

AFRITACs
Independent Mid-term Evaluation
Volume II – Appendices

By: Independent Evaluation Team

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Appendix I – Terms of Reference

Background

The IMF launched its *Africa Capacity-Building Initiative*¹ in May 2002 to help strengthen domestic capacity to design and implement sustainable poverty-reducing strategies. The Initiative consists of the establishment of *Africa Regional Technical Assistance Centers* (AFRITACs) and IMF participation in the *African Capacity-Building Foundation* (ACBF).² The overarching goal of the Initiative is to assist sub-Saharan countries in strengthening their capacity for effective macroeconomic management in the context of the Poverty Reduction Strategy Paper (PRSP) approach. To this end, the IMF has been aiming at increasing both the volume and the effectiveness of its technical assistance (TA) to sub-Saharan Africa through a more rapid and better-informed response to country requests; closer monitoring of implementation; and enhanced government ownership of, and accountability for, the TA received.

The Initiative aims at providing TA that is streamlined, cost-effective, and focused on capacity building. The following are the six main objectives of the Initiative:³

- make expertise available to African countries to help them develop their own capacity-building programs for macroeconomic management within the PRSP process;
- help address part of the identified TA needs by increasing the volume of the IMF's TA to sub-Saharan Africa and refocusing it on capacity building;
- raise the effectiveness of individual TA projects through fast response, close monitoring and follow-up, and more transparent reporting of outcomes;
- increase ownership by recipient governments through the creation of appropriately designed mechanisms for country representation in the decision-making process for capacity-building TA programs;
- improve the cost-effectiveness of TA by enhancing proximity to the countries to be served; and
- collaborate with existing capacity-building efforts in sub-Saharan Africa, with a view to improving donor coordination.

As an initial step, two AFRITACs were established on a pilot basis. The East AFRITAC, located in Dar es Salaam, Tanzania, was opened in October 2002 and covers six countries in East Africa (Eritrea, Ethiopia, Kenya, Rwanda, Tanzania, and Uganda). The West AFRITAC, located

¹ The Fund's Africa Capacity-Building Initiative, dated April 24, 2002, is available on the IMF's external website: www.imf.org/external/np/afr/2002/042302.htm.

² The ACBF was founded in 1991 as an independent development-funding institution. Its objective is to strengthen national capacity building through programs owned and implemented by the beneficiaries themselves.

³ The objectives are presented here as background information. The specific issues to be evaluated are listed in Section C, paragraph 11.

in Bamako, Mali, was opened in May 2003 and covers ten countries in West Africa (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, and Togo).

The AFRITACs' governance structure is designed to foster ownership and accountability. Each Center is guided by a Steering Committee, which is chaired by a representative from one of the beneficiary countries, starting with the host country, and is made up of one representative per beneficiary country, three from the donor countries, representatives of supporting multilateral agencies and the IMF, as well as observers. The Steering Committees meet biannually, inter alia, to review progress in implementation and to approve the Centers' rolling, 12-month work plans, which are developed on the basis of needs assessments, drawing on the priorities specified in the countries' PRSPs. The plans are coordinated with TA being provided by IMF Headquarters, as well as by donors.

The resident advisors in both Centers deliver capacity-building assistance directly, within their areas of expertise; oversee the delivery of short-term TA and applied training carried out by international and regional experts in collaboration with IMF Headquarters; and coordinate with donors and IMF Headquarters.

Funding for the two Centers consists of contributions from the host countries, the IMF, and 16 bilateral and multilateral donor agencies.

Purpose of the Evaluation

From the beginning of the project's design, it was decided that the two pilot Centers would be independently evaluated after about 18 months of operation:

"The evaluation will assess the effectiveness and sustainability of the Centers and the TA provided by them, bearing in mind the long-term nature of capacity building, and formulate recommendations on future actions." (Project Document, paragraph 45)

The evaluation will review the Centers' performance to date, provide recommendations for improving the Centers' assistance, and allow stakeholders to assess whether the AFRITACs have been successful in meeting their anticipated goals. The evaluation will focus on the AFRITACs and will have three main objectives:

- assessing whether the AFRITACs have provided value added to beneficiary countries;
- assessing the extent to which the AFRITACs' objectives have been achieved; and
- assessing whether the Centers have enhanced cooperation among stakeholders (member countries, the IMF, and donors) in their respective regions.

The evaluation will cover both Centers, since they started operations. It will provide a combined evaluation of their overall performance, as well as Center-specific assessments. The evaluators will keep in mind the relatively short time of operations of the Centers—especially in West Africa—and therefore will focus on the regional TA centers as an effective delivery vehicle of capacity-building TA, rather than assessing the impact and sustainability of their TA activities in member countries.

Issues to be Addressed by the Evaluation

The evaluation will address the following issues, which are linked to, or derived from, the main objectives listed in Section A:

Value added of the AFRITACs⁴

The effectiveness of the Centers in enhancing the quality of TA delivered to AFRITAC member countries; in particular the Centers' role in defining country TA priorities and the appropriateness of the TA provided to country needs.

To the extent possible, the value added of the Centers relative to other TA delivery modes will be addressed.

Cost-effectiveness is an important element of value added. However, given that some important benefits of the Centers' TA are qualitative and therefore difficult to measure, the evaluation will focus on assessing costs and benefits to the extent permitted by the available data and the qualitative nature of many of the Centers' benefits. Thus the evaluation will assess the cost-effectiveness of the Centers in contributing to capacity building in the membership, taking into account the difficulties inherent in judging costs and benefits of capacity-building activities. To the extent possible, the cost-effectiveness of the Centers will also be assessed relative to other TA delivery modes. The evaluation team could recommend a methodology for measuring effectiveness in enhancing capacity building in the medium term.

Meeting the AFRITACs' objectives

The quality, timeliness, and relevance of the activities undertaken and outputs produced. The team may want to select a representative sample of TA activities undertaken by each Center in a number of countries in order to come to a judgment.

The additionality of TA delivered by the Centers, as compared with TA delivered from IMF Headquarters: additionality will be assessed in terms of both complementarity and volume. With respect to the latter, the evaluation will attempt to assess whether there has been a possible crowding out of IMF TA to African countries not covered by the Centers.

The appropriateness of the balance between direct (i.e., by the resident advisors themselves) and indirect (i.e., by AFRITAC-supervised, short-term experts) TA delivery.

The effectiveness of the Steering Committees in providing guidance to the Centers.

⁴ The evaluators may find it useful to refer to the "Logframe" developed for the Centers.

The quality and timeliness of management, monitoring, and backstopping at the AFRITACs.

The role played by the IMF's TA departments and the quality and timeliness of their backstopping. The effectiveness of the coordination in the programming, delivery, quality control, and monitoring of TA between IMF Headquarters and the Centers.

The effectiveness of the Centers in identifying, utilizing, and promoting African expertise in their activities.

The involvement of the IMF's resident representatives in enhancing the Centers' effectiveness.

Enhancing stakeholder cooperation

Beneficiary governments' and key regional organizations' support and commitment to the AFRITACs.

The AFRITACs' contribution to improving information sharing among members on common issues, and fostering peer review.

The level of interest shown and support provided by donors to the Centers, and the success of the Centers in enhancing coordination among concerned TA providers.⁵

The evaluation report will present lessons drawn from the early activities of the Centers, and make recommendations with a view to enhancing the Centers' effectiveness and sustainability. Its primary purpose will be to evaluate the effectiveness of the two Centers, but it might also be referenced when making decisions on the future of the AFRITAC Initiative.

Deliverables of the Evaluation

The evaluation team will produce the following deliverables:

- a detailed *work plan*, which will be approved by the Chairmen of the Steering Committees, in consultation with the IMF. The work plan will provide: (i) an overview of how the evaluation will be conducted; (ii) information on the information collection and analysis methodology, including plans for field visits and meetings; and (iii) information on the roles and responsibilities of the team members;
- a *draft evaluation report*; and

⁵ The evaluation could, in particular, assess the level of collaboration between (i) the East AFRITAC and the GDDS Anglophone Africa project; and (ii) the West AFRITAC and AFRISTAT.

- a *final evaluation report* presenting the main findings, lessons, and recommendations, accompanied by the summaries of information gathered during key meetings.

All three outputs will be forwarded to the Chairmen of the Steering Committees, the Center Coordinators, and the Directors of the IMF's Office of Technical Assistance Management (OTM) and of the African Department. Possible comments provided by the Steering Committee Chairmen and the IMF⁶ on the draft report may be considered by the evaluation team at their discretion. The outputs will be prepared in English (and translated into French by the IMF) and forwarded in both electronic (MS Word) and hard copy formats. Subject to the approval of the Steering Committee Chairmen, the final report will be posted on the Centers' external websites.

The Evaluation Team

The evaluation will be carried out by a team of three experienced consultants, with solid backgrounds in public economics, financial management, and evaluation techniques. At least one of the evaluators will have working knowledge of French.⁷ Each Steering Committee member (i.e., member countries, donors, and the IMF) will be requested to nominate suitable candidates. The IMF will prepare a short list of the six most qualified evaluators from the list of nominees. The Chairmen of the Steering Committees will select the three members of the evaluation team from the short list, giving due consideration to diversity and stakeholder representation.⁸ They will also select the team leader from among the team members. The team will be contracted and administratively managed by OTM.

Timeline of the Evaluation

The overall duration of the evaluation is expected to be 13 weeks, of which a maximum of 65 [okay?] days will be working days. The team leader may be contracted for a longer period than the other two members to allow for the preparation of the first drafts of the reports. The indicative timeline for the evaluation would be as follows (indications of "weeks" refer to the end of the last week noted):

- Desk review, submission of the work plan, and organization of travel - Weeks 1-2
- Approval of work plan and meetings at IMF Headquarters - Week 3
- Field work (including discussions with the Chairmen of the Steering Committees, the Center Coordinators, resident experts, and representatives of the member countries and donors)⁹ - Weeks 4-9
- Preparation and submission of the *draft evaluation report* - Weeks 10-11
- Consideration of comments from stakeholders - Weeks 12-13
- Submission of the final evaluation report - Week 13

The evaluation will take place between September and December 2004, with the principal field work undertaken in September/October. The final report will be discussed at the first 2005 Steering Committee meeting in both Centers.

⁶ Possible comments from the IMF will be consolidated on behalf of all interested IMF departments.

⁷ For the other evaluators, a working knowledge of the French language would be an asset.

⁸ Each team member should represent one of the three Steering Committee constituencies (i.e., member countries, donors, and the IMF).

⁹ The whole team is expected to attend key meetings and interviews, but could divide some of the visits among team members.

Appendix II – Evaluation matrix

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
AFRITACs' value added				
EFFECTIVENESS	4.1.1 Effectiveness in enhancing TA quality	<p>To what extent are the Centers effective in enhancing the quality of TA delivered to AFRITAC member countries?</p> <p>What role has the Center played in defining country TA priorities and has the TA provided been appropriate?</p> <p>Sub-Questions:</p> <ul style="list-style-type: none"> What indicators are there of the level of adoption/implementation of recommendations by AFRITAC experts? What indicators are there of retention in post (or rotation to unrelated assignments) of local counterparts of AFRITAC experts? What indicators are there that participants in AFRITAC-led courses/workshops/ seminars have or have not applied lessons learned/material acquired in the training? 	<p>Demands of stakeholders</p> <p>Needs definition</p>	<p>Stakeholders</p>

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
	<p>4.1.2 Value added relative to other TA delivery modes.</p>	<p>What is the quality of Technical Assistance delivered by AFRITAC in comparison to:</p> <ul style="list-style-type: none"> • Long term technical assistance delivered by IMF headquarters • Short term technical assistance delivered by IMF headquarters • Long term technical assistance delivered by other donors • Short term technical assistance delivered by other donors <p>How does the quality of <u>Regional Training</u> delivered by AFRITAC compare to:</p> <ul style="list-style-type: none"> • Training delivered by the IMF Institute • Training delivered by regional institutions in your field of work • Training delivered by other donors <p>What is the relative speed of response to TA requests by (i) IMF headquarters, and (ii) AFRITAC?</p> <p>What is the proportion of fulfillment of TA requests to (i) IMF headquarters, and (ii) AFRITAC?</p> <p>Is there some alternative mode of TA delivery (other than from IMF headquarters or AFRITAC) that would give superior results, or should at least be tested?</p>	<p>Level of satisfaction by training and TA participants</p> <p>Response time between request and delivery</p>	<p>Questionnaire</p> <p>Stakeholder perception</p>
<p>4.1.3 Relative cost-effectiveness, especially in capacity building</p>		<p>What is the cost-effectiveness of the Centers in contributing to capacity building in the membership?</p> <p>Do the benefits of AFRITAC technical assistance in capacity building exceed its costs?</p> <p>Compare the cost-effectiveness of technical assistance delivered by AFRITAC to other delivery modes:</p> <ul style="list-style-type: none"> • Long term technical assistance delivered by IMF headquarters • Short term technical assistance delivered by IMF headquarters • Long term technical assistance delivered by other donors • Short term technical assistance delivered by other donors 	<p>Budget</p> <p>Financial statements and reports</p> <p>Cost per training days, etc.</p>	<p>Budget</p> <p>Financial statements and reports</p> <p>AFRITAC reports</p> <p>IMF TA reports</p>

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
Fulfillment of AFRITAC objectives				
	4.2.1 Quality, timeliness, and relevance of activities	<p>The quality, timeliness, and relevance of the activities undertaken and outputs produced. The team may want to select a representative sample of TA activities undertaken by each Center in a number of countries in order to come to a judgment.</p> <p><u>TA</u></p> <p>How do beneficiaries view the quality of the activities and outputs produced? How are they identified? Are they useful, practical and adapted to the environment?</p> <p>What is the response time to a TA request?</p> <p>How relevant is the provided TA to the beneficiary?</p> <p><u>Training</u></p> <p>Who is responsible for the organization of the workshops?</p> <p>What is the mode of selection of the participants?</p> <p>Are programmed training activities linked to country capacity building efforts?</p> <p>What is the response time frame of AFRITAC compared to other sources?</p> <p>Are workshop topics relevant and how?</p> <p>Are they set within the framework of broader ongoing reforms?</p> <p>Do they help identify common problems and share best practices?</p> <p>Do they help build up regional knowledge networks?</p> <p>Do they promote regional integration?</p>	<p>Needs definition process</p> <p>Response time</p> <p>Participant satisfaction</p> <p>Supervisor satisfaction</p> <p>Degree of application of training and newly acquired knowledge</p>	<p>Stakeholders/participants</p> <p>Documents</p> <p>Questionnaire</p>
Efficiency	4.2.2 Additionality of TA	<p>In what way is the TA delivered by the Centers additional to that delivered by IMF headquarters?</p> <p>Does the TA delivered by the Centers complement the TA delivered by IMF headquarters?</p> <p>What volume is delivered by IMF headquarters to the AFRITAC beneficiary countries in comparison to non-AFRITAC beneficiary countries? Are there any trends?</p> <p>Has there been any crowding out of IMF TA with the presence of AFRITAC?</p>	<p>Volume and type of TA delivered by Centers</p> <p>Volume and type of TA delivered by IMF HQ</p>	<p>Statistics on TA delivered through centers vs IMF headquarters</p> <p>TA delivered in non-AFRITAC countries</p>

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
	4.2.3 Balance between direct and indirect TA delivery.	How much time has been spent in direct and indirect TA delivery by the resident advisors? Taking into account the AFRITAC objectives, what could be the appropriate distribution of time?	Time spent in direct and indirect TA delivery	Timesheets
	4.2.4 Effectiveness of Steering Committees.	Have the Steering Committees been able to provide effective guidance to the AFRITACs? What role have they played (strategic issues vs day to day operations)? What has been their overall performance (attendance of meetings, preparation and active participation in the discussions)?	Steering Committee perceptions AFRITAC staff perception IMF management perceptions Other stakeholders' perceptions	Stakeholders at different levels SC decisions and other documents (ie SC meeting minutes, charter, etc.)

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
	<p>4.2.5 Management, monitoring, and backstopping</p>	<p>What management systems (IT, HR, finance, planning, reporting, supervision, etc.) exist or do not exist? How do they work? Are there any bottlenecks? Does AFRITAC's current structure (organization of staff and management and the chain of authority) support organizational performance? What procedures have been established? Are they followed? Does the AFRITAC current structure (organization of staff and management and the chain of authority, etc.) support organizational performance? How are projects planned, implemented, monitored? Are there sufficient support structures to ensure quality and timeliness? To what extent are AFRITACs effective and efficient in their management and implementation of projects/activities? Are the project/activity identification, formulation and approval processes effective and efficient? Are approved projects/activity relevant and well designed? Do the monitoring and reporting systems in place support effective and efficient results-based management?</p>	<p>Stakeholder perceptions on AFRITAC's ability to respond to client needs Efficiency of decision-making Management of risks Existence of procedures Efficiency of management processes Improvements in project/activity cycle management Factors limiting/contributing to effective & efficient project/activity cycle management Adequacy, quality, timeliness of monitoring & reporting systems Use of monitoring & reporting system for decision making Quality and use of performance indicators</p>	<p>Corporate and center level functional analyses Stakeholders at different levels Internal stakeholders at different levels Project/activity documents Project/activity evaluations</p>
	<p>4.2.6 Backstopping by IMF departments</p>	<p>What role do the IMF's TA departments play and what is the perceived quality and timeliness of their backstopping? Is the coordination in the programming, delivery, quality control, and monitoring of TA between IMF headquarters and the Centers efficient? Adequate?</p>	<ul style="list-style-type: none"> Efficiency of management processes 	<ul style="list-style-type: none"> Stakeholders at different levels Internal stakeholders at different levels

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
	4.2.7 Effectiveness in promoting African expertise.	<p>How have the Centers been effective in identifying, utilizing, and promoting African expertise in their activities? Have AFRITACs technical counterparts been systematically appointed for activities? What is the role of these country counterparts? Are African experts used in workshops? Are African experts seconded from country to another? How receptive have been the countries to the use of African regional experts? Is a list of African experts being established? Currently, what is the ratio of regional African experts to the total population of experts?</p>	<p>Database of African expertise by core area List of workshop resources</p>	<p>Stakeholder perception Database of African expertise by core area</p>
	4.2.8 IMF resident representatives' contribution	<p>How do the AFRITACs and IMF resident representatives work together? What is the nature of their cooperation? Have they been mutually supportive: <ul style="list-style-type: none"> ➤ in their day to day operations ➤ in their relations with the authorities ➤ in their relations with the donor community ➤ during IMF staff and TA missions Should they meet at AFRITACs HQ periodically to enhance their cooperation and share their experience on a regional basis?</p>	<p>Evidence of collaboration or project Regular meetings Sharing of information</p>	<p>Stakeholder perception</p>
Enhancing stakeholder cooperation				
EFFECTIVENESS	4.3.1 Support from member	<p>Have African governments been supportive of the center activities? How? Are they committed to the success of AFRITAC. What is the nature of the interaction with ACBF? Cooperation with other training institutions? What is the relevance and strengths or weaknesses of current partnerships established between AFRITACs and other institutions?</p>	<p>Stakeholder perceptions Evidence of established and well working relationship with institutions</p>	<p>Stakeholders (governments, donors, partners) Agreements or Memorandum of understanding (MOU)</p>

Domain	Issue	Question / Sub-questions	Examples of Key Variables & Indicators	Examples of Data Sources
	4.3.2 Contribution to information sharing among members	<p>Has AFRITAC contributed to:</p> <ul style="list-style-type: none"> -improving information sharing among members? -fostering peer review? -enhancing coordination among TA Providers. In what way? Any case of duplication? <p>How? Evidence? What knowledge management mechanisms are in place to ensure that there is sharing among members?</p>	Stakeholder perceptions	Stakeholder perceptions
	4.3.3 Donor support and AFRITACs' contribution to TA coordination	<p>Has the coordinator been able to relate to the donor community? Apart from the financial contribution, is there evidence of the support provided by donors to the Centers? Has the Center enhanced the coordination among technical assistance providers?</p>	Stakeholder perceptions Inventory of donor support by core area by country	Stakeholder perceptions Report by country of donor support/interventions Meeting minutes

Appendix III - Evaluation Timeline

TASKS	TIME LINE:	TARGET DATES ¹⁰
Briefing: Meetings at IMF Headquarters, (OTM,AFR,FAD,MFD,STA,FIN, HRD,EDs); Steering Committee (SC) Chairpersons attending the Annual Meetings. Preparation of the work plan; study of materials; Organization of travel (including visas).	Week 1	Oct 4-8
Field work (including discussions with the SC Chairpersons, the Center Coordinators, resident advisers, and representatives of member countries and donors) ¹¹ . Stop-overs in Europe to interview donor representatives	Weeks 3-6	Oct. 18 - Nov 11
Telephone interviews: Selected country stakeholders not met during mission, donor representatives, others. Shared among team members from respective home bases.	Week 7	Nov 15-16
Draft report: Preparation and submission of the <i>draft</i> report	Week 7-10	Nov 17 Dec. 10
Circulation of draft for comment: Target date for circulation of draft to IMF HQ, SC Chairpersons and AFRITAC Coordinators: (by OTM)	Week 10	Dec. 10
Receipt of comments: Target date for receiving comments	Week 11	Dec. 20
Final report: Consideration of comments from stakeholders and submission of the <i>final</i> report	Week 11	Dec. 23

¹⁰ Estimated start and completion dates between which the tasks will take place.

