



ANNEX X. IMF East AFRITAC Work Plan, FY 2021

Revenue Administration				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Strengthened core tax administration functions	The integrity of the taxpayer base and ledger is strengthened	Develop registration policies, procedures, roles and responsibilities for HQ and Operation Units	6.5
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Develop practice notes for Income Tax, Sales and Excise Tax Proclamations	5.0
Eritrea	Strengthened revenue administration management and governance arrangements	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Review of Tax Procedure Law by a Tax Administration Expert	6.3
Ethiopia	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity on use of Tools and Techniques for Big Data Analytics	6.5
Ethiopia	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Develop Capacity in Risk Management Practices on Imports	4.8
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (customs monitoring of oil exports)	3.4
Kenya	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Repeat TADAT	6.5

Revenue Administration				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Kenya	Strengthened core tax administration functions	A larger proportion of taxpayers meet their filing obligations as required by law	Review and redesign of High Net Worth Individuals Function	5.0
Kenya	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	Developing a framework on mirror data analysis, matching export data from Kenya's major trading partners against customs import data	6.5
Malawi	Improved customs administration core functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Review and Redesign Customs Clearing Controls and Procedures	6.5
Malawi	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop effective strategies to address the informal sector	6.5
Malawi	Strengthened revenue administration management and governance arrangements	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Promoting Integrity within MRA	4.8
Rwanda	Improved customs administration functions	Customs control during the clearance process more effectively ensures accuracy of declarations	RA participation in HQ mission (Customs diagnostic)	3.4
Rwanda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Hands on Training on Telecommunications Audit	5.0
Rwanda	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Develop Capacity in Auditing Manufacturing Sector for both Customs and Domestic Taxes	6.5



Revenue Administration				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Rwanda	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Guide practically on the full establishment of Headquarters Function in Domestic Taxes Department	5.0
South Sudan	Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Orientation on the functions of the Board and Management	6.8
South Sudan	Strengthened core tax administration functions	The integrity of the taxpayer base and ledger is strengthened	Improve the integrity of the taxpayer register.	6.5
South Sudan	Improved customs administration functions	Foreign trade operators better comply with their reporting and payment obligations	Review and Redesign Customs Clearing Controls and Procedures	6.5
Tanzania (incl. Zanzibar)	Strengthened core tax administration functions	A larger proportion of taxpayers meet their payment obligations as required by law	Developing debt management and collection capacity	6.1
Tanzania (incl. Zanzibar)	Improved customs administration functions	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws	Developing Capacity in Data Extraction and Analytics	6.1
Tanzania (incl. Zanzibar)	Strengthened revenue administration management and governance arrangements	Corporate priorities are better managed through effective risk management	(Zanzibar) Developing Risk Management Monitoring and Evaluation Framework	6.5
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Capacity in Telecommunications Audit	5.0
Uganda	Improved customs administration functions	Customs control during the clearance process more	Develop Capacity in Risk Management Practices on Imports	4.8



Revenue Administration				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
		effectively ensures accuracy of declarations		
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Develop Data Matching Capacity within Tax and Customs	6.5
Uganda	Strengthened core tax administration functions	Audit and other verification programs more effectively ensure accuracy of reporting	Training in Fraud detection techniques, analyzing financial statements data, data mining and evidence management	4.8
Regional (Incl. EAC)	Improved customs administration functions	Trade facilitation and service initiatives better support voluntary compliance	Development a framework of statistical reporting and performance standards	6.5
Regional (Incl. EAC)	Strengthened revenue administration, management and governance arrangements	Capacity to reform increased due to clear reform strategy	RA participation in HQ mission (Tax)	3.4
Regional (Incl. EAC)	Strengthened revenue administration, management and governance arrangements	Capacity to reform increased due to clear reform strategy	RA participation in HQ mission (Tax)	3.4
Regional (Incl. EAC)	Improved customs administration functions	Participants demonstrate that they have effectively acquired knowledge	Developing Post Clearance Audit Capacity	3.9
Regional (Incl. EAC)	Strengthened revenue administration management and governance arrangements	Participants demonstrate that they have effectively acquired knowledge	Update member countries on ISORA 2020	1.2



Revenue Administration				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Regional (Incl. EAC)	Improved customs administration functions	Participants demonstrate that they have effectively acquired knowledge	AFE/AFW Use of appropriate technologies to improve tax administration efficiency and increase	3.9
Regional (Incl. EAC)	Improved customs administration functions	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on developing a compliance improvement plan and strategy of monitoring and evaluation	5.9
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	4.6
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
TOTAL				182.6



