). When compared to the full work plan (including contingent activities), execution rates are even lower in H1. Slower than expected execution of activities in some countries (e.g., Kenya) was partly compensated by faster than expected execution in others (e.g., Malawi and Tanzania) (Table 3 and Figure 2).

Table 1: IMF East AFRITAC, Activities and Resources over H1, FY 2018

AFE Activities (number)	FY 2017	FY 2018					
	Annual Actual	Annual Contingent Plan	Annual Baseline Plan	H1 Actual	H1 Execution Rate (%)*	H2 Revised Plan	Annual Revised Plan
TA Mission	111	97	82	41	50	51	92
Meeting/ Retreat/ Other	17	15	15	5	33	12	17
Regional Workshop (including ICD, EAC-FPAS program)	27	22	13	2	15	19	21
Attachment/ Mentoring	14	16	13	5	38	12	17
National Training**	26	47	39	17	44	25	42
Total Number of Activities	195	197	162	70	43	119	189
Resources (Field Person Weeks)							
Type of Activity							
Technical Assistance	551	491	426	199	47		
Training	268	354	262	85	32		
	819	844	688	284	41		
Resident Advisor	355	415	354	134	38	252	387
Short Term Expert	389	340	269	123	46	219	342
Attachments	29	28	26	16	62	21	37
IMF HQ Staff	46	61	38	11	29	38	49
Total Field Person Weeks	819	844	688	284	41	530	814

*H1 actual as share of the annual baseline plan

**National training includes ICD FPAS customized in-country training

Table 2: IMF East AFRITAC, Allocation of Resources by Sector over H1, FY 2018

(In Field Person Weeks)	FY 2017		FY 2018				
	Annual Actual	Annual Contingent Plan	Annual Baseline Plan	H1 Actual	H1 Execution Rate (%)*	H2 Revised Plan	Annual Revised Plan
TA Area							
Revenue Administration	121	94	77	32	42	61	93
Public Financial Management	233	241	208	97	47	153	250
Macro-Fiscal Analysis	53	68	60	26	42	45	71
Financial Sector Regulation and Supervision	101	84	71	26	37	56	82
Monetary Policy and Operations	90	147	105	46	44	97	143
Financial Market Infrastructures & Payments	37	44	31	6	19	27	33
Real Sector Statistics	98	80	67	25	37	44	69
Government Finance Statistics	86	87	69	28	40	47	74
Total	819	844	688	284	41	530	814

*H1 actual as share of the annual baseline plan

Table 3: IMF East AFRITAC, Allocation of Resources by Country over H1, FY 2018

(In Field Person Weeks)	FY 2017			FY 2018				
	Annual Actual	Annual Contingent Plan	Annual Baseline Plan	H1 Actual	H1 Execution Rate (%)*	H1 TA Share (%)**	H2 Revised Plan	Annual Revised Plan
Country								
Eritrea	16	48	43	16	38	6	19	35
Ethiopia	46	82	70	37	53	13	35	72
Kenya	105	97	75	20	27	7	60	80
Malawi	100	106	89	51	57	18	59	110
Rwanda	82	92	75	25	33	9	52	77
Tanzania	169	135	118	88	75	31	70	158
Uganda	112	96	78	30	38	11	76	106
Regional	188	187	139	17	12	6	159	176
Total	819	844	688	284	41	100	530	814

*H1 actual as share of the annual baseline plan

** share of total resources used in H1

15. Some notable achievements by member countries during this period include:

- Uganda is starting work to develop a detailed medium-term revenue strategy (MTRS) to improve the design of the tax administration system, policy, legislation and its implementation; Kenya is developing a medium-term reform strategy for tax administration. A comprehensive assessment using the tax administration diagnostic assessment tool (TADAT) was conducted in Zanzibar.
- Ethiopia is reviewing and further developing its draft PFM reform strategy. Zanzibar drafted the key provisions for revised PFM regulations to support the new PFM Act (2016).
- Financial sector regulators and supervisors from Eastern and Southern Africa gathered to share experiences and receive training on enhancements to the Basel process, focused on recent developments relating to Basel II and Basel III. This was a joint seminar organized in collaboration with IMF AFRITAC South and the COMESA Monetary Institute
- Malawi is making fast progress in developing its forecasting and policy analysis capacity and using it to inform monetary policy decisions.
- Eritrea received support to ascertain the status and give impetus to the reform agenda for the national payments system (NPS) and identify practical steps that can be taken in the short term to enhance the safety and efficiency of the NPS.
- Malawi and Ethiopia are rebasing their consumer price indices (CPI) using data from the recently conducted household budget surveys. Rwanda is developing annual estimates of GDP in constant prices of 2015 to meet the requirements of the EAC
- Malawi, Tanzania and Uganda are extending the coverage of fiscal statistics to include extra budgetary units.

B. Revenue Administration

16. In the first half of FY 2018, IMF East AFRITAC focused on strengthening revenue administration, management and governance arrangements, including strengthening core tax and customs operations. Of 13 planned activities 10 were completed during H1 (3 were new activities and 2 preponed from H2). Due to changes in authorities' priorities and the availability of short-term experts, 7 activities were postponed to H2 and 1 was cancelled. IMF East AFRITAC also participated in a number of workshops and seminars, such as a workshop on tax certainty organized by a consortium of development partners and the Tanzania Revenue Authority in Dar es Salaam; a workshop on tax treaties organized by the EAC Secretariat and the IMF in Dar es Salaam; and an economic growth forum in Kampala, where the resident advisor presented a paper on mobilizing domestic resources to finance public investment.