¹¹ The team will first visit AFRITAC-East and three participating countries, thence proceeding to AFRITAC-West and four participating countries. All three team members plan to attend key meetings and interviews.

Appendix IV - List of Consulted Documents

1. African Regional Technical Assistance Centers Project Document (2002).
2. AFRITAC Back to Office Reports, Activity Status Reports, Progress Reports, End of Assignment Reports, Mission Terms of Reference, course and workshop papers, inspection reports.
3. AFRITAC Concept Paper.
4. AFRITAC Mid-Term Evaluation – list of documents contained on CD-ROMS supplied to team by OTM in October 2004.
5. AFRITAC Progress Report (Dec 2003).
6. AFRITACs Logical Framework Matrix.
7. Ahmad, Ehtisham, Dominique Bouley, Nicholas Calcoen, Lubin Doe, and Yaya Moussa, Assessment of FAD Technical Assistance in the PEM Area in Sub-Saharan Francophone Countries, IMF Policy Discussion Paper, Fiscal Affairs Department, June 2004.
8. Assessment of FAD Technical Assistance in PEM in Anglophone and Francophone Africa (two reports).
9. Bucknall, James, Percy Allan, Kolone Vaai, Evaluation of Pacific Financial Technical Assistance Centre, September 30, 2004.
10. Consulting and Audit Canada, Mid-Term Review of Caribbean Regional Technical Assistance Centre (CARTAC), UNDP Report RLA/01/011, August 2003.
11. Crotty, John, AFRITAC: End of Assignment Report, April 19, 2004.
12. Crotty, John, East AFRITAC: A Work in Progress, PowerPoint presentation, undated.
13. Document de synthèse, undated.
14. East AFRITAC Logical Framework Matrix.
15. East and West AFRITAC websites.
16. East and West AFRITAC work plans.
17. IMF Annual Report 2004, section on TA and training.
18. IMF Board Paper - Review of TA.
19. IMF, African Department and the Office of Technical Assistance Management (in consultation with the Fiscal Affairs, Monetary, and Financial Systems Departments), Progress Report on the Implementation of the Fund's Africa Capacity-Building Initiative, December 11, 2003.
20. IMF, African Regional Technical Assistance Centers (AFRITACs) Logical Framework Matrix, undated.
21. IMF, African Regional Technical Assistance Centers (AFRITACs) Project Document, March 21, 2002.
22. IMF, Annual Report FY 2004, Chapter 5, Technical Assistance and Training.
23. IMF, East AFRITAC, Activity Status Reports (Eritrea, Kenya, Tanzania), various, 2003-04.
24. IMF, East AFRITAC, Project: East-AFRITAC: Creation of a TA Center to Enhance TA Delivery, Excel spreadsheet, undated.
25. IMF, East and West AFRITACs, Work Plans, Steering Committee Documents (Agendas, Minutes, etc.), various, 2003-04.
26. IMF, Initiative du FMI pour le renforcement des capacités en Afrique.

27. IMF, Office of Technical Assistance Management (in consultation with the Fiscal Affairs, Legal, Monetary, and Financial Systems, Policy Development and Review, Statistics, and other Departments, and the IMF Institute), Review of Technical Assistance, February 17, 2004.
28. IMF, Office of Technical Assistance Management (in consultation with the Fiscal Affairs, Legal, Monetary and Financial Systems, Policy Development and Review, Statistics, and other Departments, and the IMF Institute), Supplement to the Review of Technical Assistance, February 17, 2004.
29. IMF, Office of Technical Assistance Management, AFRITAC Financial Documents (Excel spreadsheets), October 2004.
30. IMF, Technical Assistance Departments, East and West AFRITACs, Back to Office Reports, Terms of Reference, Technical Assistance Reports, various (East and West AFRITAC-member countries), 2003-04.
31. IMF, The Fund's Africa Capacity-Building Initiative—Concept Paper, undated.
32. IMF, The Fund's Africa Capacity-Building Initiative, Executive Board Paper EB S/02/72, April 24, 2002.
33. Last, Duncan, East AFRITAC, Eritrea: PEM Original Needs Assessment, December 2002.
34. Last, Duncan, East AFRITAC, Kenya: PEM Original Needs Assessment, December 2002.
35. Lazare, Michel, Mali—Back-to-Office Report on AFRITAC West Inspection Mission of the Two Revenue Resident Advisors, July 9–12, 2004, July 20, 2004.
36. Moussa, Yaya, Public Expenditure Management in Francophone Africa: A Cross-Country Analysis, IMF Working Paper WP/04/42, Fiscal Affairs Department, March 2004.
37. PEM in Francophone Africa.
38. PFTAC and CARTAC - Final Evaluation Reports.
39. Steering Committee agendas/briefs/minutes.

Appendix V - List of People Interviewed during Field Mission

interviews at hq – respondents	
Office of Technical Assistance Management	Mrs. Claire Liuksila, Director Mr. Mario de Zamaróczy, Advisor Mrs. Jette Jensen, Technical Assistance Officer Ms. Roberta Carey, Senior Technical Assistance Officer Ms. Nanig Mehranian, Budget Assistant
African Department	Mr. Abdoulaye Bio-Tchané, Director Mr. George Tsibouris, Advisor Mr. Brian Ames, Advisor Mr. Jean A. P. Clément, Assistant Director, Rwanda, Uganda Mr. Krzysztof Bledowski, Senior Economist, Rwanda Mr. Volker Treichel, Senior Economist, Tanzania Mr. Pierre Van den Boogaerde, Deputy Division Chief, Guinea Mr. Christopher Lane, Deputy Division Chief, Mali Shanka J. Peiris, Economist, Uganda Mr. Norbert Toé, Center Coordinator, West AFRITAC
AFRITAC Chairpersons	Mr. Abou-Bakar Traoré, Minister of Economy and Finance, Mali, Chairperson, West AFRITAC Steering Committee Professor Abraham Kidane, Eritrea, Chairperson, East AFRITAC Steering Committee
Statistics Department	Mr. Robin Kibuka, Advisor Mr. Jan Bove, Advisor
Fiscal Affairs Department	Ms. Teresa Ter-Minassian, Director Mr. Peter S. Heller, Deputy Director Mr. Michel Lazare, Advisor Mr. Jack Diamond, Division Chief Mr. Jean-Paul Bodin, Division Chief Mr. James Walsh, Deputy Division Chief Mr. A. Ehtisham U. Ahmed, Division Chief Mr. Tej Prakash, Section Chief
Monetary and Financial Systems Department	Richard Abrams, Advisor Christian Durand, Advisor Jean-Claude Nascimento, Senior Economist
Finance – External Accounts	John DiMaina, Division Chief of External Accounts

April 2005

INDEPENDENT EVALUATION TEAM

interviews at hq – respondents	
	Gaielle Latortue, Accounts Officer
IMF Executive Directors	Mr. Ismaila Usman, Executive Director Mr. Damian Ondo Mane, Executive Director Mr. Peter Ngumbullu, Alternate Executive Director Ms. Yasmin Patel, Senior Advisor Mr. Abayomi Atoloye, Senior Advisor Mr. Joseph Masawa, Senior Advisor Mr. Kwassivi Kpetigo, Advisor Mr. Joseph Kanu, Advisor

people met in Eritrea			
Lettebrhan Semere	Head – Human Resources Development Office, Bank of Eritrea	291 1 123033	letinas@boe.gov.er
Solomon Tecele	Expert, Ministry of National Development, The State of Eritrea	291 1 12 11 22	mpiecop@eol.com.er
V. Subrahmanyam	Banking Supervision Advisor, Bank of Eritrea	291 1 12 50 91	varabasu@boe.gov.er subra@eol.com.er
Berhane Ghebremariam	Manager – Supervision Department, Bank of Eritrea	291 1 12 31 58	berhaneg@boe.gov.er
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Appendix VI - Summaries of Key Meetings

SUMMARY OF COUNTRY REPRESENTATIVES' VIEWS

Countries' representatives were open and candid in their discussions with the evaluation team. The following is a summary of their views on major issues.

- 1) The demand-driven "assistance a la carte" nature of AFRITACs, its proximity, as well as its governance structure make it a very innovative idea.
- 2) Its location has made it look like it is something we are part of. In terms of perception, if nothing else, AFRITAC has depoliticized Technical Assistance (TA) and made it user friendly. Beneficiaries are direct participants and TA is more closely aligned with national priorities.
- 3) AFRITACs' product is the increased ability of nationals to do things by themselves; therefore, it should concentrate more on relevant training. Learning by doing is the most effective and sustainable way of building capacity.
- 4) AFRITAC Centers must not replace existing capacity-building institutions, but rather cooperate with them to promote best practices.
- 5) TA activities are undertaken within the framework of countries' reform programs. In this respect, a country has, in certain cases, the capacity to initiate a reform project but not to bring it up to international quality. Therefore the quality check is done by AFRITAC. For a TA to be successful, the recipient country or agency should take the lead in terms of formulating and implementing the reform program.
- 6) Regional workshops and seminars are useful, relevant to the countries' needs, and provide a unique opportunity for administrations' officials to share information and learn about best practices. AFRITAC should conduct more seminars and workshops and allow a larger number of participants, as well as train more trainers.
- 7) Steering Committees (SCs) have effectively guided the Centers through the start-up difficulties. The quality of the SC deliberations is gradually improving. However, members' participation in the discussions is uneven. Member countries should reexamine their representations on the SCs; such representation should adequately reflect countries' TA needs.
- 8) AFRITAC has started quite well. The performance on the ground is good. The countries are the sources of TA, AFRITAC's response is quick, and resident experts interact with nationals. However, given that the period is too short to assess its effectiveness in capacity building, the evaluation should be in terms of process for TA delivery.
- 9) Capacity building is an investment in human capital. Capacity building is also a confidence-building exercise. It is a costly investment everywhere in the world. Its impact is very difficult to quantify and is felt only over the long term.
- 10) AFRITAC should reach out to promote more African expertise with no dilution of quality. The use of qualified civil servants as short-term experts is appropriate. However, this,

together with staff mobility (including local recruitment by donors), may increase the need for more trained people to replace them.

- 11) Experience with long-term experts has not always been satisfactory, as those experts tended to do online jobs [online okay? Not sure of intent.]. However, where there is no capacity, there may be a case for long-term experts. In other cases, short-term, more focused assistance is preferable.
- 12) Governments should be responsible for TA coordination. AFRITAC could help the process.
- 13) It is worth noting that one senior representative expressed the view that AFRITAC is not cost effective because international consultancy in Africa is very expensive. AFRITAC is, however, more relevant and less costly than TA from Washington D.C.

SUMMARY OF DONOR VIEWS

The Evaluation Team's interview program involved a significant number of interviews (telephone, in-person, and questionnaire) with 13 donors, either local representatives or HQ representatives.

- African Development Bank
- CIDA
- DANIDA
- DFID
- European Union
- France / AFD
- Germany
- Italy
- Japan
- Luxembourg
- Norway
- Sweden
- Switzerland
- Others¹³

Key common points emerging in the interviews were as follows.

ADDED VALUE

- Helps beneficiaries in understanding their own needs;
- AFRITACs are locally based and have a greater knowledge of the region;
- AFRITAC was to work on long-term capacity building through the PRSP process. It is focused on shorter-term TA;

¹³ Additional meetings were conducted in the field with non-donor countries: Portugal and Brazil embassies.

- AFRITAC interventions should be anchored more with long-term capacity-building objectives and results rather than activities – either through the PRSP process or improving clients' economic management;
- The outcomes attained by the Centers' initiatives should be embedded in the Article IV.

IN-COUNTRY COORDINATION

- Donors are interested in harmonization of donor delivery but are not sure AFRITAC is the answer;
- In-country coordination of TA delivery is the countries' responsibility but, at present, they are not organized to do so. They need help. AFRITAC could assist in setting up a system but should not be responsible for maintenance and coordination;
- AFRITAC should work closely with long-term experts from other agencies working in related fields.

USE OF REGIONAL EXPERTISE

- Not satisfied with the integration of local and regional expertise;
- Encouraged by the increase in number of African resident advisors;
- Donors are interested in AFRITAC working with institutions like ACBF, MEFMI, etc. They are looking at how AFRITAC uses experts from these institutions.

BENEFITS OUTWEIGH THE COSTS OF AFRITAC

- AFRITAC is surely more cost effective than IMF HQ;
- Some donors believe the cost of AFRITAC is onerous. The management structure is large and multi-level for a small institution. Also, organizing SC meetings for 1 day with 4 days' mobilization is too costly;
- Countries that are better organized can better benefit from long-term assistance. AFRITACs' approach (short-term planning, activities-oriented, and gap-filling) seems to be better suited to countries with less developed institutions (or that are emerging from conflicts);
- Difficult to judge without a cost comparison to other delivery mechanisms;
- A more harmonized approach, higher reactivity, better coordination, and enhanced commitment should make up for the additional cost of the regional/local presence of IMF staff;
- In reality, AFRITAC has to move away from TA and toward capacity building that is longer-term.

INFORMATION FLOW

- The website might resolve some problems on information flow and preparation prior to meetings;
- Improvements have been made – comprehensiveness and presentation of working documents have been improved; budget presentation and work plan presentation is to be worked on;
- Timeliness of the documents presented has been improved.

STEERING COMMITTEE

- There is no strong preparation;
- Level of involvement is low;
- Some donors are disappointed with the apparent lack of interest and support from some client authorities;
- Some would like to see preparatory meetings or discussion meetings or activities prior to the official SC meetings;
- Meetings seem more a formality and are too oriented toward reviewing activities; not enough information on results obtained;
- The quality of reports has been a SC subject; formats changed yet donors express discontent with technical reporting. Centers report on number of missions done (or not) but do not provide sufficient explanations as to why certain activities have not occurred. Some donors feel they do not have sufficient information to judge the Centers' performance technically or financially;
- Donors would like to see progress reports describing how far clients have moved in implementing AFRITAC advice or if they have improved their performance as a result of AFRITAC intervention.

SUMMARY OF EVALUATION TEAM'S INTERVIEWS WITH PARTICIPANTS IN AFRITAC REGIONAL WORKSHOPS

The Evaluation Team's interview program involved a significant number of meetings with workshop participants in East AFRITAC, but many fewer in West AFRITAC. Countries where such meetings took place and numbers of interviewed participants were: Tanzania (5), Kenya (15), Eritrea (11), Mali (4), Burkina Faso (4), and Guinea-Bissau (2), making for a total of 41 out of about 550 participants in 21 workshops held through November 2004. (Note that fewer than 550 individuals are involved, since some have attended more than one AFRITAC workshop.)

Key points emerging in the interviews were as follows:

- All participants. When asked by the evaluation team how they had been designated to participate in a workshop, indicated that management had nominated them, i.e., the team heard of no case where a participant had learned of a workshop in advance and solicited participation.
- A large majority of participants stated they felt inspired by their workshop experience and particularly by the opportunity to exchange views with peers in neighboring countries. Only a few (particularly participants in an East AFRITAC workshop on liquidation of failed banks) said that experience in the region was too limited for their peers to be able to provide useful information.
- All participants expressed overall satisfaction with the knowledge and qualifications of their workshop faculty, with only a handful of exceptions being cited. A couple of participants commented on lack of experience in the region on the part of some otherwise qualified faculty members.
- A majority of participants said they were already applying, in their jobs, lessons learned in workshops. For example, Eritrean participants in an East AFRITAC

financial programming workshop said they were using a Zambian case study from the course as a basis for preparing a spreadsheet to discuss with an upcoming Article IV mission.

- A number of participants described their workshops as too short to include practical exercises that would facilitate adequate grasp of the material.
- Complaints about brevity were particularly widespread with respect to the financial programming workshops in East AFRITAC, even though these courses last two weeks in contrast to the one-week duration of most workshops. Notwithstanding, several participants indicated the course had given them new insights into linkages among different components of the financial system.
- Some participants suggested building up from local workshops for officials of a single country and selecting participants from those courses to proceed to regional programs.
- A few participants indicated they had subsequently been transferred to unrelated assignments, and a small number said their workshop was not relevant to the work of their institution or the situation of their country.
- Some institutions (e.g., Central Bank of Kenya, Tanzania Ministry of Finance) require participants to submit reports to management on a workshop they have attended, and some of these participants said they had included in the reports specific recommendations regarding their units' policies and procedures that subsequently were adopted by management.
- A handful of participants mentioned having organized formal post-workshop sessions to convey their experience to colleagues.