Public Financial Management				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Improved coverage and quality of Fiscal Reporting	The chart of accounts and budget classifications are aligned with international standards	Follow up on multi-dimensional CoA and reporting templates	6.0
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Strengthening MTEF and Budget Documentation	2.0
Ethiopia	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	4.5
Ethiopia	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Training on IPSAS implementation	4.6
Ethiopia	improved budget execution and control	Budget execution and controls are strengthened	Training on risk-based and performance audit	3.6
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Support to Budget Costing and Project Appraisal	7.2
Kenya	Improved Asset and Liability Management	Cash flow forecasts for central government is more accurate and timelier	Expanding the TSA and strengthening cash management practices	5.6
Kenya	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS implementation, including development of IFMIS for accrual accounting	5.6
Kenya	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Strengthening SOE oversight and governance	10.7



Public Financial Management				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Kenya	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	4.5
Malawi	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible	Developing a capital budget baseline and project prioritization tool.	5.2
Malawi	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Reviewing IT systems to support Program Based Budgeting.	3.0
Malawi	Improved budget execution and control	Budget execution and controls are strengthened	Reviewing system controls in the new IFMIS	9.1
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Strengthening SOE Oversight	5.6
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment SOE risk reporting - Seychelles	4.5
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more comprehensive and unified annual budget is published	Designing changes to the Citizens Guide to the Budget and training staff on its compilation.	4.6
Rwanda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Assessing the performance budgeting pilot and updating the draft manual for the full roll out.	3.6
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	5.6

Public Financial Management				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Central fiscal oversight and analysis of public corporation risks are strengthened	Attachment on strengthening SOE oversight and governance	4.5
Rwanda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on IPSAS accrual implementation	4.5
South Sudan	Improved budget execution and control	Budget execution and controls are strengthened	IFMIS controls and the PFM cycle	6.0
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Expenditure arrears, and commitment controls	3.6
South Sudan	improved budget execution and control	Budget execution and controls are strengthened	Institutional appraisal and review of PFM Strategy	6.0
South Sudan	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on collation of fiscal data for fiscal reporting	4.5
Tanzania (incl. Zanzibar)	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Training on new elements of the Public Investment Management Operating Manual.	4.6
Tanzania (incl. Zanzibar)	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Zanzibar: Developing an IPSAS Roadmap	6.0
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term budget framework is integrated with the annual budget process	Zanzibar: Budget Costing and Analysis and integrating into Program Budget Framework	3.0
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget documentation	Zanzibar: Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	4.5



Public Financial Management				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Tanzania (incl. Zanzibar)	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Attachment on QA process and consolidation tools for production of Annual Financial Statements	4.5
Uganda	Improved budget execution and control	Appraisal, selection, and implementation of public investments is improved	Reviewing the Integrated Project Data Bank and technical guidance on integration with other IT systems	3.6
Uganda	Comprehensive, credible, and policy-based budget preparation	Planning and budgeting for public investments is more credible	Recording multiyear project commitments for presentation in budget documents for comparison with the MTBF.	2.0
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening financial reporting through implementation of IPSAS Accrual Standards	5.6
Uganda	Comprehensive, credible, and policy-based budget preparation	Information on resources and performance by program is included in budget	Attachment to review IT systems to support monitoring and evaluation of Program Based Budgeting.	4.5
Uganda	Improved coverage and quality of Fiscal Reporting	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Recording and valuing assets and liabilities	4.5
Regional (Incl. EAC)	Improved budget execution and control	Participants demonstrate that they have effectively acquired knowledge	Management of multi-year commitments, commitment controls and arrears	8.8
Regional (Incl. EAC)	Comprehensive, credible, and policy-based budget preparation	Participants demonstrate that they have effectively acquired knowledge	Budget Baseline Costing (Repeat workshop)	6.8
Regional (Incl. EAC)	Medium Term Convergence Plans Updated	Participants demonstrate that they have effectively acquired knowledge	Annual EAC PFM Workshop	2.0



Public Financial Management				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	9.9
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	6.0
TOTAL				200.9



Macro-Fiscal Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Completing the development of the new macro-fiscal forecasting framework and medium-term fiscal framework	5.1
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	1.8
Eritrea	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	National training on financial programming and policies	4.8
Ethiopia	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Developing and documenting the fiscal strategy	3.1
Ethiopia	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Updating the fiscal risk statement and incorporating new information in the fiscal risk registry	3.1
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	National training on financial programming and policies	4.8
Kenya	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Reviewing the uptake of the PBO revenue model and developing further accordingly	3.1
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Incorporating debt sustainability tools in the macro fiscal forecasting framework	2.8