17. The main achievements by strategic objective in H1 FY 2018 were:

- Better revenue administration, management and governance arrangements:** Uganda is starting work to develop a detailed MTRS using a participatory approach that includes all development partners and stakeholders. Support was provided to develop a framework for the MTRS to improve the design of the tax administration system, policy, legislation, and its implementation. The revenue strategy will aim to promote growth and investment, raise compliance levels, and help meet the government's revenue goals in the next 5 years. Support to Uganda was also provided on the review of how to harness digital technologies to improve revenue performance and outcomes; a workshop was also organized on this topic by the IMF's Fiscal Affairs Department and the Ugandan authorities. Kenya was supported to define a medium-term reform strategy, designed to accelerate reforms in light of the results of the assessment conducted in 2016 using TADAT. Malawi and Tanzania were assisted to develop compliance risk analysis capacity in



Berlin Msiska, a national of Zambia, joined the Center in June 2017 as Revenue Administration Advisor. He has 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.



Participants in consultative workshop on improving the integrity of the taxpayer register, September 4 - 15, Rwanda.

tax and a TADAT assessment was conducted in Zanzibar.

- **Stronger tax administration core functions:** Rwanda was assisted in improving the integrity of the taxpayer register.
- **Strengthen core customs administration functions:** Support was provided to Malawi and Uganda on post clearance audit practice in customs.

C. Public Financial Management

18. IMF East AFRITAC continued to support its member countries in strengthening their PFM practices and capacity. Of 19 planned activities 15 were completed (3 new activities were added to the program and 2 preponed from H2) and 9 activities were postponed to H2. The overall implementation has been as planned except in Rwanda and Malawi where there have been delays in confirming the timing and scope of missions, and in Kenya because of the political and security situation there.

19. The main achievements by strategic objective in H1 FY 2018 were:

- **Improved PFM laws and institutions.** Ethiopia received support in reviewing and further developing its draft PFM reform strategy. Zanzibar drafted, with IMF East AFRITAC support, the key provisions for revised PFM regulations to support the new PFM Act (2016).
- **Comprehensive, credible, and policy-based budget preparation.** Tanzania and Uganda were assisted in reviewing and strengthening their medium-term expenditure frameworks. Eritrea received training on budget preparation, project appraisal, monitoring and evaluation.
- **Improved budget execution and control.** Support was provided to Uganda on improving public investment management.



Kubai Khasiani is Kenyan and joined the Center in July 2015. He worked for the IMF in Liberia, and for many years for the Kenyan Government, rising to Deputy Budget Director. He is a founding chair of CABRI.



Amitabh Tripathi joined IMF East AFRITAC as a PFM advisor in 2014. He has worked at India's Ministry of Finance, as well as for the World Bank. He specializes in budget execution, accounting, financial reporting and internal audit.



Mission on PFM strategy, TSA implementation and financial reporting in Ethiopia

- **Improved coverage and quality of fiscal reporting.** Tanzania received support in assessing the coverage and quality of the annual financial statements for FY 2015/16 against International Public Sector Accounting Standards (IPSAS) and the East African Monetary Union (EAMU) fiscal reporting convergence criteria. Guidance was also provided in improving the in-year financial reporting. Rwanda is revising its existing chart of accounts in preparing for the planned move to accrual accounting.
- **Improved integration of assets and liability management framework.** Uganda is working on improving the quality of cash flow forecasting and strengthening cash management. IMF East AFRITAC delivered a national workshop for a large pilot of government ministries, departments and agencies. In addition, Ethiopia received support on implementing treasury single account arrangements and cash-basis public sector accounting standard.



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

D. Macro-Fiscal Analysis

20. In the first half of FY 2018, the focus in this sector was on improving budget preparation. Implementation of the work program has largely been on track. Eight activities were completed (seven were planned) during H1. There was some shifting of resourcing between H1 and H2, one carry over from FY 2017, and the inclusion of one new activity in H1. Four activities were postponed to H2 after consultation with the authorities; two of those are at risk of not taking place in FY 2018 (Kenya and Ethiopia). Three activities were moved from H2 to H1.

21. The main achievements by strategic objective in H1 FY2018 were:

- **Better budget preparation:** Training was provided to Eritrea on strategies for establishing macroeconomic forecasting capacity in the context of the budget process. Officials from the National Bank of Ethiopia were attached with the Bank of Uganda to understand the practicalities of maintaining and regularly releasing high frequency indicators of economic activity. Customized training was provided to Rwanda on financial programming and policies (in collaboration with the Africa Training Institute and the IMF resident representative in Rwanda). Malawi received support to integrate the macroeconomic forecasting framework with the PFM processes and preparation of the budget.



Bryn Battersby is Australian and joined the Center in March 2017. Previously, he worked for the IMF in South Sudan, for the Australian Treasury, and held various government senior advisor positions in a range of countries.

E. Financial Sector Regulation and Supervision

22. The key areas of focus in the first half of FY 2018 were strengthening risk-based supervision for banks and non-banks, Basel II implementation and macroprudential policy frameworks. Of 24 planned activities 14 were completed, 11 postponed to H2 and two cancelled. The significant number of postponed activities was due to changes in the authorities' priorities and short-term experts' availability. Two new activities were added and 1 preponed from H2.