SUMMARY OF EVALUATION TEAM'S INTERVIEWS WITH IMF IN WASHINGTON, D.C.

The Evaluation Team started its work with meetings at IMF Headquarters (HQ) during the week of October 4-8, 2004. As detailed in Appendix V, the team met with the two Executive Directors for Africa and members of their staff; with directors and staff of two departments, Africa (AFR) and Fiscal Affairs (FAD); with the director and staff of the Office of Technical Assistance Management (OTM); and with staff of the Monetary and Financial Systems (MFD), Statistics (STA), and Finance (FIN) departments.

Without purporting to do justice to the extensive information provided by IMF directors and staff, this summary seeks to draw out a few salient points that served as points of departure for the team's inquiries in Africa.

Focus of mid-term evaluation. The evaluation should focus on assessing the AFRITACs as a mode of TA delivery, rather than on specific highlights or shortcomings of one or the other Center. It should also keep in mind key differences between the AFRITACs on the one hand, and CARTAC and PFTAC on the other, the latter being designed to service groupings of mostly small island nations.

Appreciation of AFRITACs by member-country leaders. Executive Directors and IMF staff who had spoken with finance ministers at the just-concluded annual meetings reported that AFRITAC member-country ministers described the AFRITACs as demand-driven and helpful.

The great benefit of the AFRITACs is their proximity, giving countries much greater access to IMF expertise. Ministers want the program to continue beyond its initial three-year term. Ministers from nonmember countries are pressing for establishment of new AFRITACs for Central and Southern Africa.

AFRITACs' goals and assessment of their achievement. There was general agreement that (i) the AFRITACs should focus on building institutional and staff capacity in benefiting agencies, rather than on helping countries meet short-term crises, but (ii) indicators and procedures for measuring change in capacity are largely absent.

AFRITACs as forerunner of decentralization of IMF TA. The AFRITACs are viewed as an approach toward decentralizing and leveraging IMF TA. HQ staff value the closer contact with country authorities that AFRITAC center coordinators (CCs) and resident advisors are able to maintain, compared to HQ staff, with the latter's responsibilities for considerably larger numbers of countries.

Long- versus short-term TA. The IMF is de-emphasizing long-term TA, except in post-conflict countries where pre-existing capacity has largely evaporated. It finds periodic visits by AFRITAC CCs, resident advisors, and short-term experts to be an effective substitute for long-term TA.

Emphasis on direct versus indirect TA. Some staff expressed a desire to see AFRITAC advisors devote more of their time to management of short-term experts, versus providing direct TA.

AFRITACs' use of African expertise. It is desirable for AFRITACs to expand their use of African expertise; however, they should emphasize staff quality regardless of origin. Concern was expressed that regional expertise in some IMF core areas is still nascent.

AFRITACs' cost effectiveness. Some IMF staff expressed concern about the overhead costs of the Centers and asked the team to investigate whether placement of peripatetic advisors in Resident Representatives' offices or host country ministries would be a more cost-effective mode of delivering TA to African countries in the IMF's core areas.

Resources for backstopping AFRITACs. AFR and the TA departments were allocated additional staff positions to backstop the AFRITACs, although no staff members are 100 percent dedicated to this function. OTM, on the other hand, received no additional positions. Not only OTM but several departmental staff thought this was depriving the AFRITACs of adequate support. Because the Executive Board has decided against any increase in total IMF staff, the possibility of allocating more staff resources to backstop the existing and any new AFRITACs depends on transferring staff time from other assignments. No suggestions were offered as to where such transfers might be made.

Relationships and interactions between AFRITACs and TA departments. Much information was provided on this many-faceted topic:

- TA departments consider themselves accountable for the quality of all IMF TA. Close supervision of AFRITAC staff is essential to ensure consistency of policy advice (e.g., it would be undesirable for bank supervision advisors to recommend closing of banks where this would substantially raise the budget deficit).
- Some TA departments are exercising less influence than they might in the formulation of AFRITAC work plans.
- Some staff said clarification is needed from IMF management as to whether the AFRITACs should be regarded as branches of TA departments.

- Ideally, all short-term experts hired by the AFRITACs should be qualified to form part of IMF expert panels. TA departments welcome the AFRITACs' role in testing locally hired experts for possible inclusion in the panels.
- The AFRITACs' feedback from country authorities gives TA departments useful indicators for preparing their Resource Allocation Plans (RAPs).
- The coming onstream of the AFRITACs has enabled TA departments to design diagnostic missions more systematically, leaving behind a largely reactive posture. FAD has shifted from development of integrated TA projects to development of strategic reform plans.
- AFRITACs are better placed than TA departments to organize sub-regional workshops, which are seen as a useful supplement to training by the IMF Institute and regional training agencies.

Relationships and interactions between AFRITACs and AFR. African Department mission staff are not regularly copied on AFRITAC technical reports for their countries, and feel this should become an established procedure. They also seek more current information on countries' follow-up to AFRITACs' recommendations.

Donor coordination. Differing views were expressed on AFRITACs' role in coordinating donor assistance in IMF core areas. Coordination is needed, especially in situations where donors are giving contradictory advice. In some situations (revenue administration was mentioned) the AFRITACs' close contact with country authorities and donor field representatives enables them to play a significant coordinating role. In other cases, the IMF's role is too small in relation to other donors to give AFRITAC staff significant leverage.

Steering Committees (SCs). The SCs' existence has increased country ownership of IMF TA. However, not all countries take advantage of their SC membership. Participation is spotty, with some members coming unprepared to identify their TA priorities.

Funding of AFRITACs. Some staff expressed concern over whether and where the money would be found to cover the AFRITACs' currently projected \$1.7 million 3-year deficit and continuation of their operation during the upcoming triennium.

Appendix VII - Review of Selected Projects

Introduction

As part of the evaluation of the quality of activities and outputs produced by AFRITAC, a review of a number of projects was conducted. The analysis is based on feedback gathered during the field mission and a review of project documents considered as “standard” within the AFRITAC project cycle. During the field mission, approximately 69 activities and projects were discussed with interviewees, from which the evaluation team chose 7 for analysis.

Selecting the sample

The project selection criterion was based on:

- 1) Country distribution of the sample;
- 2) Sector representation/variety (public expenditure, microfinance, statistics, etc.);
- 3) Projects with varying levels of performance classified as “good” performers, “average” performers, and “poor” performers, based on stakeholder feedback of output achievement.

Gathering the documentation

At present, project documents are not organized or easily accessed through one corporate platform. This meant that the evaluation team required a lot of assistance from individual resident advisors, Center Coordinators, and assistants in assembling the documentation that was considered necessary to conduct the review. For each project identified for the sample, the team requested copies of the Back To Office reports, Terms of References for consultants, Mission Reports, and Activity Status Reports. Center Coordinators had identified these types of documents as the basic documents used by AFRITACs to follow the evolution of the projects/activities (i.e., life of the project) from conception to closedown.

Despite a great deal of effort, the documentation was quite scarce for some of the projects. The evaluation team eliminated a few projects from the list because of this limitation.

Defining the Quality Criteria

The team proceeded to define the quality criteria in an effort to create a common framework for assessing projects and capturing the differences between them. The criteria are presented in Exhibit 1.1 below. Each criterion was in turn broken down into sub-criteria and questions for analysis. The questions referred to the “evidence” or “descriptions” that could be found in the project documents.

Exhibit 1.1 Quality criteria

General Criteria used to Assess Quality
<ul style="list-style-type: none">• Design (Content and Methodology)• Implementation process• Monitoring & follow-up system• Timeliness• Relevance of activities

Review and assessment

As noted above, as a general principle, the team sought evidence in the project documents in order to answer Yes/No questions and identify the issues that are raised for each of the sub-criteria. For example, under the “design” criteria is the sub-criterion of “project logic.” **In this case, the reviewers would base their assessment on the project logic according to the issues raised or the needs identified in the annual work plan and/or evaluation reports. This meant that, in some cases, there simply was not enough information to make a clear judgment.**

All judgments made are based on the evidence provided in the project documents and may not reflect the reality of projects.

Limitations

- AFRITACs do not have a corporate system to store all project information. Thus the information provided to the evaluation team for consideration varied and was inconsistent. In some cases the documents provided were very limited, probably due to the lack of a central system.
- The small sample number of projects reviewed does not allow for adequate extrapolation (or generalization) to the overall portfolio of activity quality. We cannot say if the entire portfolio is of higher quality or better managed due to the insufficient number of projects.
- The team’s judgments were made based on the evidence provided in the project documents. Thus, if there was not sufficient documentation available (which was often the case), it was difficult to make a judgment. Evaluation reports are usually a critical source of information for assessing the identified quality criteria. In AFRITACs, there are no documented or formal evaluations of projects or activities except those by the AFRITAC advisors. Furthermore, project documents on their own may not sufficiently provide the information or be reliable indicators of the overall quality of the projects/activities.

Selected projects

Project title	Country	Brief description	Sector	Performance category (Good - Gd; Average - Av; Poor - Pr)				Documents provided (Back To Office reports – BTO; Terms of References for consultants – TOR-C; Mission Reports – MR; Activity Status Report – ASR; Other – O).									
				Gd	Av	Pr	BTO	TOR-C	MR	ASR	O						
Évaluation du module informatique Financements extérieurs du circuit informatisé de la dépense	Burkina Faso	Une mission de deux consultants (résident expert et consultant international) a effectué un bilan de la fonctionnalité du module financements extérieurs du CID et proposer des recommandations pour assurer son opérationnalité.	Public Expenditure	√					√				√			Consultancy Rapport	
Appui à la mise en œuvre des mesures permettant d'améliorer la préparation budgétaire	Guinea Bissau	Appuyer les autorités dans la préparation budgétaire. Analyser le processus et le calendrier actuel, élaborer un plan d'activités pour le groupe de travail à mettre en place.	Public Expenditure	√						√							
Monetary Operations – Review of Liquidity Forecasting Framework	Tanzania	Assist the authorities in improving implementation of monetary policy by improving liquidity forecasting processes and outcomes.	Monetary Policy and Operations		√						√						√
Cash Management	Eritrea	Introduce a modern cash management system in the Treasury Department of MoF for the in-year management of budgetary cash resources.	Public Expenditure Management		√				√				√				√
Foreign Reserves	Kenya	Assist the authorities to:	Monetary Policy	√									√				√

Project title	Country	Brief description	Sector	Performance category (Good - Gd; Average - Av; Poor - Pr)			Documents provided (Back To Office reports – BTO; Terms of References for consultants – TOR-C; Mission Reports – MR; Activity Status Report – ASR; Other – O).					
				Gd	Av	Pr	BTO	TOR-C	MR	ASR	O	
Management Assessment of Reserves Management Practices		<ul style="list-style-type: none"> Identify the problems in tracking aid flows in Kenya. Prepare an overall strategy and action plan to address them. 	and Operations									
Renforcer le rôle de coordination de l'Office national de la statistiques (ONS) dans les activités de collecte des données statistiques	Mauritania	AFRITAC initiated and participated in a World Bank mission on GDSS Concrétiser la participation auSGDD	Statistics	√								No documents provided; only beneficiary comments.
Developpement d'une politique cohérente pour la MF et Stratégie de renforcement de la supervision des SFD	Mali	Analyser la situation du secteur de la MF, y compris le cadre juridique Améliorer le système de contrôles interne et externe des institutions de MF et renforcer les capacités de la Cellule de la MF	Microfinance Supervision			√						Memos

Analysis

Projects will be rated on a set of qualitative criteria that integrates variables related to quality, timeliness, and relevance of activities. The analysis summarizes the findings of the review throughout the activity cycle: Design, Implementation, and Monitoring/follow-up.

DESIGN CRITERIA	YES	NO	COMMENTS/ISSUES
Evidence that the activity respected the beneficiaries' request (Relevance to stakeholders)	■		For most cases reviewed, the feedback tends to lead the reviewers to believe the activities were relevant to the beneficiaries' request. Only one case was mentioned where beneficiaries did not agree with the planned activity and subsequently the activity was dropped (the microfinance project in Mali is such an example).
Description of how the activity is linked to the PRSP or other national capacity-building process	■		Linkages to the PRSP are described in the work plan but not in activity descriptions.
Evidence of the lapse of time between request and delivery		■	Difficult to determine the time between request for activity and actual execution. Most activities are scheduled in the work plan and time can vary between 1-2 months and over a year. Overall, the time between request formulation and delivery is approximately 3 to 4 months. No system or database tracking system exists.
Are the TORs clear and detailed?	■		Most TORs are clearly written and sufficiently detailed.
Objectives and outputs clearly stated	■		Inconsistency in TORs write-up of objectives, expected results, and outputs. May be caused by changes in format since the beginning of the Centers' existence. Lack of baseline information or indicators to track progress. In some activities there are missing linkages between outputs, immediate

				objectives, and development objectives. Some objectives and outputs are vague and ambiguous. Lack of documents makes some activities difficult to evaluate (see activities for Mauritania and Mali).
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IMPLEMENTATION CRITERIA	YES	NO	COMMENTS/ISSUES
Issues raised about the coordination with partners/others	■		Little is mentioned concerning the coordination with partners/others except some cases where the application of recommendations or work to be done among AFRITAC experts' visits is slow-moving.
Issues raised about the overall management of the activities		■	Little evidence noted in documents. The AFRITAC interventions focus more on the delivery of inputs at TA "activities" level. There is little evidence of institutional capacity building or attainment of results in the documents.
Implementation arrangements are described explicitly in the documents	■		Most TOR-C state which counterparts should work with experts.

FOLLOW-UP/MONITORING	YES	NO	COMMENTS/ISSUES
Issues raised about availability and use of monitoring information	■	■	Those experts interviewed found the monitoring of the AFRITAC staff to be very adequate. No evidence or issues were raised in the documents reviewed.
Issues raised about follow-up of activities	■		The resident advisors do some follow-up of activities and report on them in their Back-to-Office reports and in the Activity Status Report. Inconsistencies among activities descriptions of actions to be taken make it difficult to understand the next steps. The action to be taken often applies only to the authorities' follow-up and not to AFRITACs' actions.
Evaluations on interventions are conducted		■	There are no formal evaluations done on the interventions. BTO reports sometimes contain evaluations of in-country workshops, but this is inconsistent.

Appendix VIII - Results of Online
Questionnaire Administered to Non-Visited
Countries

**AFRITAC Mid-
Term Report**

Survey Report

December 2004

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Introduction

As part of the Independent Evaluation Team of AFRITAC nominated by the participating countries, bilateral donors, and the International Monetary Fund (IMF), the evaluation team prepared a Web-based questionnaire that was administered to all 75 AFRITAC staff that had direct exposure to technical assistance and training by AFRITAC and/or have been involved in the implementation of the project.

33 out of 75 questionnaires were filled out, which corresponds to a 44% response rate. The full survey results with the supporting graphics are presented in the following section. Specific comments from staff are also presented.

The questionnaire was organized in two sections. The first section requested information about staff position and roles in the organization. In the second section, questions asked investigated participant's opinions on various aspects of AFRITACs' performance. All responses remained strictly anonymous and confidential.

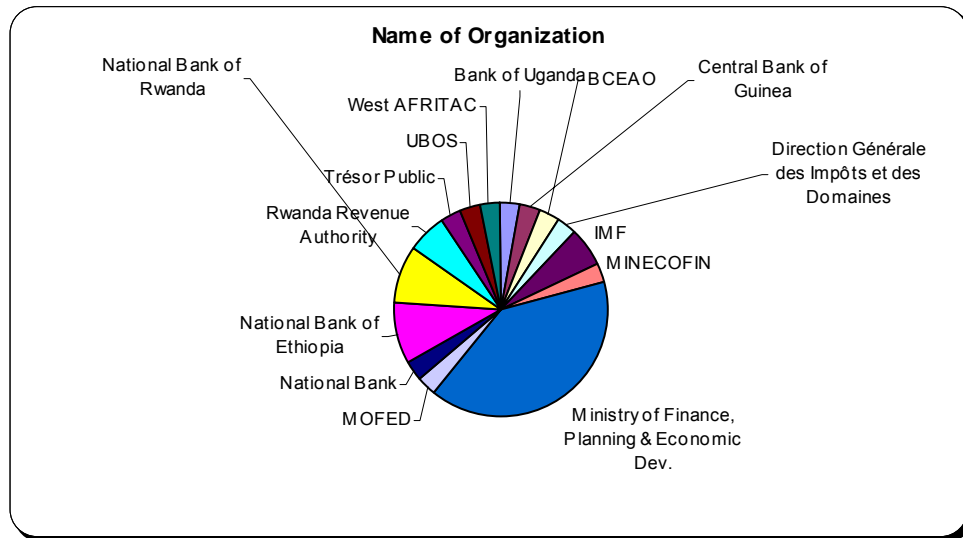
Exhibit 1.1 Distribution of Survey Recipients

CATEGORIES OF RECIPIENTS	NUMBER OF RECIPIENTS
Donor	1
Steering Committee Member	10
Regional Training Participant	12
Local Training Participant	5
Technical Assistance Beneficiary	20
Other	5
Total	33

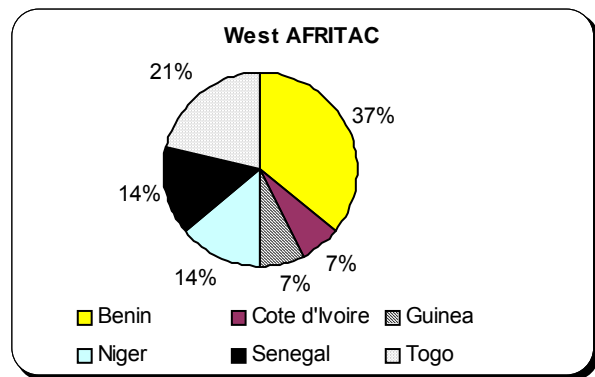
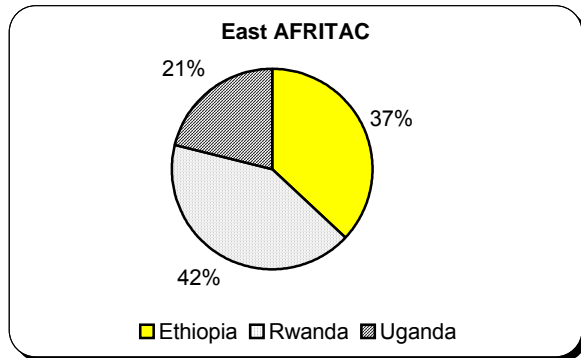
Survey Results

1.1 Background Information

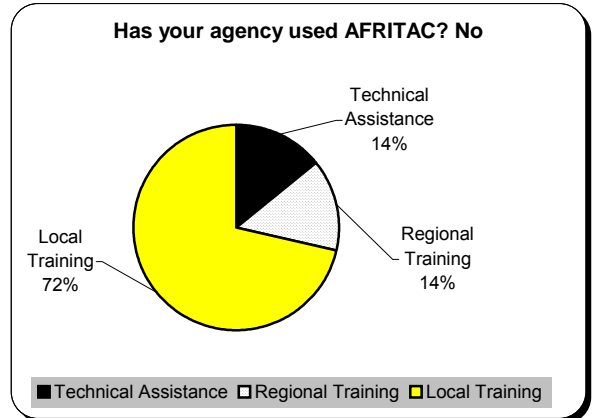
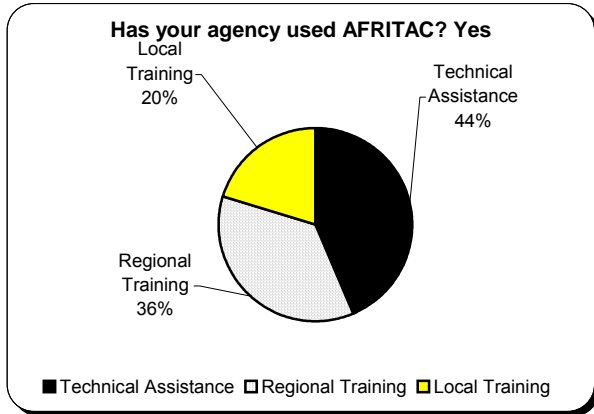
Question 3 – Name of Organization



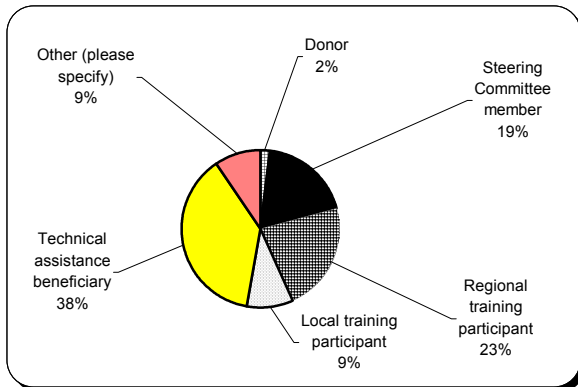
Question 4 – Where are you based?