Macro-Fiscal Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Malawi	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and advancing the fiscal risk statement and fiscal risk registry	3.1
Malawi	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Scoping the development of forecasting tools with the new PBO	3.1
Rwanda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Developing a financial programming and policies training spreadsheet using Rwandan data	2.8
Rwanda	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Reviewing and improving the fiscal risk statement and fiscal risk registry	3.1
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Scoping and mapping the further development of the MOPED macro-fiscal forecasting framework	3.0
South Sudan	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Course on analytical methods for forecasting using Microsoft Excel	1.5
Tanzania (incl. Zanzibar)	Strengthened Identification, Monitoring, and Management of Fiscal Risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Training on fiscal risk analysis and fiscal risk disclosure	3.1
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Advancing the development of the PBO macro-fiscal forecasting tool	3.1

Macro-Fiscal Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Tanzania (incl. Zanzibar)	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Zanzibar: Training on financial programming and revenue forecasting	2.5
Uganda	Comprehensive, credible, and policy-based budget preparation	A more credible medium-term macro-fiscal framework that supports budget preparation	Reviewing the use of the new GFSM 2014 macro fiscal forecasting framework and improving and adjusting as required	2.5
Regional (Incl. EAC)			Participation in the 9th EAC PFM workshop	1.0
Regional (Incl. EAC)	Comprehensive, credible, and policy-based budget preparation	Participants demonstrate that they have effectively acquired knowledge	Regional workshop (TBD by new adviser)	5.4
Regional (Incl. EAC)	Training	Participants demonstrate that they have effectively acquired knowledge	ICD training course on inclusive growth	3.8
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
TOTAL				71.6



Financial Sector Supervision				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Provide assistance on implementing RBS for banks - Review RBS Manual	2.2
Eritrea	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities	Effective risk-based supervision in place and being used for their intended purpose(s)	Provide assistance to the authorities on implementing RBS for non-banks - Review RBS Manual	3.2
Ethiopia	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities	Effective risk-based supervision in place and being used for their intended purpose(s)	Assist the authorities in implementing RBS and RBC for Insurers	2.2
Ethiopia	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	1.6
Ethiopia	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Assist the authorities in implementing RBS for banks	3.2
Kenya	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Basel II/III Implementation	3.2



Financial Sector Supervision				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening Risk-based Supervision for banks	1.6
Kenya	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Secondary markets regulatory framework is in place that is compliant with international standards	Strengthening Risk-based Securities Supervision	3.2
Kenya	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening RBS for micro finance firms	3.2
Malawi	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening Risk-based Supervision for Banks	1.6
Malawi	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Assist the authorities in implementing Basel III	2.2
Malawi	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Enhancing RBS for securities firms	3.2



Financial Sector Supervision				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Rwanda	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening and Integrating Supervisory Processes for Banks	1.6
Rwanda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	3.2
Rwanda	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	2.2
Rwanda	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	3.2
South Sudan	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Enhancing RBS for Banks.	1.6
South Sudan	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities	Effective risk-based supervision in place and being used for their intended purpose(s)	Strengthening RBS for Insurance Companies	1.6



Financial Sector Supervision				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Tanzania (incl. Zanzibar)	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Strengthening and Integrating Supervisory Processes for Banks	1.6
Tanzania (incl. Zanzibar)	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	3.2
Tanzania (incl. Zanzibar)	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	3.2
Tanzania (incl. Zanzibar)	Put in place a securities regulation and supervision framework that addresses key risks in the sector system	Market intermediary supervisory framework in place that is compliant with international standards	Strengthening RBS for securities firms	3.2
Uganda	Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability	Banks have adequate capital adequacy made up of high-quality capital instruments that is in line with issued regulations on Basel II/III	Strengthening Basel II/III implementation for banks	2.2
Uganda	Improved financial stability via early detection of and effective and timely responses to insurance sector vulnerabilities.	Risk-based capital requirements are imposed and Insurance Supervisors takes actions if insurers breach the requirements	Enhancing RBC and RBS for Insurers.	2.2
Uganda	More Efficient use of supervisory resources to better oversee key risks in the banking system	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data	Enhancing RBS for Banks	3.2