23. The main achievements by strategic objective in H1 FY 2018 were:

- Bank Supervision Compliant with International Standards:** Kenya, Malawi, and Tanzania continue to build capacity on Basel II implementation and risk-based supervision. Malawi also received support on Basel II's Pillar II concentration risks/sectoral classification of credit facilities. Support was provided to Ethiopia on agent banking, and to Eritrea on risk-based supervision.
- Insurance Supervision Compliant with International Standards:** Training was provided to Eritrea on risk-based supervision for insurers to strengthen its insurance supervision framework. The training covered the risk management process and steps in risk-based supervision.
- Strengthening Macroprudential and Financial Stability Capacity and Frameworks:** Tanzania continues to enhance its financial stability, policy analysis and stress-testing framework. Further support was provided to Tanzania to identify gaps and prioritize enhancements to its macroprudential policy framework, specifically: (i) developing its macroprudential policy framework to include broad-based capital, the household sector, the corporate sector, liquidity and structural tools as appropriate; (ii) enhancing the stress-testing framework to include systemic risks and idiosyncratic shocks for credit risks; and (iii) enhancing risk assessment techniques to analyze, interpret and monitor risks emanating from the non-banking sector.
- Overall Supervisory and Regulatory Framework Compliant with International Standards:** Support was provided to Kenya on enhancing its risk-based supervision framework for securities firms/capital markets.



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



Participants in the national risk-based supervision training in Eritrea

F. Monetary Policy and Operations

24. **IMF East AFRITAC continued to provide support to strengthen monetary policy formulation and implementation in the region.** Of 13 planned activities 7 were completed, 8 postponed to H2, and 1 activity was canceled. Two new activities were added and another activity was preponed from H1. The number of postponed activities reflect changes in the authorities' preferred timing of implementation.

25. The main achievements by strategic objective in H1 FY 2018:

- **Developing Modeling, Forecasting and Analysis:** Malawi has significantly advanced in developing tools and capacity to conduct model-based monetary policy analysis and forecasting (using the Forecasting and Policy Analysis System, FPAS) and started integrating FPAS insights into the documentation prepared for the Monetary Policy Committee. Tanzania has also increased its FPAS capacity and is planning to rely increasingly on FPAS to inform monetary policy decisions.
- **Money and Exchange Rate Operational Frameworks:** Malawi and Tanzania are developing and operationalizing their monetary policy and operations framework, and drawing up a time line of actions consistent with their aim of transitioning to interest rate-based monetary policy.
- **Deepening Key Financial Markets and Reserves Management:** Malawi and Tanzania are developing the legal, regulatory, and operational foundations required to support a repo market as well as refining the master repurchase agreement based on international practice.



Marin Moloșag joined the Center in November 2016 from the National Bank of Moldova (NBM), where he served for more than 24 years. He spent his last six years at the NBM as First Deputy Governor and Deputy Chairman of the NBM Board.

G. Financial Market Infrastructures

26. **In the first half of FY 2018, efforts focused on the reform agenda for the national payments system in Eritrea and oversight of retail payments in Ethiopia.** The planned professional attachments (for officials from Kenya and Tanzania) were deferred to H2 to align with their host's preferred timing. Of 6 planned activities 2 were completed, 3 postponed to H2 and 1 cancelled.

27. The main achievements by strategic objective in H1 FY 2018 were:

- **Oversight of FMIs:** A diagnostic mission to Eritrea sought to ascertain the status and give impetus to the reform agenda for the national payments system (NPS) and identify practical steps that can be taken in the short term to enhance the safety and efficiency of the NPS. Support was provided to Ethiopia to re-define its oversight scope and approach to retail payments. The recommendations seek to enhance the regulations as well as the



Faith Stewart is the Financial Market Infrastructures and Payments advisor. She joined IMF East AFRITAC in February 2016. She is from Jamaica and brings with her 22 years experience as a commercial and central banker, and has consulted in Africa and Southeast Asia on payment systems development issues. She also provides support to AFRITAC South member countries

organizational and cooperative arrangements for the oversight of mobile payments in Ethiopia.

H. Real Sector Statistics

28. IMF East AFRITAC support focused on developing new producer price indices, reviewing the compilation methodologies and updating the weights to improve the quality of price indices. Support in national accounts statistics focused on compiling new benchmark estimates and a review of indicators used in compilation as an input into the ongoing GDP rebasing. Of 9 planned activities 8 were completed, 2 postponed to H2 and 1 cancelled. Two new activities were added to H1 and completed. Missions were postponed due to elections (Kenya) and to enable the authorities complete the prerequisite activities (Malawi). A mission to Eritrea on national accounts was cancelled at the request of the authorities.

29. The main achievements by strategic objective in H1 FY 2018 were:

- Annual National Accounts Statistics:** Rwanda was assisted to develop annual estimates of GDP in constant prices of 2015 to meet the requirements of the EAC. In support of the ongoing GDP rebasing, Tanzania and Zanzibar were assisted to analyze the accounts for the general government sector and to analyze detailed VAT returns and the available monthly, quarterly and annual production data to derive updated national accounts estimates. Quarterly GDP indicators were also reviewed.
- Price Statistics:** Support was provided to Malawi and Ethiopia on rebasing of consumer price indices (CPI) using data from the recently conducted household budget surveys. Malawi was assisted to update CPI weights based on the 2016/2017 integrated household survey. Ethiopia received training on the CPI rebasing process. Support was provided to Tanzania to develop agricultural producer price indices.