Question 5 – Has your agency used AFRITAC?

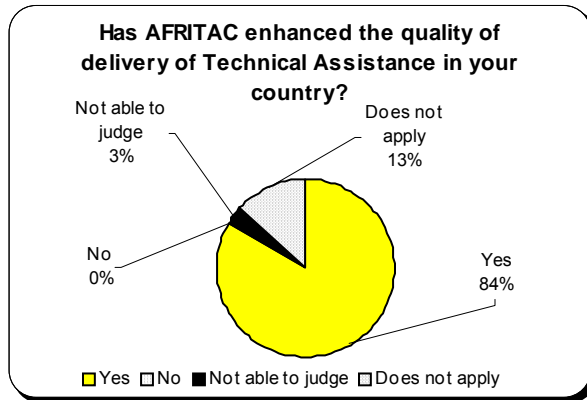


Question 6 – Please select from the following that which applies to you. Are you a:

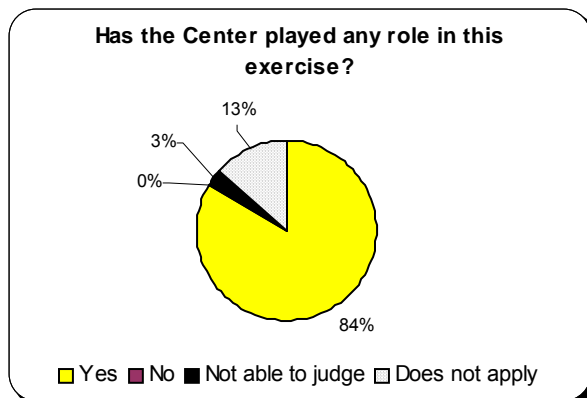


1.2 AFRITAC Questionnaire

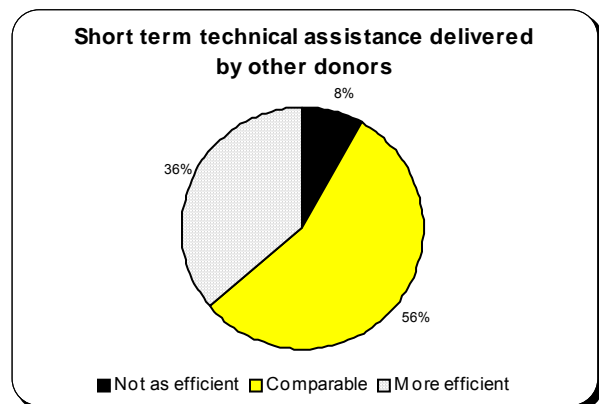
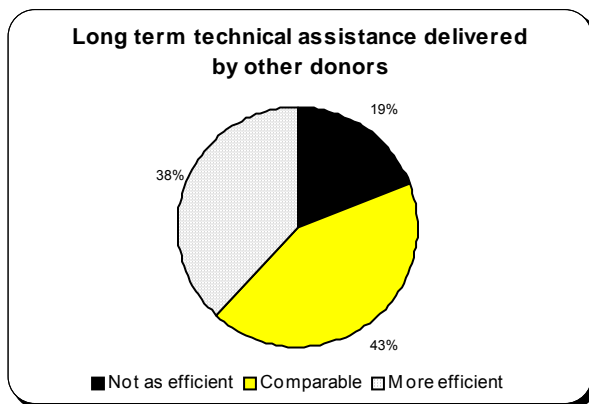
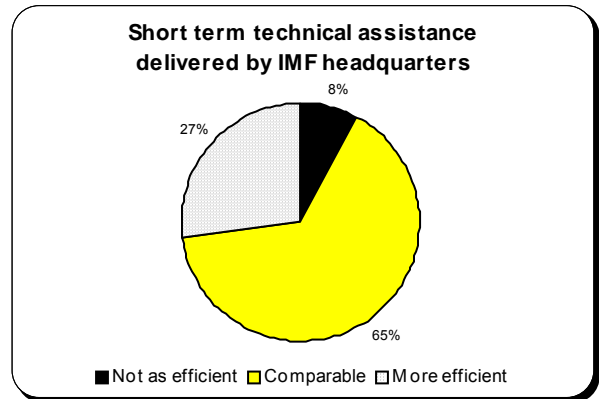
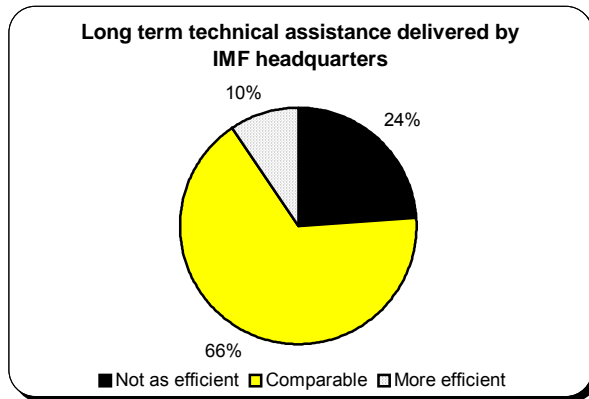
Question 7 – Has AFRITAC enhanced the quality of delivery of Technical Assistance in your country?



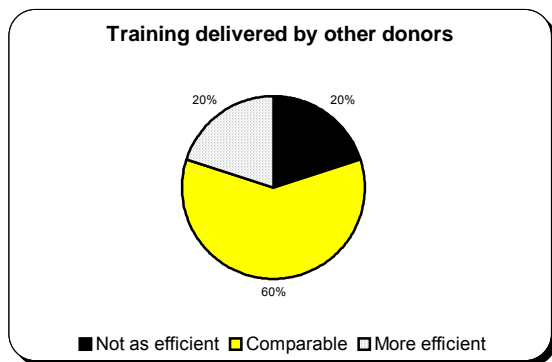
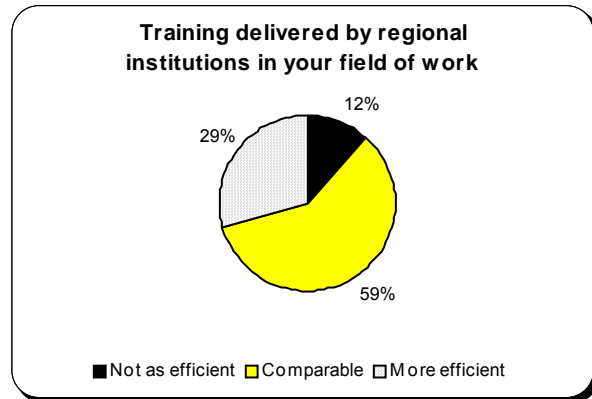
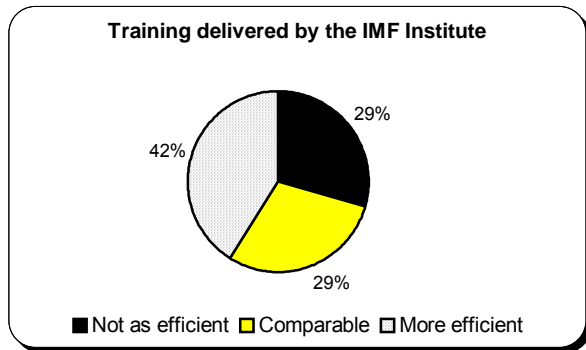
Question 9 – Has the Center played any role in this exercise?



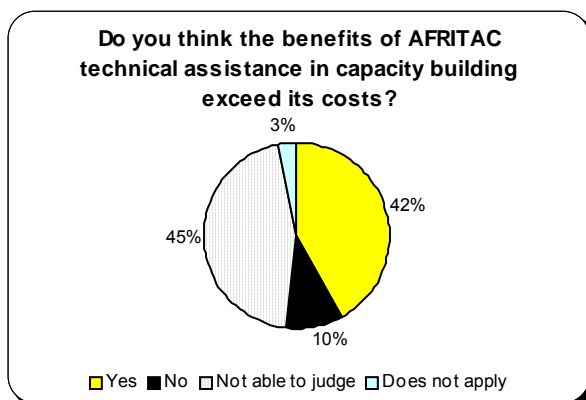
Question 11 – Please compare the quality of Technical Assistance delivered by AFRITAC to:



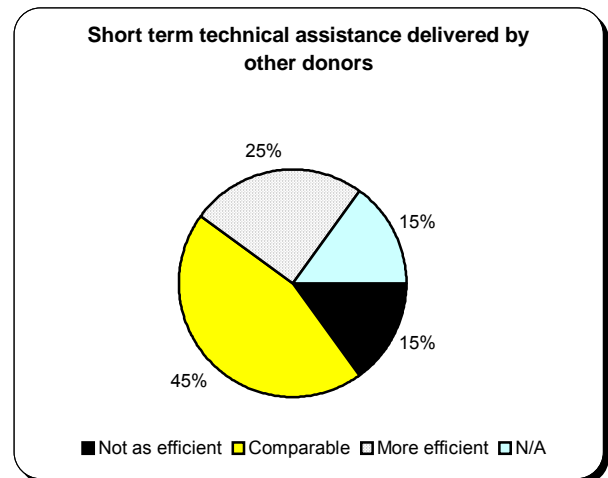
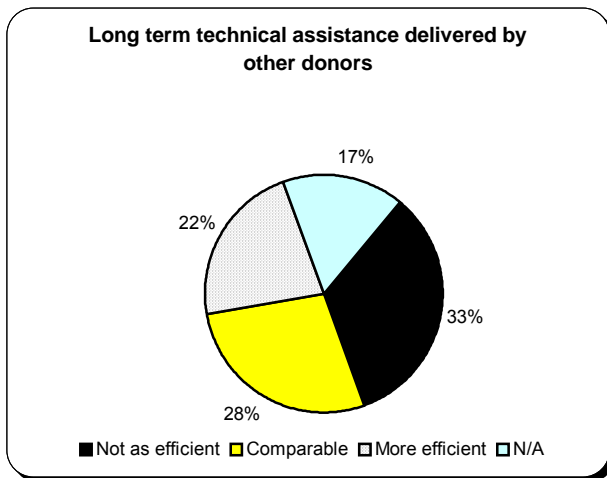
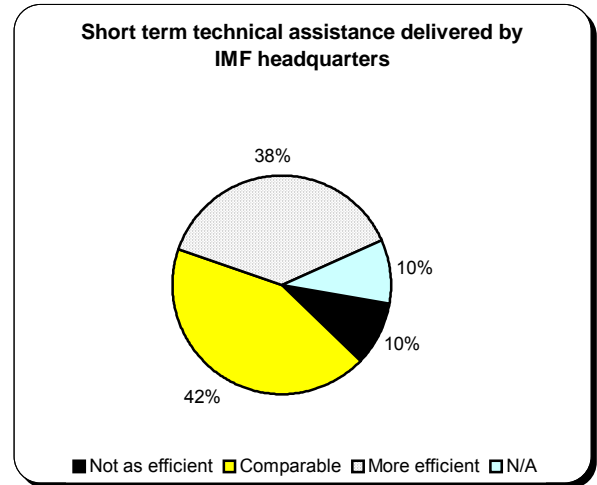
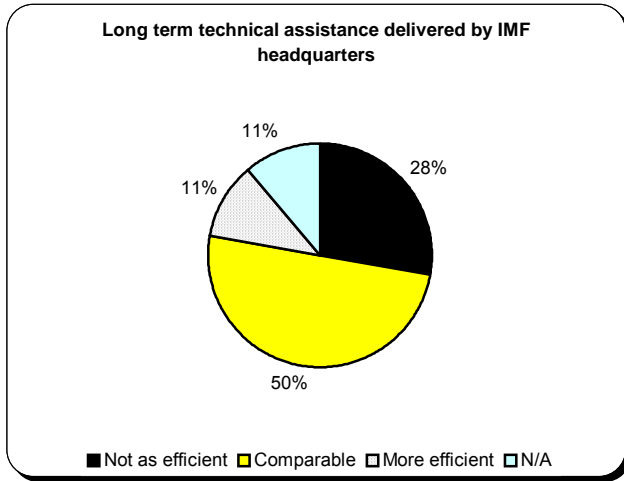
Question 13 – Please compare the quality of Regional Training delivered by AFRITAC to:



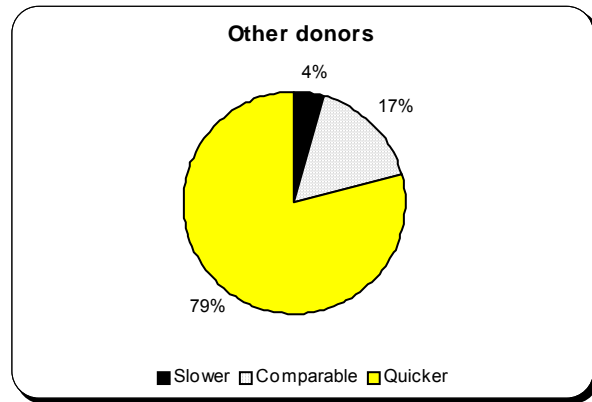
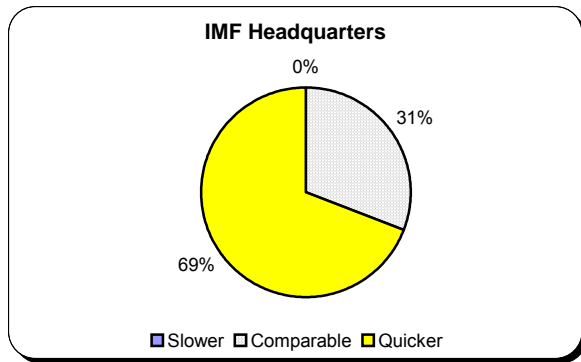
Question 14 – Do you think the benefits of AFRITAC technical assistance in capacity building exceed its costs?



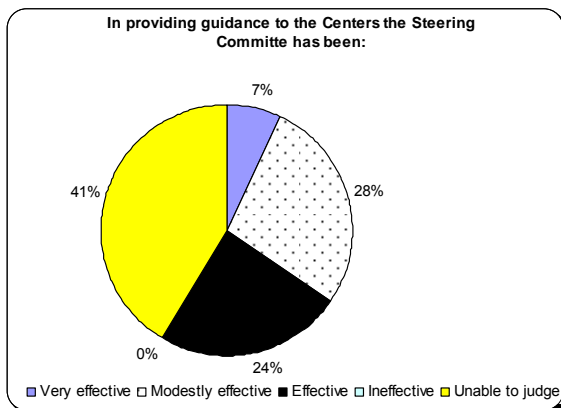
Question 17 – Please compare the cost-effectiveness of technical assistance delivered by AFRITAC to other delivery modes:



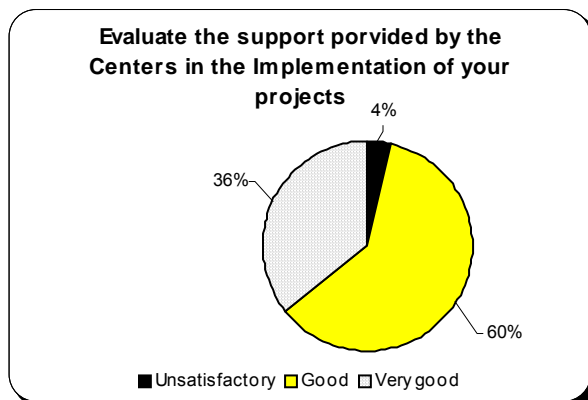
Question 19 – Please compare the timeliness of AFRITAC response to your requests to that of:



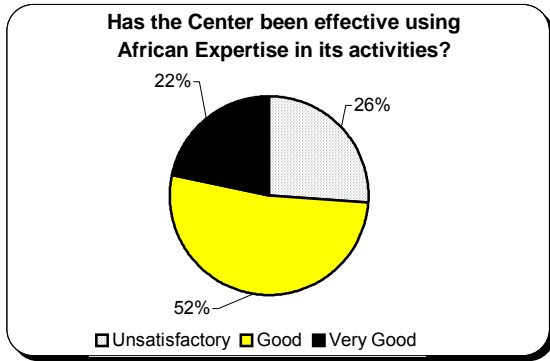
Question 20 – In providing guidance to the Centers, the Steering Committee has been:



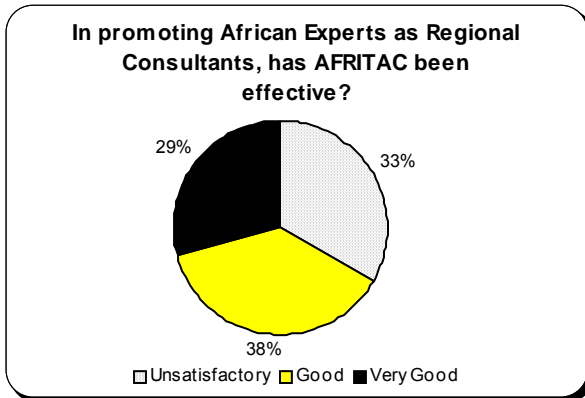
Question 21 – Evaluate the support provided by the Centers (in Dar Es Salaam and Bamako) in the implementation of your Projects:



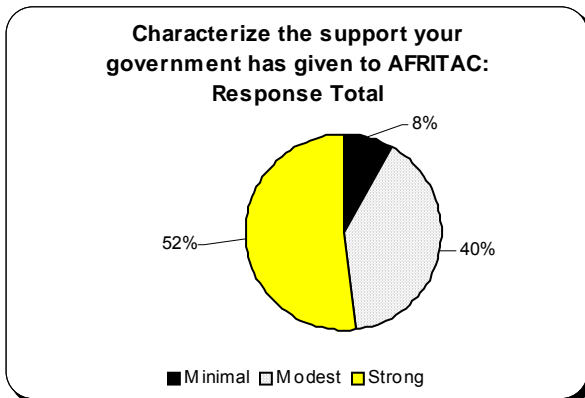
Question 23 – Has the Center been effective using African expertise in its activities?