Financial Sector Supervision				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
		enhanced; and b) Flexibility of reporting system improved		
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
Regional (Incl. EAC)	To enhance banking supervisors' knowledge on corporate governance and effectiveness assessment of Oversight Functions in banks	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Banking Supervision	5.0
Regional (Incl. EAC)	To enhance financial sector supervisors' knowledge on risk-based capital adequacy and liquidity risk assessment frameworks	Participants demonstrate that they have effectively acquired knowledge	Regional workshop on Financial Sector Supervision	6.6
Regional (Incl. EAC)	Enhance supervisors' knowledge on implementing risk-based capital and consolidated supervision	Participants demonstrate that they have effectively acquired knowledge	Attachment	5.0
TOTAL				84.4



Monetary Policy and Operations				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	6.3
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	6.6
Kenya	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	4.1
Malawi	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	6.1



Monetary Policy and Operations				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
	within the monetary regime of choice			
South Sudan	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	6.3
Tanzania (incl. Zanzibar)	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions	Monetary Policy Implementation and Operations	6.1
Regional (Incl. EAC)	Enhance the effectiveness of monetary policy implementation and strengthen central bank's operational framework within the monetary regime of choice	The central bank has an operational strategy consistent with the monetary framework and the country circumstances	Monetary Policy Implementation and Operations	6.2
TOTAL				41.7



Forecasting and Policy Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Kenya	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	6.1
Kenya	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	6.1
Malawi	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	6.1
Malawi	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	6.1
Rwanda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	6.1



Forecasting and Policy Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Rwanda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	6.1
Tanzania (incl. Zanzibar)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	6.1
Tanzania (incl. Zanzibar)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	FPAS fully integrated into the monetary policy decision-making process	Forecasting and Policy Analysis (FPAS)	6.1
Uganda	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	6.1
Regional (Incl. EAC)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	3.5
Regional (Incl. EAC)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-	Improved economic analysis and forecasting capabilities at the CB	Forecasting and Policy Analysis (FPAS)	3.5



Forecasting and Policy Analysis				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
	making process in all types of monetary policy and exchange rate regimes			
Regional (Incl. EAC)	Developing and implementing a Forecasting and Policy Analysis System (FPAS) to the monetary policy decision-making process in all types of monetary policy and exchange rate regimes	Participants demonstrate that they have effectively acquired knowledge	Forecasting and Policy Analysis (FPAS)	5.7
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
TOTAL				72.6



Financial Market Infrastructure and Payments				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	National payment system development and reform— enhancing the safety and efficiency of the financial system	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems	Assist with development of regulations to support the NPS law	5.2
Ethiopia	National payment system development and reform— enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	PFMI training in country	3.6
Kenya	National payment system development and reform— enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	Assist with/ review FMI self assessment	4.0
Malawi	National payment system development and reform— enhancing the safety and efficiency of the financial system	The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers	Oversight policy framework is developed, adopted and publicly disclosed	2.6
Rwanda	National payment system development and reform— enhancing the safety and efficiency of the financial system	Systematically important FMIs comply fully with international standards	PFMI training in country	3.6
South Sudan	National payment system development and reform— enhancing the safety and efficiency of the financial system	The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or	Scoping/diagnostic mission for initial engagement	3.6



Financial Market Infrastructure and Payments				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
		reforming) an effective national payment systems		
Uganda	National payment system development and reform—enhancing the safety and efficiency of the financial system	Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services	Assist with development of regulations to support the NPS law	2.6
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
Regional (Incl. EAC)	National payment system development and reform—enhancing the safety and efficiency of the financial system	Participants demonstrate that they have effectively acquired knowledge	Enhance and harmonize licensing, supervisory and regulatory practices for electronic money	8.3
Regional (Incl. EAC)	National payment system development and reform—enhancing the safety and efficiency of the financial system	Participants demonstrate that they have effectively acquired knowledge	Financial development and financial inclusion	4.8
TOTAL				43.3



Real Sector Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Training on concepts and methods for compiling CPI	3.6
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Reviewing QGDP-E estimates and staff training on compilation methods.	2.0
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Import and export price indices: Training on methodology, sampling and reporting.	3.6
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Index of industrial production: Training on methodology, sampling and reporting	3.6
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Import and export price indices: Reviewing methodology and updating weights	3.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment	Supporting compilation of balanced 2017 SUT	3.6