Pamela Audi joined the Center in April 2015. Previously, she was at the Kenya National Bureau of Statistics for 20 years. Ms. Audi has previously worked extensively in the region as a short term expert for EAST AFRITAC.



Participants in a workshop on analyzing datasets for the 2015 supply and use tables, October 23 – November 3, Tanzania

Box 2: Source Data Development for National Accounts

Demand for more and better national accounts statistics by data users is ever increasing. However, the national statistical agencies are faced with challenges on how to effectively and efficiently use the available scarce resources to fulfil their mandate and meet the increasing demand for data.

In supporting member countries to achieve their statistical objectives, IMF East AFRITAC provides periodic TA in reviewing source data (administrative or survey-based data used in national accounts estimates) and compilation methodologies, updating of benchmark estimates (derived estimates from comprehensive surveys of economic activity), improving consistency between datasets, and developing new statistics. However, statistical agencies' limited accessibility to administrative data and unregularized calendar for periodic benchmark updates impede improvement to source data.

IMF East AFRITAC is supporting member countries to enhance the use of administrative source data. For instance, detailed government accounts are now more accessible to statistics offices and are largely available in a user-friendly format. Information from tax authorities is also becoming available to statistics authorities in sufficient detail (in a few countries) and has been used to develop better indicators. Countries' pace of implementation has been mixed but there is convergence towards improved access and better use of administrative data. The Center is also assisting to streamline statistical programs for periodic update of benchmark data and to make GDP rebasing a regular exercise. Experiences across countries on GDP rebasing point to the need for development plans that are well integrated with national accounts data requirements to guarantee availability of essential information for the updates. In such instances, prioritized surveys/censuses would be clearly identified with set timelines. There are greater chances of success when rebasing and revision calendars are synchronized. Rwanda is one of the member countries that has successfully adopted a 3-year cycle for benchmark updates and rebasing of GDP.

Strong collaboration between statistics offices and other government agencies is critical in enhancing the use of administrative data to produce timely GDP data. A strategy that balances resource requirements and user needs is vital to maintain the relevance of the official statistics compiled.



Staff of the Tanzania National Bureau of Statistics during a national accounts mission, July 17–28, Dar es Salaam

I. Government Finance Statistics

30. The government finance statistics (GFS) capacity development program (CDP) in H1 focused on improving the quality of fiscal data to facilitate fiscal policy formulation and analysis. The GFS CDP continued to focus on strengthening the core pillars for quality fiscal and debt data compilation and dissemination. These include dissemination of the public sector institutional tables, aligning the chart of accounts to the standard of the 2014 GFS Manual, compilation and dissemination of high frequency data and improving data quality. Of 8 planned activities 6 were completed, 2 postponed and 1 cancelled. One activity was preponed from H2.

31. The main achievements by strategic objective in H1 FY 2018 were:

- Government Finance Statistics:** Member countries continued to make significant progress: Eritrea is working towards improving the quality of fiscal and debt data; Kenya and Malawi are strengthening and reconstituting GFS technical working groups; Tanzania (Zanzibar) is establishing a GFS unit as part of institutional strengthening; Malawi, Tanzania and Uganda are extending the coverage of data to include extra budgetary units; and Malawi is also compiling government tables (classified by function) that enable a deeper understanding of resource allocation by the authorities. Kenya and Rwanda are starting compilation of high frequency budgetary central government data, and will soon start disseminating the data to the public. Malawi will start reporting public sector debt based on the current value in local/international currency (nominal valuation); Compilers in Zanzibar received training on fundamental principles for GFS compilation.



Robert Maate, a Ugandan national, has extensive working experience at the national and regional levels in the areas of statistics and macroeconomic policy research, formulation and coordination.



GFS Mission participants in Eritrea

J. Work on Regional Issues

32. **Activities to support regional integration in East Africa continued to focus on the harmonization of certain policies and data.** Support was provided on the harmonization and modernization of monetary policy frameworks and operations in EAC countries, with the move towards interest rate-based, inflation-targeting regimes in the context of the convergence towards EAMU. Most activities in the statistical area also contribute to harmonization across EAC countries, which will be critical for regional surveillance to monitor macroeconomic convergence towards EAMU.

K. Attachments, Mentoring and Sharing of Regional Expertise

33. **In the first half of FY 2018, five attachments were facilitated.** The attachment/mentorship program is a capacity-building modality valued by the authorities in the region because it makes use of the regional expertise and offers hands-on, highly relevant experiences to participating officials. As a result, the share of peer-learning activities in total activity has increased in recent years. The attachments organized in the past 6 months entailed:

- Attachment of Ethiopian officials to Tanzania. The attached officials were exposed to some of the likely issues that need to be addressed in Ethiopia's forthcoming reforms of internal audit. They benefitted by seeing first-hand the institutional arrangements for internal audit in Tanzania; the functioning of the audit committees; the role of quality assurance in the audit process; and capacity building through continuous professional education.