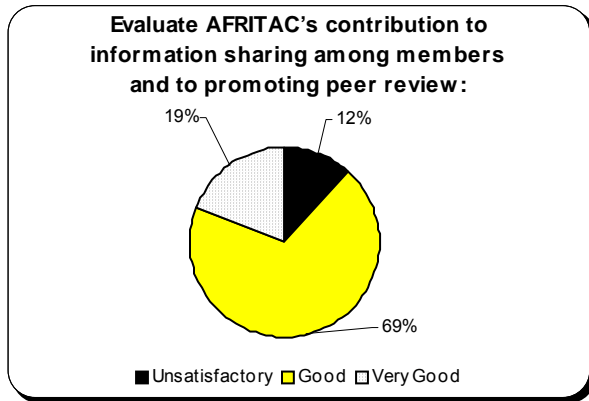
Question 25 – In promoting African Experts as Regional Consultants, has AFRITAC been effective?



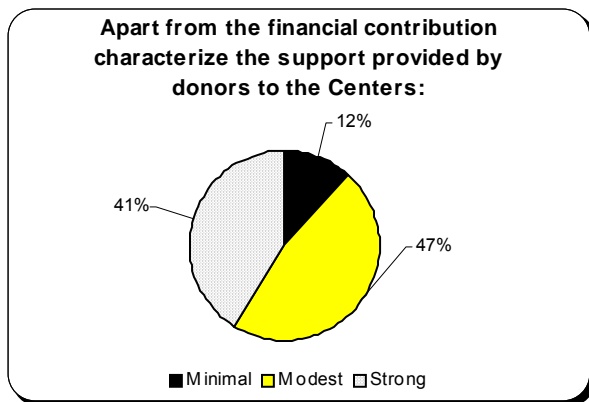
Question 27 – Characterize the support your government has given to AFRITAC.



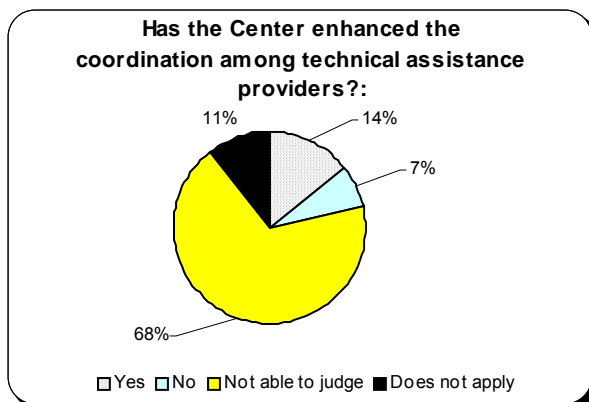
Question 29 – Evaluate AFRITAC’s contribution to information sharing among members and to promoting peer review.



Question 31 – Apart from the financial contribution, characterize the support provided by donors to the Centers.



Question 33 – Has the Center enhanced the coordination among technical assistance providers?



1.3 Comments

Q 8 Comments How did your country define its technical priorities?	
1	En accord avec les services notamment financiers a partir des expressions de besoins justifies et discutees en reunion pour reformuler et eliminer les doubles emplois.
2	1- Toutes les structures administratives notamment celle du Ministère des Finances ont été informées sur les activités de AFRITAC et sur cette base on leur a demandé d'exprimer leurs besoins selon les priorités décroissantes.2- AFRITAC a fait une mission pour présenter ses programmes et expliquer ses domaines de compétences.3- Après ce passage, des ajustements ont été faits à l'interne sur ces priorités avant d'être envoyées à BAMAKO en tenant aussi compte de celles qui ont été déjà prises en compte par d'autres bailleurs de fonds.
3	Four areas were identified as priorities for technical assistance/capacity building, namely: i) Rebasing of Index of Industrial Production (IIP) ii) Development of methodology for production of quarterly national accounts (QGDP) iii) Rebasing of consumer price index (CPI) and expanding coverage iv) Production of trade indices.
4	Sans objet.
5	en relation avec le programme d'intégration communautaire notamment l'amélioration et la sécurisation des recettes fiscales,le renforcement des capacités dans l'administration et la production des états de synthèse de l'exécution du budget etc.
6	Our priorities were defined depending on our immediate needs and concerns with respect to banking regulation issues.
7	De prime à bord, les formations ont été organisées sur place en faveur des Cadres de la BNR et autres cadres des banques commerciales.
8	Improving data compilation and statistical analysis capacity of the Economic Record Department Staff, shifting from document boxed data collection to direct sample base data compilation, xx in the BOP area, Improving statistic data compilation formats and methodology.
9	Through studies like FARAP.
10	Our priorities are related to tax policy and tax administration. They were submitted through inputs to questions prepared by the center. The Authority also gives updates on certain areas.
11	Our priorities are related to tax policy and tax administration. They were submitted through inputs to questions prepared by the center. The Authority also gives updates on certain areas.
12	1. Improve "Producer Price Index" for National Accounts Statistics. 2. Develop methodology for "Construction Index."
13	...Country define technical assistance priorities as immediate ??? need to 1) introduce new working system in existing institutional market so as to improve efficiency and effectiveness; ??tente new institution or market as and when need and; 3) build ??? capacity to ensure sustainability.
14	Les priorités du pays sur le plan techniques ont été définies à partir des priorités des structures lesquelles ont fait l'objet de synthèse et de mise en cohérence avant d'être discutées avec la mission de Afritac. Mais compte tenu du délai parfois trop long entre la mission de Afritac et la mise en œuvre de ces priorités, certaines sont devenues caduques ou ont été exécutées avec le concours d'autres partenaires au développement.
15	I define technical priorities for Ethiopia as technical assistance that enhances skills of macroeconomic institutions and fills the missing skill deficiencies in economic, financial, foreign exchange, etc., policy formulation implementation, and evaluation.
16	Improve the intergovernmental fiscal relationship. in particular the federal-state grant system.
17	Chaque direction nationale a exprimé ses besoins par ordre de priorité;les besoins de l'ensemble des directions relevant des Finances ,du Plan,de la Banque Centrale ont été récapitulés et communiqués à Afritac.
18	Through the FARAP road map, the GOR clearly defined its needs in terms of legal and institutional needs in the ongoing PFM [[PEM?]] reforms, which were later defined in terms of activities and budgetary requirements. After identifying the gaps in technical priorities, AFRITAC was asked to intervene. Secondly, human resource capacity has been improved through exchange of experiences delivered in regional workshops.

Q 8 Comments How did your country define its technical priorities?	
19	Les priorités du Togo ont été techniquement définies à partir des besoins exprimés par les services, en rapport avec le DSRP. Le centre a eu à parcourir les pays bénéficiaires.
20	Implication des structures intervenant dans les domaines d'interventions de l'Afritac pour définir leurs besoins d'assistance technique et de renforcement des capacités. Organisation de réunions plénières pour l'adoption d'un programme de travail et d'un plan d'actions, en liaison avec le document de stratégie de réduction de la pauvreté.
21	En vue d'obtenir les meilleurs résultats dans la mise en oeuvre du CSRP, le Sénégal a retenu le renforcement de l'efficacité des administrations fiscales et douanières pour un meilleur recouvrement des recettes. L'amélioration des administrations financières programmation et exécution budgétaire, gestion de la Dette pour une meilleure consommation des ressources; système statistiques pour une meilleure production des données
22	Analyzed the major capacity gaps in key economic Institutions, such as the Ministry of Finance and Economic Planning, Central Bank, and the Rwanda Revenue Authority, that fall within the IMF core areas of TA. To the extent that enhancing capacity in those areas was critical to the success of implementation of the country's PRSP, those were considered to be priority.
23	A partir d'un comité de réflexion interne à la DGID et par entretien direct au cours de la mission tournante de AFRITAC.
24	Sur base des politiques nationales telles que la décentralisation fiscale, la transparence dans la gestion des finances publiques, etc.
25	For bank supervision, our TA requests are the following: 1) Reform the legal and regulatory framework. A modern legal framework for restructuring insolvent banks should be developed for Rwanda; training should follow for the bank supervision department and a written procedures manual for dealing with insolvent banks should be developed for NBR inspectors. 2) Loan classification and provisioning (specifically including overdraft lending). Editing of the loan loss provision policy, wherein it would be required for commercial banks to adhere to a policy of having to make loan loss provisions in the period of discovery (before quarterly official reports are sent to the central bank). Any additional loan loss provisions required as a result of an on-site examination can be done either at the close of the examination or in the period of discovery. 3) Develop a written regulation or policy concerning the capitalization of interest by a commercial bank and outline criteria for renegotiating a loan with a bank and to aid in determining the book solvency of commercial bank classified assets. 4) Off-site monitoring systems and improving the reporting format. Put in place an automated statistical report in regard to the new accounting plan in place since January 2004. 5) Edit or implement new investment policy that places emphasis on safety and liquidity for any acquired investments by the bank. The investment policy should also place limitations on non-rated and/or speculative investments 6) Modern report writing techniques should be provided to the inspection staff to aid in developing a concise and more meaningful written inspection report for the NBR and the commercial banks. 7) An asset concentration regulation needs to be developed (a legal lending limit violation is already in place) and such a page needs to be inserted in the written on-site inspection report. It would list any asset concentration that represents 20-25 percent of total capital and the examiner would state whether it was a matter of concern or that it is not harmful to the safety and soundness of the bank. 8) Assistance to put in place a deposit insurance scheme and 9) Public credit registry (Information central) - how to effectively use and analyze the data of this information center for the needs of off-site supervision. For payment system services, the following training is needed: 1) Staff training in aspects concerning National Payment System (NPS) supervision (oversight); 2) Setting up the legal and regulatory framework within which the NPS should operate; 3) Laws and Regulations concerning electronic money; 4) Clearinghouse arrangements and agreements; and 5) the following seminar: Managing risks in the payment system.
26	By requesting IMF to post a long-term advisor to Bank of Uganda whose TOR was; 1) Reinforce the legal and regulatory framework for bank supervision; 2) Upgrade banks supervision staff skills in conducting on-site inspection; 3) Evaluate the effectiveness of the current off-site surveillance system and enhance the same through upgrading the analytical skills of staff; 4) Render advice on bank failure resolution strategies and enforcement actions or prompt corrective measures for weak banks; 5) Contribute to the general strengthening of banks' supervision department; 6) Conduct training, workshops and/or technical discussions on a regular basis to update banks' supervision department on codes, principles, and international best practices in bank supervision.
27	Après avoir obtenu des directeurs techniques leurs priorités en besoin d'assistance technique, le coordonnateur des actions de réformes et le secrétaire de la commission nationale de développement et de la lutte contre la pauvreté ont fait le tri et la synthèse qui a été envoyée à Afritac ouest. Mais le comité d'orientation n'a pas retenu l'essentiel des besoins et les directeurs techniques ne sont pas satisfaits. Les quelques activités qui ont été retenues n'ont pu être réalisées qu'en matière de formation sous régionale, mais pas en assistance technique.

Q 8 Comments How did your country define its technical priorities?	
28	La priorité a été définie après analyse des réalités des administrations douanières et fiscales du NIGER. Les nécessités de progresser en améliorant les résultats de mobilisations des recettes internes.
29	Avec l'appui des partenaires des IBW, de la CE et des bilatéraux partenaires financiers

Q 10 Comments If the Center has played a role in helping your agency define its technical assistance and training priorities, please explain how	
1	L'appui du centre est intervenu après que le pays ait établi ses besoins dans le but d'harmoniser et de reformuler l'un ou l'autre besoin. Souvent aussi pour voir si les structures internes ne peuvent pas plutôt intervenir au lieu de chercher une expertise étrangère.
2	C'est à travers les exposés faits par AFRITAC lors de ces missions d'informations. Il a été expliqué aux différentes administrations (structures) les critères pouvant permettre d'élaborer les priorités. Notamment, il faut :- éviter le double emploi avec d'autres bailleurs de fonds ou de veiller à ce qu'il y ait éventuellement une complémentarité ; - veiller à ce que les actions aient un impact immédiat ou à court ou moyen terme. Par ailleurs, AFRITAC oriente sur ce qui peut être fondamental et n'est pas nécessairement du ressort du siège du FMI. Au total, il y a véritablement un échange entre AFRITAC et l'Administration avant un arrêt définitif des priorités.
3	Not able to judge for same reasons as in 8 above.
4	au départ une liste de priorités a été envoyée mais après discussion avec les experts un ordre de priorité a été retenu de commun accord et portée à la connaissance des autorités.
5	The Center has helped us in the definition of risk management framework for our banks. It has also helped us in reviewing the risk management framework submitted by individual banks.
6	C'est nous qui avons formulé nos priorités.
7	AFRITAC provided technical assistance to have xx division: 1) xx out Banking Division: on liquidity forecasting methodology formats; training of the staff on the same 2) BOP - on external sector data collection methodology based on BPS
8	Done mainly through their participation in FARAP.
9	Priorities (with respect to my area) were focused on enhancing ???plenary [[not sure what is meant here]] and supervisory capacity of the National Bank of Ethiopia (The Central Bank). To this end the East AFRITAC in the ??? provided a training program, drafted regulations and assisted ??????ing problems and recommending solution in areas of banking supervision. [[remove "??s?"]]
10	Although the technical assistance need was first identified and requested by the Bank, the Center has helped us in defining more clearly our needs and identifying technical and analytical skill deficiencies.
11	In selecting an appropriate consultant.
12	Le rôle principal a été exercé par les administrations du pays. Le Centre a aidé à reformuler les priorités pour une meilleure présentation sans rien y altérer.
13	As in number 2 above.
14	Le Centre a aidé à redimensionner les besoins en recommandant par exemple, en matière de gestion de la dépense, de commencer avec une informatisation minimale du circuit de la dépense et d'étendre progressivement. Les recommandations du Centre dans plusieurs autres domaines sont très opportunes.
15	le document technique a été présenté à la mission Afritac lors de son passage pour discussions et enrichissement.
16	The Center resident advisors helped the different TA beneficiaries to articulate the capacity needs. The defined needs could be met using different or a combination of TA delivery mechanisms and this was arrived at after consultation and discussion with the technical staff in the different Institutions with the respective sector resident advisor. Resultant work plans were again discussed and approved by the steering committee with good input from the advisors and donors.
17	AFRITAC a aidé la DGID à formuler ses besoins d'assistance et de formation.

Q 10 Comments If the Center has played a role in helping your agency define its technical assistance and training priorities, please explain how	
18	Formation: participations aux ateliers régionaux organisés par AFRITAC sur la décentralisation fiscale, les réformes du Trésor et la classification budgétaire et comptable Assistance technique en matière de préparation des instructions financières et de l'harmonisation du Plan Comptable de l'Etat.
19	The visit of AFRITAC bank supervision expert Mr. Bob Ramsey and AFRITAC advisor Mrs. Carmencita Santos helped us better define our areas of weakness and training priorities in bank supervision for 2004-2005.
20	The Center has enhanced my skills in risk management of commercial banks by engaging me as a short-term advisor to the National Bank of Ethiopia.
21	oui le centre a aidé les directions techniques à faire le choix des besoins selon un critère objectif, mais pour des raisons de calendrier, l'assistance technique n'a pas eu lieu.
22	Le centre a encadré les services fiscaux de près car son conseiller fiscal était déjà au NIGER comme conseiller du ministre des finances.
23	Missions nombreuses – documentation.

Q.12 suggestions and comments on the quality of Technical assistance delivered by afritac:	
1	L'assistance technique fournie est une assistance de proximité, disponible à tout moment. Elle est "vivante" et donnée à la personne concernée. D'une façon générale les conseillers sont des spécialistes dans leur domaine et ont accumulé des années d'expérience. Elle favorise les échanges d'expérience entre cadres de pays différents. Il est important de continuer encore quelques années (2 ou 3 au plus) l'expérience car à ce jour il ne semble pas encore établi un indicateur pour mesurer les performances des AFRITAC mais on peut percevoir au niveau des pays de nets progrès dans certains aspects. Il se pose pour certains pays de réels problèmes pour suivre l'AT par exemple comment être performant pour le SGDD sans une connexion propre au gestionnaire? Cette préoccupation interpelle aussi bien le Centre que le ou les pays. Ailleurs la situation est telle que l'assistance reçue devient nulle pour la simple raison que le fonctionnaire a trouvé mieux et est parti. J'estime que ce sont des questions à ne pas perdre de vue dans la nouvelle vision à donner aux AFRITAC.
2	La qualité de l'assistance technique fournie par l'AFRITAC gagnerait beaucoup, surtout à court terme, si on multipliait le nombre de conseillers et également en ayant recours à des compétences africaines. Ainsi, pourra être multiplié les missions pour un meilleur suivi.
3	Sans objet.
4	Cette assistance a permis de faire des échanges sur les expériences de la sous-région par l'utilisation des compétences locales aussi bien au cours des séminaires ateliers qu'en assistance directe dont nous sommes bénéficiaires dans le cadre de la revue de la chaîne des dépenses notamment dans la rédaction des procédures comptables.
5	I really do not have comments or suggestions. Good quality TA was delivered on time by experts with in-depth knowledge of issues.
6	pour la prochaine fois nous suggérons que les consultants de l'AFRITAC puissent respecter scrupuleusement le TDS.
7	I suggest strengthening the Center in terms of the number of staff and quality.
8	Have so far received one and it was very helpful and relevant.
9	There is need for technical assistance to be demand-driven. This makes the requesting country own the issues. In addition, technical expertise becomes easily customized to country specifics.
10	There is a need for technical assistance to be demand-driven. This makes the requesting country own the issues. In addition technical expertise becomes easily customized to country specifics. [[dupe of 9, okay??]]
11	We have only one TA from AFRITAC for "Producer Price Index." Mrs. Devi Manraj is the expert for Producer Price Index in Rwanda.
12	Il est difficile de comparer des éléments de court terme avec des activités de long terme. Sinon qu'en ce qui concerne l'assistance technique à court terme fournie par les autres partenaires, elle est souvent concentrée sur des activités ponctuelles et sectorielles des structures alors que l'assistance technique fournie par Afritac vise à apporter des réponses aux problèmes structurels souvent communs aux différentes économies.

Q.12 suggestions and comments on the quality of Technical assistance delivered by afritac:	
13	Although short-term technical assistance have been provided to the Bank on monetary, foreign exchange, and bank supervision areas, the impact has not yet been seen and evaluated.
14	The TA we got from a consultant selected and required by AFRITAC has helped to improve our grant system significantly.
15	Qualité de bonne facture.
16	Pas d'éléments d'appréciation de l'assistance technique à long terme fournie par le siège du FMI ou par d'autres donateurs. Nous pouvons dire que l'assistance fournie par AFRITAC a l'avantage de l'être en temps réel avec l'opportunité, le cas échéant, de faire appel aux expertises africaines qui s'exercent dans le contexte et les réalités africaines.
17	Rien à signaler.
18	Un suivi plus régulier après la mise en place des premières recommandations devrait améliorer l'assistance technique.
19	The most important advantage of AFRITAC TA is its timelines and the ability to discuss with the advisors beforehand the content and the delivery mechanism of the TA. Consistency in terms of the same person being able to make a follow-up sets it apart from other TA providers who often change mission teams, to the extent that new teams are always learning and analyzing issues. Timeliness and predictability because the work plans are agreed to in advance.
20	AFRITAC est plus proche des administrations fiscales de la sous-région et partage par conséquent avec elles les mêmes réalités.
21	Le recrutement des experts est plus rapide mais ces derniers sont souvent de qualité inférieure.
22	The regional seminars are an important forum for training as well as discussion to compare experiences and best practices/solutions at the regional level.
23	Adequate.
24	N'ayant pas encore bénéficié concrètement de l'assistance technique long terme, nous n'avons pas d'appréciation à faire, mais nous suggérons une assistance technique long terme dans des domaines que le ministre des finances estime prioritaires tels que la fiscalité les exonérations la gestion de la trésorerie, les dépenses sans ordonnancement préalable etc.
25	Il est nécessaire de faire un programme d'intervention équilibré entre tous les pays. Il faut organiser le meme nombre de séminaires de mission d'encadrement technique dans chacun des pays. Les interventions donnant lieu à des recommandations et observations doivent être suivis de missions de vérifications des applications concrètes.
26	La qualité des experts d'Africa n'est pas en cause. Simplement une mission du Fonds-Afritac est perçue comme moins sujette à conséquence qu'un mission du Fonds-Washington.

Q.14 Suggestions and comments on the quality of regional training delivered by afritac	
1	Je ne peux pas répondre car je n'ai personnellement pas participé à une de ces formations. Seulement, je peux présumer qu'elle est de qualité comparable à celle que fait d'autres donateurs.
2	N/A
3	Sans objet.
4	L'AFRITAC fait avec les moyens de bord: le lieu où se déroulent les séminaires sont éloignés des lieux de résidence et le plus souvent n'est pas équipé en matériel informatique devant favoriser des travaux personnels en dehors des heures normales surtout en matière de modélisation. Les thèmes choisis sont intéressants et les animateurs sont des hommes de grande expérience ce qui permet de faire passer les messages aisément.
5	I did not participate in the Regional Training Programs. But the feedback that I got from my staff who did participate is that they were very good and very relevant.
6	Pertinente, mais il faudra étendre la durée jusqu'à trois semaines.

Q.14 Suggestions and comments on the quality of regional training delivered by afritac	
7	The AFRITAC training is very helpful due to the fact that it utilizes live examples from the region. It also helps in experience sharing since it brings together people from the same region who work under similar conditions.
8	It appears to be short. Time allocated to your training is shorter and details about certain specifics are not easily discovered.
9	It appears to be short. Time allocated to your training is shorter and details about certain specifics are not easily discovered. [[dupe of above okay??]]
10	The only one training we had in Tanzania on National Accounts was good.
11	Il est difficile d'établir des comparaisons quand on n'a pas bénéficié des différentes formations. Toutefois, s'agissant des formations assurées par l'Institut du FMI, elles portent généralement sur des thèmes génériques alors que Afritac axent ses formations sur des problèmes réels des pays.
12	I have not participated in any of the short-term training provided. The participants would know more about the quality of the regional training provided by the Center.
13	I haven't attended any training so far. Therefore It is difficult for me to give suggestions in this respect.
14	La formation régionale assurée par Afritac faisant intervenir des experts d'Afritac, régionaux et non régionaux selon la disponibilité de ceux-ci s'avère plus efficace. Les experts d'Afritac et les experts régionaux connaissent davantage les réalités du terrain. Les formations régionales d'Afritac doivent être renforcées en tenant compte des évolutions dans les pays membres.
15	The IMF Institute offers courses that are more structured and regular -- they are known to beneficiaries.
16	Les agents du Ministère des Finances du Togo sont très fiers de participer aux ateliers et autres formations assurés par AFRITAC et qu'ils trouvent très formateurs, étant basés sur les expériences des formateurs qui sont des gens du terrain.
17	Je n'ai pas suivi de formation Afritac.
18	C'est une bonne chose parce que permettant de regrouper des spécialistes africains pendant plusieurs jours. Cela aide aussi à la création de réseau d'échanges en fonctionnaires travail dans les mêmes domaines et notamment pour l'Afritac de l'Ouest appartenant à la même zone économique donc ayant les mêmes pratiques.
19	AFRITAC can take in a bigger number of course participants at a go as opposed to the normal one or two per course at the IMF Institute. Sharing the experiences of participants is much more beneficial when they come from the same region. More chance for networking.
20	Les formations assurées par AFRITAC s'inscrivent dans la même dynamique de renforcement des capacités techniques des administrations fiscales. Elles répondent parfaitement à leurs besoins.
21	Les ateliers sont surtout basés sur des échanges d'expériences des différents pays membres et sur les principes et pratiques internationalement reconnus par le FMI.
22	SATISFACTORY
23	Bonne appréciation sur ces formations en raison de la qualité des ressources humaines et des documents fournis.
24	Après chaque formation des experts spécialistes des domaines concernés doivent visiter chaque pays et vérifier concrètement les réalités spécifiques à chaque pays encadré.
25	Impossible de répondre à cette question ainsi que la 13 car je n'ai pas eu à participer à des formations dispensées par Afritac. Par contre, celles de l'Institut du Fonds sont excellentes.

Q.16 Suggestions and comments on the benefits of afritac technical assistance in capacity building versus its costs.	
1	Tout ce qui est bien de nos jours coute tres cher. Ici nous sommes en presence d'une experience non encore terminee. Disons simplement que les efforts deployes par les centre sont au dela des couts et par le renforcement effectif qu'ils peuvent etre compares.
2	L'homme est au centre de tout et les réformes entreprises ne pourront avoir d'impact positif que si elles sont mises en œuvre par des gens avertis. C'est pourquoi, nous pensons que pour les résultats attendus les coûts ne sont pas encore à la hauteur. Il faudra renforcer l'AFRITAC aussi bien en ressources humaines que financières pour que les Etats puissent à moyen terme se passer d'une assistance technique fût-elle rapprochée.

Q.16 Suggestions and comments on the benefits of afritac technical assistance in capacity building versus its costs.	
3	I do not know the costs of AFRITAC technical assistance although I have a feel for the benefits in capacity building my organization has reaped from AFRITAC.
4	Je n'ai pas une idée exacte sur les couts de l'assistance technique : est ce les couts d'organisation des séminaires ou d'assistance directe? ou le cout de mise place des centres eux memes?
5	It is difficult to make such judgments, especially when I do not know about the costs involved. However, I can say that the TA is of great quality and useful and, perhaps, it is worth the cost.
6	pas de commentaires.
7	Actually, the benefits in terms of building capacity are not comparable to the last that the IMF incurred the number of priority of African countries is building capacity. And the centre due to its proximity, xxxxxxxx
8	It brings the assistance close to realities on the ground. Follow-up and consultation is made easier.
9	It brings the assistance close to realities on the ground. Follow-up and consultation is made easier. [dupe of above]
10	One would need to compare the cost of providing the technical assistance with that of the benefits gained from the Center. But given the location of the Center and the quantity of technical assistance provided both locally and regionally, I presume that the benefits would outweigh the cost.
11	I don't have information on the amount of cost incurred to compare with the benefits.
12	Il n'ya pas assez de recul pour juger des avantages de l'assistance technique de l'Afritac mais à en juger par l'intérêt croissant des bénéficiaires on peut estimer que les avantages sont certains. Les modes d'intervention actuels sont appropriés. IL est souhaitable que les bailleurs poursuivent les efforts de financement de l'initiative.
13	La satisfaction des agents bénéficiaires de cette assistance en matière de renforcement des capacités est très grande, ils trouvent cette assistance très pragmatique et ont des réponses africaines à leurs préoccupations.
14	En ce qui concerne Afritac Ouest, les avantages n'ont pu être pleinement utilisés pour les raisons suivantes: le retard enregistré dans le démarrage de ses activités; l'indisponibilité des pays membres à recevoir les missions de l'Afritac(missions reportées et/ou annulées; la concentration des activités sur un pays.
15	Cela réduit les distances et permet à certains pays de prendre en charge des agents en plus de ceux pris en charge par le projet.
16	Les experts recrutés localement sont moins chers et leurs frais de transport sont moins élevés; toutefois, il y a lieu d'améliorer leurs prestations pour qu'elles ne soient pas de qualité inférieure même si leur coût est moins élevé.
17	I do not have the numbers to enable me make meaningful suggestions.
18	je n'en sais rien, mais je peux dire que les frais d'hôtel sont chers et la différence pouvait être orientée autrement en faveur des stagiaires.
19	Les couts ramenés à BAMAKO me semblent susceptibles de mieux renforcer les capacités et élargir les champs d'intervention dans beaucoup de pays.
20	Le rapprochement géographique d'Afritac par rapport aux pays bénéficiaires est une excellente chose. Le mixage 'experts occidentaux et africains' est particulièrement appréciable.

Q.18 Suggestions and comments on the cost-effectiveness of technical assistance delivered by AFRITAC by other means.	
1	Je pense que pour les domaines de compétences qui lui sont fixés, l'assistance de AFRITAC est plus efficace car plus rapprochée et avec la possibilité de lui faire appel dès qu'on en a besoin. C'est vrai que leurs possibilités sont limitées actuellement, mais il faut aller dans ce sens.
2	Not able to judge for same reasons as in 15 above.
3	Sans objet.
4	AFRITAC fait déjà beaucoup d'efforts par le choix des thèmes qui touchent les centres d'intérêt de tous les pays et surtout en encourageant l'échange des expériences des différents pays. Cependant la durée des séminaires peut être prolongée et aussi favoriser une participation plus nombreuse des locaux dans les pays où le séminaire se déroule et aussi demander aux participants la restitution de la formation aux autres et une évaluation de ce feedback peut être demandé par l'AFRITAC en vue d'évaluer son audience dans le public cible.
5	Since it significantly cuts costs involved in travelling - and staying - in Washington, D.C., I think it is more cost-effective.
6	sans commentaires.
7	Communication is more regular and easier. Actually, for example, after a technical assistance mission, we normally ask follow-up questions that need quick responses and permanent communication with the technical assistance provider. East AFRITAC is an advantage.
8	Communication is more regular and easier. Actually, for example, after a technical assistance mission, we normally ask follow-up questions that need quick responses and permanent communication with the technical assistance provider. East AFRITAC is an advantage. [dupe of above]
9	Not able to judge.
10	Déjà répondu.
11	Efficient in terms of timing and consideration of the beneficiary's interest.
12	Je fais les mêmes commentaires qu'au point précédent relatifs aux formations.
13	AFRITAC offre de l'assistance technique de proximité, donc à priori efficace. Cette recherche de l'efficacité a été contrariée par: le non respect du calendrier du programme de travail par toutes les parties prenantes pour un suivi régulier des réformes mises en oeuvre. la surcharge de travail des conseillers résidents en raison des réformes lourdes engagées par tous les pays, notamment la facilité pour la réduction de la pauvreté et la croissance, l'initiative pour les pays pauvres très endettés et la stratégie de réduction de la pauvreté. L'insuffisance de la coordination en matière d'assistance technique et de renforcement des capacités.
14	The physical proximity makes it cheaper to travel. Also the ability to train a bigger number of people within the region is much more cost-effective both to AFRITAC and the beneficiary countries.
15	Bien que comparable, l'assistance de AFRITAC répond mieux à nos besoins.
16	Il y a lieu d'exiger des qualifications et expériences plus soutenues lors du recrutement des experts
17	see no 17
18	L'assistance technique fournie par AFRITAC dans d'autres pays a été très efficace car elle permet un véritable transfert de savoir faire, mais le Bénin n'en a pas encore bénéficié ces dernières années.
19	L'assistance technique AFRITAC est plus concrète et plus proche des réalités du terrain.

Q.22 suggestions and commentes on the support provided by the Centers (in Dar es Salaam and Bamako) in the implementation of your projects	
1	Comment accompagner l'assistance technique par une assistance en materiels par exemple?
2	Compte tenu des Ressources Humaines et Financières disponibles et pour le Centre de BAMAKO que je connais, j'estime qu'il a donné le meilleur de lui-même pour atteindre les objectifs. Certes, c'est déjà mieux que rien, mais il faut aller plus loin dans son organisation et les potentialités à lui offrir pour mieux réagir. L'initiative du "Centre" est vivement appréciée, mais il faut aller au bout des instructions qu sont tout de même loyales.
3	Sans objet.
4	Les assistances directes sont appréciées mais comme elles ne sont pas accompagnées d'appui financier pour lever certains goulots on a l'impression qu'on revient sur les mêmes questions. Si l'appui financier peut accompagner les actions de AFRITAC elle serait plus crédible auprès de l'administration bénéficiaire.
5	As I said earlier, they are of great quality and relevance and were delivered on time.
6	POUR NOTRE CAS, on a pas atteint les objectifs visés car le marché secondaire des titres n'a pas encore démarré.
7	We think the technical assistance will really lead to improvements in regard to tax policy and tax administration as a result of the new recruited expert in this area.
8	We think the technical assistance will really lead to improvements in regard to tax policy and tax administration as a result of the new recruited expert in this area. [dupe of above]
9	Not able to judge.
10	Flexibility and timeliness.
11	Mon pays fait partie des pays dont les activités prévues ont les meilleures réalisations à fin juin 2004.L'appui du Centre est donc important.Pour que les interventions du Centre soient plus importantes il faut accroitre ses ressources.
12	I can only judge the Center In Dar-es-Salaam.
13	Nous sommes persuadés que si la mise en oeuvre, par le Ministère, des recommandations de missions AFRITAC se fait rapidement, les Conseillers AFRITAC ne ménageraient aucun effort our nous accompagner. Ils ont largement démontré leur disponibilité et expertise.
14	Le niger disposait de conseillers résidents avant la création du Centre. Ceux-ci ayant été recrutés par Afritac,la poursuite de l'exécution des programmes d'actions a pu être poursuivi notamment dans les domaines fiscales,douanières,budgétaires et comptables.
15	des recommandations efficaces sur la gestion, aux services de statistiques notamment de finances publiques, aux services des douanes. En chantier un appui à la programmation budgétaire pluriannuelle qui sera le bienvenu
16	The support has been good in most cases. However the support provided by the consultants contracted by AFRITAC was not always satisfactory.
17	La fréquence et la rapidité des interventions AFRITAC permettent à nos administrations de ne pas sombrer dans la léthargie. Elles méritent d'être maintenues pour toujours assurer la bonne efficacité recherchée par toute administration.
18	Souvent la qualité des experts qui ont participé aux projets n'étaient pas assez performant; il y a donc lieu de faire attention dans le recrutement des experts.
19	Suggestions : assistance à long terme et formation locale souhaitées. Que les conseillers soient plus en contact avec les structures locales appuyées, par correspondance et sur place.
20	Pratiques à encourager.
21	Les Centres Afritac m'apparaissent encore peu connus. Il m'apparaît nécessaire de définir les différences avec l'appui de Washington car elles sont peu saisissables.

Q.24 Suggestions and comments on how the center has been effective using african expertise in its activities	
1	Utilisation de l'expertise africaine reste a encourager pour accroitre le nombre d'experts africains comme conseillers residents et comme consillers a court terme.
2	C'est le maillon faible de l'Initiative. D'énormes efforts restent à faire dans ce domaine.
3	Of the two technical assistants, one was from Africa but the second was from elsewhere.
4	Renforcer davantage le recours a l'expertise locale pour tenir compte notamment des spécifités des besoins de formation et d'assistance technique, en particulier dans le domaine de la microfinance.
5	pas de commentaire.
6	No comments or suggestions.
7	sans commentaires.
8	Actually, one problem of the Center is lack of knowledge about available resource persons xxx in various parts of Africa, including Ethiopia. This must be their next emphasis.
9	There has been considerable participation of African experts in the regional workshops organized by East AFRITAC.
10	Not as such. The Center should improve in this area.
11	Not as such. The Center should improve in this area. [dupe of above]
12	Not able to judge.
13	Unable to judge.
14	Difficile de répondre à cette question d'autant qu'aucun rapport ne nous a été adressé relativement à l'utilisation de l'expertise africaine.
15	I have not seen African expertise being used in the technical assistance provided to the Bank.
16	I do not have any grounds to judge.
17	Il l'a utilisée surtout dans les formations régionales. Il convient de développer à l'avenir ce partenariat avec les experts régionaux dans la mesure du possible.
18	I haven't seen any coming to Rwanda.
19	Je ne sais pas.
20	The process of choosing external consultants has not been at all transparent, so much so that the objective of using African expertise was far from met. AFRITAC, being regionally based, should have provided a platform to identify available African expertise; however there seems to have been little effort to compile this information. It is hoped that the recruitment of a tax consultant from the region is a starting of the process.
21	Pas d'opinion car la DGID n'a pas bénéficié de l'expertise africaine à travers AFRITAC.
22	Recruter les experts de la région mais qui ont fait preuve d'efficacité au niveau international.
23	C'est très bon que Afritac ait eu recours à cette catégorie d'adsistance car les structures se sentent plus confiantes.
24	A encourager.