Ethiopian officials and their Tanzanian counterparts in Tanzania

- Attachment of Kenyan officials to Rwanda. The two countries have shared experiences in the past and both have established units to oversee and quality assure the financial statements prepared by public entities. During the attachment experiences were shared in: planning for migration to accrual accounting; operation of the Rwanda system for managing Electronic Working Papers (EWP); bank reconciliation through the core financial management system (i.e., IFMIS); and the progressive consolidation of accounts for the public sector. Kenya plans to implement reforms in these areas and the lessons learned from the Rwanda experiences will prove invaluable.

- Attachment of Ethiopian officials to Uganda. The National Bank of Ethiopia started producing composite indicators of economic activity (CIEA) in November 2016, with the assistance of the Center. To learn more about the processes for producing and disseminating these indicators, a peer-learning attachment with the Bank of Uganda was arranged for two officers from the National Bank of Ethiopia. The officers examined how the Bank of Uganda constructs its CIEA and observed the processes for updating and dissemination of the CIEA.
- Attachment of Ugandan officials to Kenya. The objectives of the attachment included knowledge sharing on the legal and regulatory framework for agent banking in Kenya; process of approving agents; supervision of agent banking, assessment criteria for the onsite and offsite inspections; and inherent risks in agent banking from the regulator's perspective. It involved reviewing of documents or policies required for an effective regulatory and supervisory framework for agent banking and participating in site visit(s) as appropriate.
- Attachment of Ugandan official to Tanzania (Zanzibar). An official from the Ministry of Finance, Planning and Economic Development in Uganda accompanied an IMF East AFRITAC mission on strengthening the medium-term approach to budgeting (MTEF) to Zanzibar. He shared Uganda's experience and challenges in the MTEF reform and was exposed to the common practices that affect reform in the region.

L. IMF East AFRITAC Training

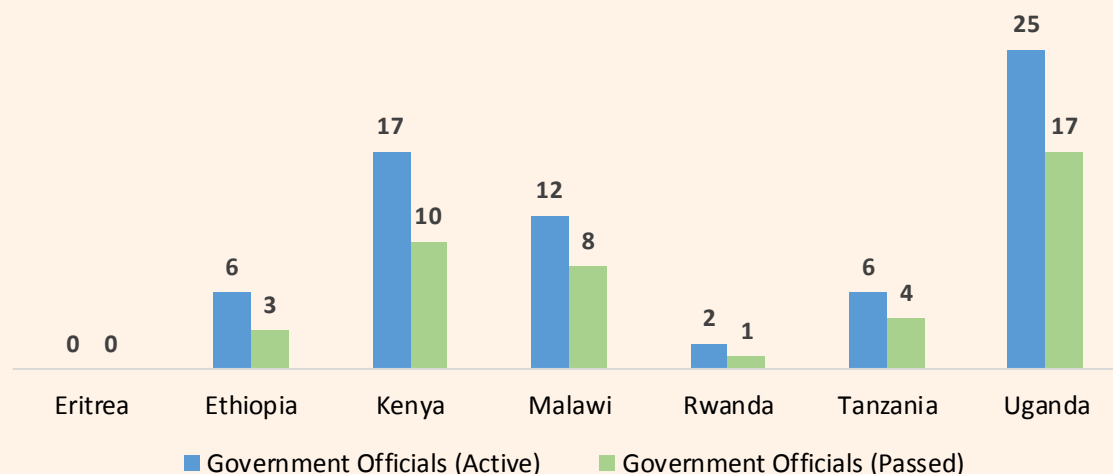
34. IMF East AFRITAC conducted 2 regional workshops in the first half of FY 2018. This was in addition to the 17 national training activities described above in the sections reporting on activities by sectors. These two workshops covered:

- **Monetary Policy and Operations:** A one-week exchange rate policy course was delivered in cooperation with the IMF Institute for Capacity Development (ICD). The course focused on exchange rate assessments, foreign exchange interventions, reserve adequacy, and the real exchange rate and macroeconomic policy (see Box 3).
- **Financial Sector Regulation and Supervision:** Regional regulators and supervisors from Eastern and Southern Africa gathered in Mauritius to share experiences and receive training on enhancements to the Basel process, focused on recent developments relating to Basel II and Basel III. This was a joint seminar organized in collaboration with IMF AFRITAC South and the COMESA Monetary Institute (see Box 4).

35. More broadly, member countries continued to benefit from training delivered through various means by the IMF, including online training. A total 258 officials from the region received training (Table 4 and Figure 3).

Table 4: IMF East AFRITAC, Training Participants over H1, FY 2018

Participant Country	Africa Training Institute	Headquarters	Internal Economics Training	Joint Vienna Institute	Online Learning	Other IMF Training (non-ICD)	Overseas Training	IMF East AFRITAC	Total
Eritrea	1	-	-	-	0	-	2	2	5
Ethiopia	12	3	-	-	3	5	6	8	37
Kenya	6	4	-	-	10	11	-	3	34
Malawi	11	4	-	-	8	11	1	3	38
Rwanda	3	6	-	-	1	1	-	2	13
Tanzania	9	3	-	2	4	5	7	26	56
Uganda	17	7	1	-	17	19	6	8	75
Total	59	27	1	2	43	52	22	52	258

Figure 2: ICD Online Training Participants over H1, FY 2018

36. With training absorbing an increasing share of its resources, IMF East AFRITAC has stepped up the assessment of its training activities in line with the IMF's common evaluation framework. As endorsed in April 2017 by the Steering Committee, training evaluation at the Center includes end-of-course satisfaction surveys (for all regional workshops), knowledge transfer evaluation with pre- and post-course tests (for selected activities with a high training content), and impact evaluation surveys several months after training (for all regional workshops). Impact evaluation surveys are anonymous and conducted online. The latest such survey targeted 440 participants in

regional workshops held in FY17 and their 179 sponsors. Thanks to increased outreach (e.g., individual reminder emails sent to survey participants), the participation rate increased substantially from last year to 35 percent for workshop participants and 18 percent for their sponsors. The feedback from survey participants was very positive; the main results of the survey are detailed in Box 5.

Box 3: Regional Course on Exchange Rate Policy

The training course on exchange rate policy was delivered together with the IMF Institute for Capacity Development (ICD). Participants from six member countries attended the course.

The course focused on exchange rate assessments, foreign exchange interventions, reserve adequacy, and the real exchange rate and macroeconomic policy. The course was customized by using as much as possible examples from the region. For instance, the most recent real exchange rate assessments and reserve adequacy assessments made by IMF country teams were presented; participants were explained how to replicate the latest external balance assessment by the IMF for Uganda, using Ugandan data; and presentations were made by participants from Tanzania and Uganda on linkages between monetary and exchange rate policies. All participants worked in small groups and prepared and delivered presentations on exchange rate assessments, the adequacy of reserves and other vulnerabilities in selected member countries.

The course was well received by participants, who appreciated the use of recent member country data during the course. Several participants mentioned that the course had prepared them well for future discussions with IMF missions on exchange rate and reserve issues and that they would feel more comfortable challenging certain assumptions. Others mentioned that the course made them more aware of the linkages between exchange rate developments and other domestic and external economic developments.



Participants in the exchange rate policy workshop, September 18-22, Dar es Salaam.

Box 4: Regional Regulators Share Best Practices on Basel II/III Implementation

In August 2017, regional regulators from Eastern and Southern Africa gathered in Mauritius to share experiences and receive training on enhancements to the Basel process, focused on recent developments relating to Basel II and Basel III. This was a joint seminar organized in collaboration with AFRITAC South and the COMESA Monetary Institute. The seminar reinforced the importance of strong capital and liquidity positions that adequately cover banks' risks and contribute to financial system stability. Participants shared experiences through country presentations and interactive group discussions.

During the workshop, discussions covered (i) the overview of recent developments in the area of regulation and supervision; (ii) developments in Basel II – Pillar 1 and Basel III; (iii) fundamental review of trading book, simplified alternative to the standardized approach to market risk capital requirements, treatment of interest rate risk in the banking book and revision of standardized approaches for operational risk; (iv) integrating Pillar 2 implementation into risk-based supervision and Pillar 3 disclosures; (v) implementation of results-based management; and (vi) the computation of capital charges for credit risk and market risk.

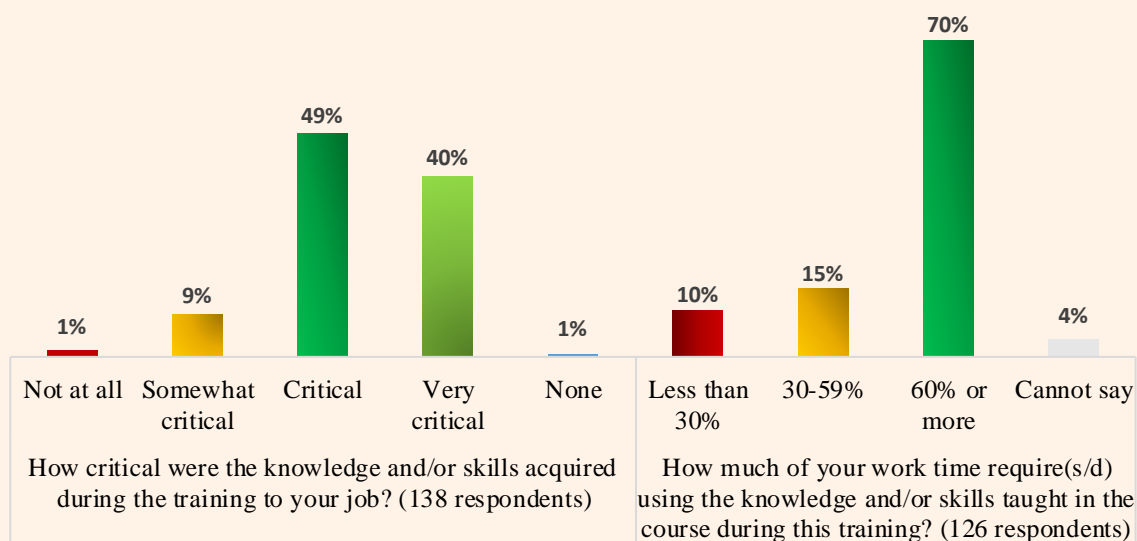
Progress on the implementation of Basel II in the East African region is generally slow. Some member countries have not started implementing the standard (Eritrea and Ethiopia), and in others, implementation progress has slowed. However, Malawi and Kenya are at advanced stages in the implementation of Basel II. Malawi has already completed the Pillar I and Pillar II process and issued capital guidance to all banks, advising of their minimum capital requirements for the next 12-month period. The Malawian authorities have also implemented the Pillar III / market disclosure requirements. Kenya on the other hand has completed Pillar I and is in the process of completing the review of the Internal Capital Adequacy Assessment Process (Pillar II implementation), and will issue capital guidance to individual banks. Additionally, IMF East AFRITAC member countries implementing Basel II are yet to implement any of the revisions/enhancements to Basel II.