Q.26 comments and suggestions – In promoting african experts as regional consultants, has afritac been effective	
1	Ceci reste a encourager dans tous les cas.
2	Voir dans mes développements antérieurs.
3	Do not know to what extent African experts were promoted or used as regional consultants.
4	CF. suggestions faite à la question 23: Renforcer davantage le recours a l'expertise locale pour tenir compte notamment des spécificités des besoins de formation et d'assistance technique, en particulier dans le domaine de la microfinance.
5	elle a fait de son mieux mais parfois cela dépend de l'appréciation que fait l'administration bénéficiaire de ces experts africains, l'objectif étant de transmettre l'expérience de cet expert dans un domaine précis.
6	I met only two African experts. They were good.
7	sans commentaires.
8	I have seen none.
9	More expertise should be utilized on technical assistance missions.
10	See comment above (Question 12).
11	See comment above (Question 12).
12	Not able to judge.
13	Unable to judge.
14	Idem que la précédente réponse.
15	No comment.
16	I do not have any grounds to judge.
17	Le Centre ne manque pas d'avoir recours aux consultants régionaux dans la mesure où l'expertise existe. Expérience à poursuivre.
18	No visible effort in promoting African experts. Focal points should be identified and exposure given through a work plan that has explicit deliverables that can be monitored.
19	Une telle démarche aurait permis de constituer un véritable réseau d'experts et donc disposer de conseils et suggestions au niveau de l'espace UEMOA.
20	Same as above. This notwithstanding, there was remarkable effort to do this by the resident advisor on monetary operations.
21	Même opinion que ci-dessus.
22	Rien à signaler.
23	pas beaucoup d'idées en la matière.
24	A poursuivre.
25	A poursuivre dans cette voie même si les IBW ont participé grandement et en premier à promouvoir l'expertise africaine (le PNUD également).

Q.28 please provide examples of the support provided by your government	
1	Difficile a dire.
2	The Central Bank provided a senior staff member to the Steering Committee.
3	Sans objet.
4	appui à l'organisation des séminaires ateliers dans le pays notamment en mettant à la disposition des officiels des moyens de déplacement pendant leur séjour et favorisant les contacts par l'obtention des rendez vous avec les autorités et les organismes ect.

Q.28 please provide examples of the support provided by your government	
5	I cannot answer this question since it is not clear what exactly is meant by "government support".
6	Pas d'information.
7	Rwanda has always supported experts from East AFRITAC. We also hosted an East AFRITAC meeting in Kigali. Rwandan counterparts are always available and, if necessary, coordination with other donors is done. We help experts with logistics when they are here on missions.
8	Rwanda has always supported experts from East AFRITAC. We also hosted an East AFRITAC meeting in Kigali. Rwandan counterparts are always available and, if necessary, coordination with other donors is done. We help experts with logistics when they are here on missions. [dupe of above]
9	I don't have any information.
10	Unable to answer question No. 27 and have no idea with respect to question 28.
11	La prise en charge des frais de voyage et de séjour qui ont amené à la création de AFRITAC ainsi que pour prendre part aux différentes réunions du Comité d'Orientation. Pour la Côte d'Ivoire, des investissements importants ont été faits pour accueillir le siège de AFRITAC de l'Ouset.
12	The government has assigned the Minister of States of Finance and Economic Development to represent the country as a member of the steering committee, send experts to participate in regional training programs, provide the necessary facilities locally for the smooth conduct of a local training program, etc.
13	1. By being open and providing information and accepting criticism. 2. By providing logistical support and sharing costs for the consultant's logistical expenses. 3. By assigning a counterpart expert.
14	De soutien en ressources ,à ma connaissance il n'y en a pas eu. Il reste que le soutien moral est là. A l'installation du Centre en Mai 2003 le Gouvernement a été représenté par le Gouverneur de la Banque Centrale et le Secrétaire Général du Ministère de l'Econ. et des Finances. A Conakry la délégation du Centre a été reçue par les membres du Gouvernement.
15	1) Political will - establishment of a Steering Committee 2) Being receptive to the technical proposals and implementation of the proposed reforms 3) Sending participants to training workshops organized by AFRITAC.
16	Le Ministre et le Secrétaire Général du Ministère des Finances reçoivent personnellement les missions AFRITAC pour donner des orientations à la fourniture de cette assistance technique en laquelle ils croient et dont ils tiennent compte des recommandations. Par ailleurs, malgré les difficultés de trésorerie du pays, le Ministre donne les instructions pour la participation du membre du Comité d'Orientation aux réunions.
17	acceptation de la venue des missions et prise en compte des recommandations dans les domaines suivants: budget, fiscal, douanier et micro-finance.
18	Par une présence régulière aux réunions d'adoption des programmes de travail et d'évaluation du Comité d'orientation. Les experts appelés à travail chez nous ont toujours été accueillis et appuyés sur le plan logistique.
19	Full participation of steering committee member and alternate, hosting steering committee meeting, providing local transportation to the visiting resident advisors, and providing local counterparts, as well as logistics for local training. Coordinating meetings with donors when necessary.
20	Qualité de l'accueil des gouvernants et moyens matériels mobilisés pour faciliter les missions AFRITAC.
21	Participation active au Steering Committee Disponibilité des personnes ressources.
22	cadre de formation autorisation donnée aux experts nationaux pour les contrats court terme, facilitation des missions rôle du correspondant AFRITAC.
23	Disponibilité constante pour écouter et faire exécuter les recommandations. Invitations pour rencontrer et échanger avec Afritac sur les préoccupations du NIGER dans les domaines douanier et fiscal.
24	Si à la question 27, le choix 'modeste' est indiqué, c'est exclusivement à cause du peu de lisibilité/différence entre des mission du siège et celles d'Afritac. Si les missions techniques (recettes, dépenses, comptabilité, ...) étaient exclusivement du ressort d'Afritac, elles seraient beaucoup plus considérées par les Gouvernements.

Q.30 suggestions and comments concerning afritac's contribution to information sharing among members and to promoting peer review	
1	Je ne saurai dire.
2	AFRITAC has facilitated sharing workshops and seminars for members, including a regional workshop on strengthening national statistics.
3	Partage d'informations à améliorer grace notamment à l'accélération du processus de création du site web d'AFRITAC Ouest.
4	moi je suis satisfait du principe seulement il reste à le rendre plus régulier et permettre aux bénéficiaires de cette assistance de comparer en visitant d'autres pays.
5	I cannot comment on this subject as I am not aware of what has been done in this area.
6	This is starting and it should be strongly encouraged.
7	This is starting and it should be strongly encouraged. [dupe of above]
8	We received information from AFRITAC to improve CPI and IPPI.
9	I do not have any idea in this respect.
10	Partage équitable d'informations entre les pays membres.
11	Information régulière des membres du Comité d'orientation. Réunion du Comité d'orientation.
12	Dans le Cadre des réunions du Comité d'Orientation il est arrivé plusieurs que des pays fassent des suggestions à d'autres pays. Je crois que cette sorte de surveillance mutuelle a été bénéfique à tout le monde. Il se trouve que Afritac de l'Ouest a déjà trouvé sur place l'UEMOA et AFRISTAT qui ont beaucoup facilité l'échange d'informations entre pays de cette zone.
13	Networking during meetings and seminars provide a platform for cooperation in other areas even outside the scope of AFRITAC. At most seminars there are country presentations and it presents a chance to benchmark against each other with a possibility of subsequent working visits to sister Central Banks to learn.
14	Aucune idée.
15	Les ateliers de formation sont essentiellement basés sur les échanges d'expériences des différents pays.
16	à travers les séminaires seulement Afritac peut aller au delà en facilitant l'échange d'informations par réseaux et transmission de fichiers intéressants aux structures assistées par le biais des correspondants.
17	Peu, très peu d'informations à ce sujet.

Q.32 please provide examples of the support provided by donors	
1	Non connu.
2	Dans le cas de la BCEAO : mise à disposition à titre gracieux de locaux fonctionnels et sécurisés dans l'immeuble de l'Agence de Bamako et participation active, à la demande d'AFRITAC Ouest, aux sessions de formation sur des thèmes se rapportant aux missions de la Banque Centrale.
3	pas de commentaire.
4	I cannot comment as I am not aware of the extent and nature of donor involvement.
5	pas d'info.
6	Not informed.
7	Not informed.
8	Support for data collection and database.
9	Not in a position to answer questions No. 31 and 32.
10	Il faut souligner, cependant, leur présence aux différentes réunions du Comité d'Orientation montrant ainsi leur intérêt pour le projet.

Q.32 please provide examples of the support provided by donors	
11	I do not have any idea in this respect.
12	Je n'ai pas d'exemple.
13	I do not know.
14	A travers leur participation très active aux réunions du Comité d'orientation, leur souci de coordination de l'assistance technique pour la rendre plus efficace, leur souci de voir les pays bénéficiaires s'approprier les outils et comportements.
15	Rien à suggérer.
16	Leurs représentants au Comité d'orientation participent avec efficacité aux débats qu'ils enrichissent par des suggestions pertinentes en matière notamment de rationalité.
17	Their positive contribution in articulating issues during Steering Committee meetings. Providing complementarity in provision of TA in areas identified that may fall outside the scope of AFRITAC.
18	Aucune idée.
19	Je n'ai pas d'information.
20	je suppose que c'est un soutien fort, par exemple par ACBF.
21	????

Q.34 please explain how the center has enhanced coordination among technical assistance providers	
1	Je ne suis pas tres renseignee sur ces aspects.
2	Je dis qu'il en faut davantage car l'intention existe mais apparemment l'objectif n'a pas été atteint. Suffit-il, chaque fois qu'il y a une mission de AFRITAC dans un pays d'avoir des séances de travail avec les autres fournisseurs d'assistance technique installés dans les pays pour qu'il y ait une coordination, je crois que non. Il faut avoir une autre stratégie.
3	Sans objet.
4	pas de commentaire.
5	No information available to us.
6	No information available to us.
7	Not able to judge.
8	Not in position to answer questions No. 33 and 34.
9	Le Centre a demandé aux donateurs d'établir la liste de leurs interventions dans les pays et, aux membres du Comité d'orientations, de recenser toutes les assistances techniques fournies à leur Ministère et d'y être le point focal de toutes cs assistances. En outre, à chaque mission les Conseillers AFRITAC s'enquière de l'assistance et discutent avec ces autres bailleurs de fonds, rencontrent et discutent avec cs autres bailleurs de fonds afin d'orienter au mieux leurs propres actions.
10	See above.
11	Sans opinion.
12	Rien à signaler.

Appendix IX - AFRITAC Staffing

POSITION	BACKSTOP DEPARTMENT	NAME	
		EAST AFRITAC	WEST AFRITAC
Center Coordinator	AFR/OTM	Bassirou Sarr (predecessor - Mr. John Crotty)	Norbert Toé
Public Expenditure Management Advisor	FAD	Duncan P. Last	Gisèle Suire
Tax Policy/ Revenue Administration Advisor	FAD	Justin O. Zake (predecessor – Mr. Pierre St. Laurent)	Patrick Fossat
Monetary Policy and Operations Advisor	MFD	Darryl D. King	
Banking Supervision Advisor	MFD	Carmencita Santos (predecessor – Robert Fish)	
Multisector Statistical Advisor	STA	Devi Manraj	
Customs Administration Advisor	FAD		Kalou Doua-Bi
Microfinance Supervision Advisor	MFD		Robert Dubé (started December 6, 2004; predecessor - Mr. Peter van Dijk)
Public Debt Management and Financial Markets Advisor	MFD		Olivier Vallée
Multisector Statistical Advisor	STA		Ayawovi Demba Tignokpa (started November 22, 2004; predecessor - Georges Toussaint)
Administrative Assistant		Edina Moshi	Anne Marie Siby
Office Manager		Alice Masimba	Kadidiatou Traoré
Staff Assistant/Receptionist		Blassia Mkapa	
Staff Assistant			Mama Diallo Tall
Drivers/Messenger		Edson Mdakilwa	Hasseye Seydou Cissé (Driver) Domo Guindo (Messenger)

Appendix X - Support Staff Position

Descriptions

EAST AFRITAC

OFFICE MANAGER

Duties and Responsibilities

- Prepare payments for goods and services, bank withdrawals and deposits on behalf of the Center.
- Maintain Cash Books for all accounts and prepare the monthly Bank Reconciliation Statements.
- Prepare monthly and quarterly financial reports on a timely basis.
- Prepare various reports on performance of East AFRITAC Center.
- Monitor various reports to be prepared by East AFRITAC advisors.
- Maintain Inventory.
- Secure maintenance and service contracts for office equipment and other related services.
- Prepare local staff payroll.
- Support the Coordinator in managing administrative work of the Center.
- Support the Coordinator in supervising assistants.
- Support the assistants in processing Coordinator's and resident advisors' travel and accommodation bookings, travel approvals and travel claims.
- Support the assistants in facilitating the work of resident advisors (travel, supplies, etc.)
- Any other duties as assigned by the Center Coordinator.

WORK RESPONSIBILITIES OF EAST AFRITAC ASSISTANTS¹⁴

Ms. BLASSIA MKAPA	Ms. EDINA MOSHI
<ul style="list-style-type: none"> ➤ Phone coverage: including retrieval of updated IMF departmental telephone listings for ease of reference, as well as maintaining list of donors' contacts. In addition, primary responsibility for the maintenance—via leasing companies—of all phone and fax lines in coordination with TTCL and Vodacom. 	<ul style="list-style-type: none"> ➤ Maintenance of central files through coordination of documents (including new ones) with resident advisors and head of Center.
<ul style="list-style-type: none"> ➤ Travel schedule: channeling requests for itineraries to travel agency. Keeping an up-to-date electronic schedule of resident advisors' travel. 	<ul style="list-style-type: none"> ➤ TIMS: Acting as back-up to the Office Manager by processing Center Coordinator's and resident advisors' travel in TIMS (TA).
<ul style="list-style-type: none"> ➤ Hotel reservations: handle all bookings for office staff's travel, as well as securing confirmation of reservations. 	<ul style="list-style-type: none"> ➤ Seminars/workshops: in coordination with resident advisors and office manager, assist in the administrative work of seminars/workshops . In addition, keep respective binders up to date of all in-house workshops (see binders on shelf).
<ul style="list-style-type: none"> ➤ Circulation folder: daily checking of 	<ul style="list-style-type: none"> ➤ Office supplies: in coordination with the

¹⁴ Under the supervision of Ms. Alice Phiney Masimba, Office Manager.
April 2005

<p>IMF website for documents of interest to the Center.</p>	<p>Office Manager, ensure that the office supply room is fully stocked with work-related items: organize and maintain stockroom shelves. In addition, keep a list of routine stock items.</p>
<p>➤ Recording of all incoming official correspondence, as well as communications for action, by date-stamping and logging them in.</p>	<p>➤ Protocol Service: request pick-up service to and from airport for IMF visiting staff and short-term experts and consultants</p>
<p>➤ Temporary Passes (for visiting experts/staff, etc.): request passes from building security management prior to their arrival in Dar.</p>	<p>➤ Recording of all incoming and outgoing pouches (i.e., by date sent to IMF HQ and date received from IMF HQ)</p>
<p>➤ Ad hoc duties as assigned.</p>	<p>➤ Ad hoc duties as assigned.</p>

WEST AFRITAC**TERMS OF REFERENCE OF WEST AFRITAC STAFF****Staff Assistant**

Under the direction of the Center Coordinator, the Staff Assistant is expected to perform varied secretarial and administrative support functions, reviewing documents for supervisor's approval; performing a variety of document production functions, such as memoranda, correspondence, and compound documents; formatting documents in accordance with IMF guidelines; filing documents and retrieving them from document repositories; resolving routine questions and problems; and assisting the Administrative Assistant in handling travel arrangements for officials. A working knowledge of English is a requirement. Qualified selected candidate may receive training.

Administrative Assistant

Under the supervision of the Center Coordinator, the Administrative Assistant applies intermediate level skills and procedures appropriate within the assigned functional area, mainly in the areas of budget, travel, and administrative functions. The responsibilities include, but are not limited to, handling the monitoring and submission of budgets; handling all travel-related processes, procedures, and arrangements for officials and work unit staff; drafting routine correspondence; prioritizing administrative tasks; designing, establishing, and maintaining administrative databases as requested, including entering, tracking, and monitoring data, extracting data through queries; and generating reports. Working knowledge of English is a requirement. Qualified selected candidate may receive training.

Office Manager

Under the supervision of the Center Coordinator, the Officer Manager reviews, processes, and controls administrative disbursements and receipts. Overall duties and responsibilities include reconciling, reviewing, and ensuring that disbursements are properly payable and adequately authorized, that evidence exists that the goods or services have been received, and that payments are processed in a timely manner. Within generally accepted accounting principles and practices, is expected to resolve questions regarding the application of accounting policies and procedures; that receivables are collected and controlled; and that monies are deposited in a timely manner. Is expected to ensure that transactions are properly recorded and reported in accordance with Fund policies and procedures as well as prepare financial and management reports, and statistical analyses related to the Center's work; and that existing technology systems provide adequate internal control. A working knowledge of English and two years of experience in accounting, or related area, are required.

Appendix XI - Person-weeks Managed by East and West AFRITAC

Person-weeks managed by East AFRITAC

EAST AFRITAC WORK PROGRAM								
Person-weeks of staff time, resident advisors & short-term experts managed by AFRITAC								
<u>Portfolio</u>	<u>Eritrea</u>	<u>Ethiopia</u>	<u>Kenya</u>	<u>Rwanda</u>	<u>Tanzania</u>	<u>Uganda</u>	<u>Work-shops</u>	<u>Total weeks</u>
<u>Programmed, calendar 2003</u>								
Monetary operations	2	4	15	14	6	2	9	52
Banking supervision	4	7	8	2	13	2	18	54
Public expenditure management	14	15	15	8	7	3	7	69
Revenue administration	3	5	5	6	15		14	48
Statistics	<u>10</u>	<u>8</u>	<u>10</u>	<u>9</u>	<u>12</u>	<u>10</u>	<u>12</u>	<u>71</u>
Subtotal	33	39	53	39	53	17	60	294
<u>Programmed, calendar 2004</u>								
Monetary operations	12	17	9	13	3	3	15	72
Banking supervision	14	8	10	14	7	6	28	87
Public expenditure management	15	26	11	16	10	5	5	88
Revenue administration	8	8	17	12	18	1	6	70
Statistics	8	9	5	12	9	16	8	67
Financial programming workshops*		-	-	-	-	-	<u>16</u>	<u>16</u>
Subtotal	57	68	52	67	47	31	78	400
<u>Total programmed, calendar 2003-04</u>								
Monetary operations	14	21	24	27	9	5	24	124
Banking supervision	18	15	18	16	20	8	46	141
Public expenditure management	29	41	26	24	17	8	12	157
Revenue administration	11	13	22	18	33	1	20	118
Statistics	18	17	15	21	21	26	20	138
Financial programming workshops*		-	-	-	-	-	<u>16</u>	<u>16</u>
TOTAL	90	107	105	106	100	48	138	694

These two workshops, held in 2004, figure separately because the subject matter concerns several AFRITAC portfolios.

Source: East AFRITAC, 2003 and 2004 work plans.