Participants in the regional regulators workshops on Basel II/III, August 21 – 25, Mauritius

Box 5: Evaluation of the Impact of IMF East AFRITAC Training

Workshop participants who answered the survey consider that the knowledge gained in workshops has been critical to their daily work. Most participants (85 percent) use the content of the training in their day-to-day work, with 70 percent of respondents reporting that they spend more than 60 percent of their work time using the acquired skills. A third of respondents report having received support from their managers to use newly gained skills, while another third report having received support from colleagues. The biggest barriers to skill usage or the application of new tools have been the lack of relevant country data (33 percent of responses) and technical constraints at the work place (22 percent). Most respondents are of the view that training has greatly (45 percent) or to some extent (42 percent) helped them make better use of IMF TA and better identify their TA needs.



Sponsors who responded also consider the training useful and report significant improvements in participants' capacity. Most respondents indeed report a lot of improvement in technical skills (69 percent), analytical skills (71 percent) or other capacity relevant for their department (65 percent). Sponsors' answers were broadly consistent with those of participants for similar questions, although slightly less favorable in a few areas (e.g., usage of newly gained skills and increased capacity to identify future TA needs).

Knowledge dissemination by participants post training seems to be an area where more systematic efforts could be made to increase impact. Established strategies for knowledge transfer are reported to exist. However, a quarter of sponsors admit having not discussed course curriculum with participants. Also, newly acquired knowledge does not seem to be shared systematically upon return.

IV. WORK PROGRAM FOR THE SECOND HALF OF FY 2018

37. **With financing uncertainty now removed, the execution rate of the work program is expected to increase significantly in the second half of FY 2018.** Since September 2017, IMF East AFRITAC has been working on the execution of the full work plan, including the contingent activities. Many regional workshops have already been scheduled for next few months, with seven of them expected to be held in November and December 2017. The normalization of the situation in Kenya will also allow resumption of on-site technical assistance and training delivery. At this juncture, it is expected that the Center will be able to execute about 95 percent of the full work plan, with risks to the downside due to the high bunching of activities in H2. Tables 2 and 3 provide an overview of resource allocation and execution by country and by sector, including revised plans for H2. There will be significant re-allocations of resources within certain sectors, which mostly reflect changes in the authorities' priorities that IMF East AFRITAC endeavors to address in a flexible manner. Detailed information on the activities and deviations from the work plan for each sector are provided in the annexes. Figure 3 (deviation analysis by sector) and Figure 4 (deviation analysis by country) provide an overview of the revised workplan for FY 2018; most of the postponed activities from H1 are expected to be implemented in H2 together with contingent activities and new activities added to the program.

38. Some highlights of the H2 work plan include:

- **Revenue Administration:** Support will be provided to help the EAC Secretariat develop an action plan for further regional customs integration. Regional workshops on building effective taxpayer registers and on the International Survey on Revenue Administration (ISORA)/ Revenue Administration Fiscal Information Tool (RAFIT) will be conducted.
- **Public Financial Management.** Regional workshops will be held on how to improve budget documentation, improve cash management and treasury single account arrangements, and on harmonization of PFM practices in EAC countries.
- **Macro-Fiscal Analysis:** Regional workshops on strengthening the macro-fiscal capabilities of ministries of finance and on fiscal policy analysis will be held.
- **Financial Sector Supervision and Regulation:** A regional workshop on promoting financial stability and enhancing macroprudential and “fintech” supervision in East Africa will be held. This crosscutting workshop will bring together regulators from financial stability, banking, insurance, securities and pension supervisory authorities.
- **Monetary Policy and Operations:** A regional workshop on harmonization of operational frameworks and repo markets in EAC countries will be held. Another one will focus on central banks' communication. A regional EAC workshop on FPAS will be facilitated.
- **Financial Market Infrastructure:** A regional workshop on legal aspects of national payments systems will be held jointly with AFRITAC South. This workshop aims to facilitate a self-assessment of current legislation, regulation, and oversight methods against international good practice; and, to the extent necessary, lead to the initiation of regulatory reforms in each jurisdiction.

- **Real Sector Statistics:** TA missions and a regional workshop in H2 will focus on national accounts and price statistics. The scheduled workshop is aimed at enhancing the capacity of the national accounts staff to compile valuation and other related tables in the supply and use tables (SUT) and balancing of the SUT.
- **Government Finance Statistics:** Two regional workshops will complement TA and training activities at the national level.
- **Other regional activities:** A seminar for parliamentarians from the region will be organized jointly with IMF headquarters (and will be mostly financed by the IMF). It will provide a forum to discuss current economic issues and highlight the support provided by IMF East AFRITAC to support reforms in relevant areas. The Center will also facilitate the organization of a training workshop for officials from the region on the IMF's new debt sustainability framework for low-income countries.