Person-weeks managed by West AFRITAC

WEST AFRITAC WORK PROGRAM												
Person-weeks of staff time, resident advisors & short-term experts managed by AFRITAC												
Portfolio	Burkina		Côte d'Ivoire	Guinée			Mauri- tania	Niger	Sénégal	Togo	Work- shops	Total weeks
	Bénin	Faso		Guinée	Bissau	Mali						
<i>As executed, September 2003-January 2004</i>												
Customs	2	1	0	2	1	1	0	2	0	2	2	13
Tax	3	1	0	1	1	1	2	2	0	2	1	14
PEM	0	5	0	0	3	0	0	2	0	0	9	19
Debt	0	0	4	0	0	4	0	0	5	0	3	16
Statistics	0	3	0	2	0	2	0	0	0	2	3	12
Microfin.	1	1	0	2	0	3	2	1	3	2	0	13.5
Subtotal	5.5	11	4	6.5	5	11	3.5	7	8	8	18	87.5
<i>Programmed, February-December 2004</i>												
Customs	6	11	6	6	14	1	4	4	0	3	12	66
Tax	5	6	4	5	23	3	2	4	0	4	11	65
PEM	7	3	1	11	8	3	7	6	5	5	26	81
Debt	3	5	3	4	7	5	4	5	2	7	12	56
Statistics	4	8	3	6	7	8	10	9	8	7	6	76
Microfin.	6	5	4	5	4	7	5	5	9	4	6	57
Subtotal	30	38	21	36	63	26	31	32	24	29	73	400
<i>Total, September 2003-December 2004</i>												
Customs	8	12	6	8	15	2	4	6	0	5	14	79
Tax	8	7	4	6	24	4	4	6	0	6	12	79
PEM	7	8	1	11	11	3	7	8	5	5	35	100
Debt	3	5	7	4	7	9	4	5	7	7	15	72
Statistics	4	11	3	8	7	10	10	9	8	9	9	88
Microfin.	6	6	4	6	4	10	6	6	12	6	6	71
TOTAL	35	49	25	43	68	37	34	39	32	37	91	488

Source: West AFRITAC, Exécution du Programme d'Activités, Septembre 2003-Janvier 2004; and February-December 2004 work plan.

Appendix XII - Financial Contributions

IMF Africa Capacity-Building Initiative

Status of Financial Contributions

As of January 12, 2005

(Units as indicated)

	Donor Currency	Pledge in Donor Currency	Pledge in US dollars ^{1/}	Contributions Received in US dollars	Balance in US dollars
AfDB	<i>US Dollar</i>	3,000,000	\$ 3,000,000	\$ 1,500,000	\$ 1,500,000
Canada	<i>Canadian Dollar</i>	2,500,000	\$ 1,686,387	\$ 1,686,387	\$ -
China 2/	<i>US Dollar</i>	200,000	\$ 200,000	\$ 200,000	\$ -
Denmark 3/	<i>DKK</i>	3,000,000	\$ 471,006	\$ 471,006	\$ -
Finland	<i>Euro</i>	400,000	\$ 467,530	\$ 467,530	\$ -
France	<i>Euro</i>	1,000,000	\$ 1,195,755	\$ 783,981	\$ 446,726
Germany	<i>Euro</i>	1,500,000	\$ 1,717,165	\$ 1,717,165	\$ -
Italy	<i>Euro</i>	1,500,000	\$ 1,753,575	\$ 1,753,575	\$ -
Japan 4/	<i>US Dollar</i>	1,243,000	\$ 1,243,000	\$ 1,243,000	\$ -
Luxembourg	<i>Euro</i>	250,000	\$ 282,563	\$ 282,563	\$ -
Norway	<i>NOK</i>	9,000,000	\$ 1,323,267	\$ 1,323,267	\$ -
Russia	<i>US Dollar</i>	250,000	\$ 250,000	\$ 165,000	\$ 85,000
Sweden 3/	<i>SEK</i>	2,000,000	\$ 224,774	\$ 224,774	\$ -
Switzerland	<i>CHF</i>	3,000,000	\$ 2,498,402	\$ 2,498,402	\$ -
The Netherlands 3/	<i>Euro</i>	250,000	\$ 248,489	\$ 248,489	\$ -
United Kingdom	<i>GBP</i>	1,000,000	\$ 1,696,169	\$ 1,696,169	\$ -
		Donors' contributions	18,297,725	16,256,999	2,031,726

Externally Financed Centers' budgets	\$ 20,048,065	Externally Financed Centers' budgets	\$ 20,048,065
IMF contribution	\$ 7,522,700	Donors' contributions	\$ 18,297,725
Host countries' contributions	\$ 2,820,000		
Total Budget	\$ 30,390,765	Funding gap	\$ (1,750,340)

Source: Office of Technical Assistance Management.

1/ Non-disbursed balances of pledges based on USD 1.31 = EUR 1; USD 1.88 = GBP 1; USD 1 = NOK 6.24; and USD 1 = CHF 1.18 (January 12, 2005, IMF Representative Exchange Rates).

2/ Earmarked for East AFRITAC.

April 2005

3/ Contribution covers the initial 18 months only.

4/ Funds are contributed through the J.S.A. **[[JSA?]]** and include overheads for comparability with other donor contributions.

5/ The East AFRITAC budget is \$9,558,670, while the West AFRITAC budget is \$9,558,670 + \$930,725 (West AFRITAC 6th long-term advisor).

Appendix XIII - AFRITAC 3-Year Budget and Expenditures

AFRITAC 3-YEAR BUDGETS, AND ACTUAL EXPENDITURE THROUGH JANUARY 2005 (W/M = work-months)

	<i>Actual expenditure</i>									
	3-Year Budget (revised May 2004)		FY 2003 ¹		FY 2004		FY 2005 (part)		TOTAL	
			Nov. 2002 - Apr. 2003		May 2003 - Apr. 2004		May 2004 - Jan. 2005		Nov. 2002 - January '05	
	W/M	\$'000	W/M	\$'000	W/M	\$'000	W/M	\$'000	W/M	\$'000
EAST AFRITAC										
Long-term experts	175	3,194	25	456	60	1,095	45	821	130	2,372
Short-term experts	106	2,968	3	84	35	980	25	710	63	1,774
Other ²		2,297		145		344		266		755
Subtotal	281	8,459	28	686	95	2,419	70	1,797	193	4,901
<i>13% IMF Administrative Fee</i>		1,100		89		314		234		638
Subtotal East AFRITAC		9,559	28	775	95	2,733	70	2,030	193	5,539
<i>Memorandum Items: Cost-Sharing Contributions</i>										
Bank of Tanzania ³		319		51		103		81		236
IMF		1,224		286		370		282		939
Subtotal		1,544		338		473		363		1,174
Total EA, including cost-sharing		11,102		1,113		3,206		2,393		6,713
WEST AFRITAC										
Long-term experts	180	3,999			66	1,214	53	979	119	2,193
Short-term experts	104	2,912			6	154	13	336	19	490
Other ²		2,372				187		92		279
Subtotal	284	9,283			72	1,554	66	1,408	138	2,961
<i>13% IMF Administrative Fee</i>		1,207				202		183		385
Subtotal West AFRITAC	284	10,489			72	1,757	66	1,591	138	3,347
<i>Memorandum Items: Cost-Sharing Contributions</i>										
Government of Mali ⁴		80				25		19		44
IMF		1,143				364		278		642
Subtotal		1,223				389		297		686
Total WA, including cost-sharing		11,712				2,145		1,888		4,032

1 Fiscal Year runs from May 1st until April 30th of the following year.

2 Long-term experts' travel, training, office support, communications, etc. Most of office support and communications are supported by the IMF under memorandum items.

3 Local staff and rental of commercial office space.

4 The Malian authorities provide office space free of charge.

Appendix XIV - Interviewed Agencies Receiving, or Planned To Receive, AFRITAC Assistance

**AGENCIES RECEIVING, OR PLANNED TO RECEIVE, AFRITAC ASSISTANCE, ONE OR MORE OF WHOSE OFFICIALS WERE
INTERVIEWED BY THE EVALUATION TEAM** (countries are listed in chronological order of the team's visits)

EAST AFRITAC**Tanzania**

Bank of Tanzania, & dep'ts responsible for:

- Payment systems
- Bank supervision
- Money & finance
- Corporate planning
- Economic policy/research
- International economics
- Financial & investment policies
- Macroeconomic & financial programs
- Domestic markets

Min. of Finance, & dep'ts responsible for:

- Accountant General
- Policy analysis
- Tanzania Revenue Authority
- National Bureau of Statistics

Kenya

Central Bank, & dep'ts responsible for:

- Domestic debt
- External payments & foreign reserves
- Domestic payments
- Bank supervision

Min. of Finance, & dep'ts responsible for:

- External debt
- External resources
- Accountant General
- Fiscal & monetary affairs

Central Bureau of Statistics

Kenya Revenue Authority

Eritrea

Bank of Eritrea, & dep'ts responsible for:

- Bank supervision
- Foreign exchange
- Accounts
- Economics & statistics
- International banking operations

Min. of Finance, & dep'ts responsible for:

- Treasury
- Budget & planning
- Fiscal planning
- Cash management
- Program development
- Inland revenue

Ministry of National Development

National Statistics Office

WEST AFRITAC**Mali**

Min. Econ. & Finance, & dep'ts responsible for:

- Treasury & public accounts
- Tax
- Microfinance
- Public debt

Burkina Faso

Min. Finance & Budget, & dep'ts responsible for:

- Public finances
- Treasury & public accounts
- Customs
- Tax
- Cooperation
- Debt
- Microfinance

Public Prosecutor

Guinea-Bissau

Min. Econ. & Finance, & dep'ts responsible for:

- Customs
- Legal affairs
- Microfinance
- Tax

BCEAO national delegation

Mauritania

Central Bank, & dep'ts responsible for:

- Debt

Min. of Finance, & dep'ts responsible for:

- Treasury & public accounts
- Tax
- Customs

National Statistics Office

Appendix XV - Monitoring Capacity Building in Benefiting Agencies

Section 4... argues that, in order to assess AFRITAC's impact on capacity building in benefiting agencies, it is essential for the agencies to monitor systematically their staff capacity and its evolution over time. This appendix presents a *pro forma* spreadsheet suggesting the kinds of information that should be collected and analyzed periodically.

The spreadsheet consists of at least two pages, the first entitled "Measurement of Capacity in AFRITAC-Aided Institutions – Details," and the other "Summary." A page of details would be completed for each defined work unit (department, division, section, etc.) in a benefiting institution, the institution being a central bank, finance ministry, national statistics office, etc. The page would contain information about each professional staff member in the work unit, highlighting his/her higher education, professional experience, and in-service training. The section pertaining to a particular staff member could be completed once for all by the individual him- or herself, or by the human resources department on the basis of data in its personnel files.

The most subjective element in the table is the final column labelled "Collaboration with outside expert in present work unit (name of expert)." Collaboration with an outside expert ranges from casual contact with little lasting impact, to a close association in which the staff member acquires significant skills and information. It would be desirable for the responsible unit in the employing institution to assign a score, say from 1 to 5, reflecting its assessment of the impact of the collaboration.

The various pages for individual work units should be linked with the summary page, such that the grand totals in the former are carried to the rows headed "Current date" in the latter. The summary page will then show the current totals for each work unit with respect to the following indices of installed capacity:

1. number of staff in post,
2. cumulative years of university-level study,
3. number of staff with postgraduate degrees,
4. cumulative years of professional work outside the reporting institution,
5. cumulative years of service in the institution,
6. cumulative years of service in the current work unit,
7. number of in-service workshops/courses taken by staff,
8. cumulative weeks of attendance at in-service workshops/courses, and

9. number of collaborations (1 staff member/1 expert) with outside experts.
 The summary page will also calculate totals for the reporting institution as a whole.
 Both pages of the spreadsheet refer to a current date and a previous date with respect to which the changes in the various indices are measured. The spreadsheet should be completed at least annually, preferably semi-annually.
 Combining the scores in an overall index is a subjective exercise which requires assigning a weight to each value. However this is done, the exercise will convey a great deal more solid information about staff capacity than is presently available for most of the AFRITAC benefiting agencies.

MEASUREMENT OF CAPACITY IN AFRITAC-AIDED INSTITUTIONS – SUMMARY											
INSTITUTION		CURRENT DATE		PREVIOUS DATE		TOTAL NUMBERS					
PROFESSIONAL STAFF		Mutations since previous date		Years of study		Years of professional experience		IN-SERVICE TRAINING			
In post	Joined	Departed	Net change	Years of M.A./M.Sc. or higher	Years of post-univ. prof. work outside PEI*	Years in work unit	Years present in work unit	Number of workshops etc.	Number of weeks	Number of collaborations with outside experts	
1.											
Current date		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
Previous date		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
Net change		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
2.											
Current date		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
Previous date		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	

	Net change	
3.	Current date	
	Previous date	
	Net change	
4.	Current date	
	Previous date	
	Net change	
5.	Current date	
	Previous date	
	Net change	
6.	Current date	
	Previous date	
	Net change	

* PEI = present employing institution

MEASUREMENT OF CAPACITY IN AFRITAC-AIDED INSTITUTIONS – DETAILS

(for less than full year, give decimal—i.e. 6 mos. = 0.5, 9 mos. = 0.75)

INSTITUTION:

WORK UNIT:

DATES

Current	Previous

Name of employee (staff member A)	Year of birth	HIGHER EDUCATION				PROFESSIONAL EXPERIENCE (present employing institution = PEI)			In-service training				
		Institution(s) attended	Field(s) of study	Number of years of study	Degree/ diploma & year	M.A./M.Sc. or higher	Post-university professional work outside PEI, No. of yrs.	Years in PEI	Number of years	Employee's current title	List workshops / courses by organization & title	Durations (weeks)	Collaboration with outside expert in present work unit (name of expert)
Subtotals (years/no.courses/no.weeks/no.ou tside experts)	1.												
	2.												
	3.												
(staff member B)	1.												
	2.												
	3.												
Subtotals (years/no.courses/no.weeks/no.ou tside experts)	1.												
	2.												
	3.												
(staff member C)	1.												
	2.												
	3.												
Subtotals (years/no.courses/no.weeks/no.ou tside experts)	1.												
	2.												
	3.												
New staff since previous date (staff member D)	1.												
	2.												
	3.												
Subtotals (years/no.courses/no.weeks/no.ou tside experts)	1.												
	2.												
	3.												

1.
2.
3.

(staff member E)

Subtotals
(years/no.courses/no.weeks/no.o
outside experts)

*

GRAND TOTALS

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--	--	--	--	--

- 1.
- 2.
- 3.

--	--	--	--	--

#				@
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* = total number of staff

= number of courses

@ = number of expert collaborations

Appendix XVI - IMF/IBRD-determined PEM benchmarks met by AFRITAC- member countries

IMF/IBRD-determined PEM benchmarks met by AFRITAC-member countries in 2001 and 2004 under HIPC Assessment and Action Program (AAP)

<u>AAP</u> <u>benchmark #</u>	<u>Benin</u>	<u>Burkina</u> <u>Faso</u>	<u>Ethiopia</u>	<u>Guinea</u>	<u>Guinea</u> <u>Bissau</u>	<u>Mali</u>	<u>Niger</u>	<u>Rwanda</u>	<u>Senegal</u>	<u>Tanzania</u>	<u>Uganda</u>
1	B(B)	B(B)	A(B)	A(C)	C	A(B)	A(B)	B(B)	A(B)	B(B)	B(B)
2	A(A)	A(A)	A(A)	B(B)	C	B(A)	B(A)	B(A)	B(A)	A(A)	B(B)
3	B(B)	B(B)	C(B)	C(B)	C	B(B)	C(C)	B(B)	B(B)	B(B)	C(B)
4	B(B)	C(C)	B(B)	B(A)	B	B(B)	B(A)	B(B)	B(B)	B(B)	B(A)
5	B(B)	B(B)	B(C)	B(B)	C	A(B)	B(C)	A(A)	B(B)	B(C)	B(A)
6	B(A)	B(A)	A(A)	B(B)	C	A(B)	A(B)	A(A)	B(B)	A(B)	A(A)
7	A(B)	A(A)	B(B)	B(C)	C	A(B)	B(C)	A(A)	B(B)	A(A)	A(A)
8	B(A)	A(B)	A(A)	C(B)	C	A(A)	B(C)	C(B)	A(A)	A(A)	C(B)
9	B(B)	B(B)	B(B)	B(C)	B	B(A)	B(B)	B(B)	B(B)	B(B)	A(B)
10	B(B)	A(A)	B(C)	C(C)	C	B(B)	C(B)	B(B)	B(C)	B(B)	B(B)
11	A(A)	A(A)	B(B)	A(A)	C	A(A)	A(B)	C(C)	A(B)	A(A)	A(B)
12	A(B)	A(A)	C(B)	B(B)	C	B(B)	A(C)	B(B)	B(C)	B(B)	C(B)
13	A(C)	B(C)	B(A)	B(B)	C	A(C)	B(C)	B(B)	B(C)	A(B)	B(A)
14	B(B)	A(B)	A(B)	C(C)	C	A(B)	C(C)	A(A)	B(B)	A(A)	A(B)
15	C(C)	C(C)	C(C)	B(C)	C	C(C)	C(C)	B(C)	C(C)	C(C)	B(B)
16	C	B	B	B	C	B	B	B	B	B	B

Number of benchmarks met in:

2001	8	8	6	5	n.a.	8	3	8	4	8	9
2004	8	9	7	5	0	11	5	8	7	11	8

Notes

PEM = public expenditure management, HIPC = IMF/IBRD highly indebted poor countries debt relief initiative.

Bold type indicates benchmark met.

Note: grade in parentheses is assessment for 2001, not applicable for Guinea Bissau and new (in 2004) indicator #16.

Source: Fund-Bank AAP database

HIPC-AAP indicators

COMPREHENSIVENESS

1. Fiscal reporting adequately covers the Government Finance Statistics definition of the general government sector
2. Government activities are not funded through inadequately reported extrabudgetary sources to a significant degree
3. Budget outturn data are quite close to the original budget
4. Fiscal reports include grants projected to be provided by donors

CLASSIFICATION

5. Budget expenditures are classified on an administrative, economic, and detailed functional or programmatic basis
6. Poverty-reducing expenditures are clearly defined

PROJECTION

7. Multi-year expenditure projections are integrated into the budget formulation process

EXECUTION**Internal control**

- 8. There exists a small stock of expenditure arrears, with little accumulation of arrears over the previous year
- 9. Internal control is effective
- 10. Tracking surveys are in use, or are unnecessary

Reconciliation

- 11. Satisfactory reconciliation of fiscal and banking records is undertaken routinely

REPORTING**In-year reporting**

- 12. Internal fiscal reports are received within four weeks of the end of the relevant period
- 13. Good-quality classification of poverty reducing spending is reflected in the in-year budget reports

Final audited accounts

- 14. Routine transactions are entered into the main accounting system (s) within 2 months of the end of the fiscal year
- 15. Legislature receives audited record of the financial outturn within 12 months of the end of the fiscal year

PROCUREMENT

16. The procurement system supports efficiency and effectiveness in the expenditure of public funds through clear and enforceable rules that promote competition, transparency and value for money.