Figure 3: Deviation Analysis from the Baseline Work Plan, Revised Workplan by Sector, FY 2018

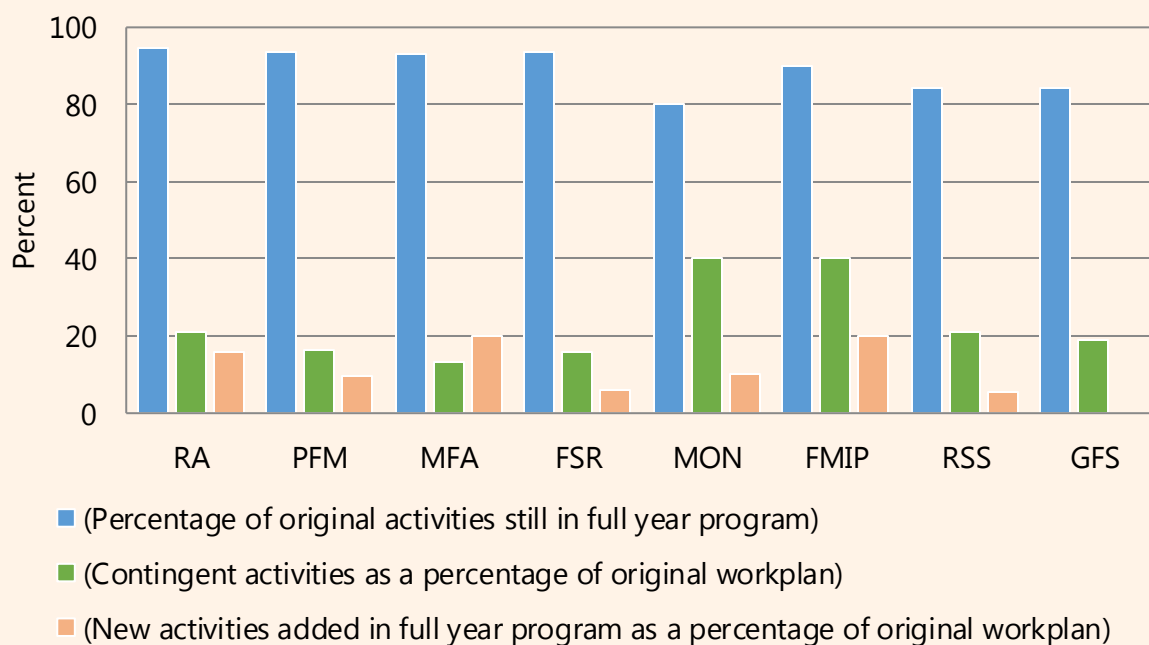
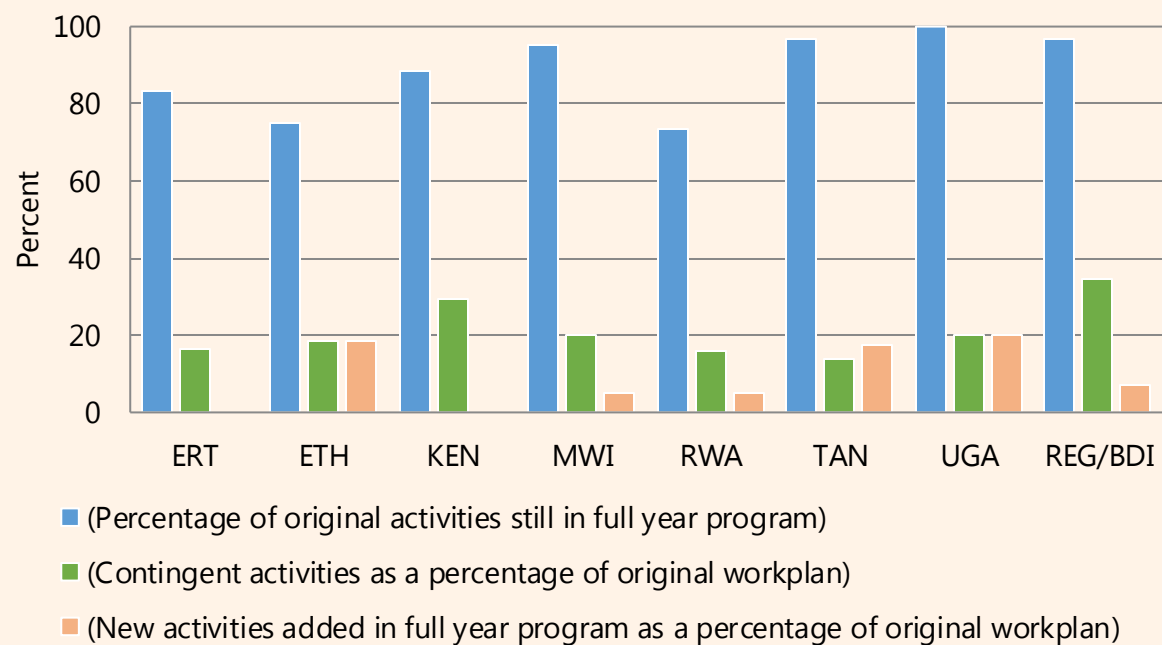


Figure 4: Deviation Analysis from the Baseline Work Plan, Revised Workplan by Country, FY 2018





Eritrea



Malawi



Uganda



Ethiopia



Rwanda



Kenya



Tanzania



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