Real Sector Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
		and validation of intermediate data and statistical outputs		
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Integrating the 2017 benchmark estimates and compiling revised annual GDP series.	3.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Aligning QGDP-P estimates to the new 2017 base year	3.0
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	CPI: Developing new weights.	3.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment (CPI): Peer learning on - special cases e.g. treatment of seasonal products, second hand goods; and data validations.	2.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Compiling rebased IIP and PPI	3.1



Real Sector Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Review and further development of current account estimates by sectors.	3.0
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training: GDP compilation and assessment of source data.	3.6
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Developing estimates of agricultural activities.	3.0
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Training on concepts and methods for compiling CPI	3.6
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the coverage and scope of the latest manual/guide	General government sector: Supporting analysis of improved GFS data.	3.0
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Source data are adequate for the compilation of these macroeconomic statistics	Improving use of VAT and income tax data to compile quarterly and annual GDP.	2.0



Real Sector Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Developing PPI-agriculture: Supporting analyses of new data.	3.6
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Zanzibar - Developing methodology for compiling agriculture PPI.	3.6
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Updating and improving PPI for food and accommodation services.	3.6
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs	Finalizing the update of construction cost price indices.	3.6
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the coverage and scope of the latest manual/guide	Review and further improvement of QGDP-E compilation.	3.0
Regional (Incl. EAC)	Strengthen compilation and dissemination of quarterly national accounts based on	Participants demonstrate that they have effectively acquired knowledge	Quarterly national accounts workshop - Concepts, methods and data sources aligned to the latest manual.	3.6



Real Sector Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
	recent methodological advances provided in the latest manual			
Regional (Incl. EAC)	Strengthen compilation and dissemination of producer price indices based on the latest manual	Participants demonstrate that they have effectively acquired knowledge	PPI compilation workshop - concepts, methods and data sources.	4.2
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
TOTAL				84.3



Governance Finance Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and expanding coverage to General government	4.9
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Expanding coverage of COFOG data to General Government	1.6
Eritrea	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	1.4
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage to General government	4.9
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Improving quality of general government data	1.6
Ethiopia	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	1.4
Kenya	Strengthen macroeconomic and financial statistics compilation	Data are compiled using the classification of the latest manual/guide	Improve quality of public sector data	4.9

Governance Finance Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
	and dissemination for decision making			
Kenya	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	National training for finance officers including at county level	3.8
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Training and Expanding coverage of fiscal data to General Government	5.2
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Higher frequency data have been compiled and/or disseminated internally and/or to the public	Compile financial balance and expand coverage of public debt data to General Government	1.6
Malawi	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	1.4
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	4.9
Rwanda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Source data are adequate for the compilation of these macroeconomic statistics	Improve quality of public sector fiscal data	2.2



Governance Finance Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	The legal and institutional environment is conducive to compiling macroeconomic and financial statistics; the relevance and practical utility of existing macroeconomic and financial statistics are monitored; Management processes are in place to monitor the quality of macroeconomic and financial statistics; and Institutional Integrity, Transparency, and Ethical Practices meet statistical standards	Appraisal of compilation practices and developing workplan	2.2
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the coverage and scope of the latest manual/guide	Training on fundamentals on compilation of BCG fiscal data	5.2
South Sudan	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Staff capacity increased through training, especially on developing source data and compilation methods	Attachment of one compiler to Uganda to peer review on compilation of public sector data	1.4
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Expand coverage to General government	5.2
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Training on compilation of high frequency data	2.2

Governance Finance Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Zanzibar: Training and Expanding coverage of fiscal data to General Government	5.2
Tanzania (incl. Zanzibar)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the concepts and definitions of the latest manual/guide	Zanzibar: Compile financial balance and expand coverage of public debt data to General Government	1.6
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Compile financial balance and expand coverage of public debt data to General Government	4.9
Uganda	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Data are compiled using the classification of the latest manual/guide	Expand coverage of fiscal data to public sector	2.2
Regional (Incl. EAC)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Participants demonstrate that they have effectively acquired knowledge	Addressing data quality improvement challenges	5.0
Regional (Incl. EAC)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	Participants demonstrate that they have effectively acquired knowledge	fundamentals in compiling public sector debt statistics	5.0
Regional (Incl. EAC)	Strengthen macroeconomic and financial statistics compilation and dissemination for decision making	A new data set (covering the general government or public sector) has been compiled and/or disseminated internally and/or to the public	Develop plans for compiling EAC fiscal data for EAC convergence criteria	2.0



Governance Finance Statistics				
Beneficiary	Strategic Objective	Outcome	Activity Title	Planned Resources (FPW)
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work, LTX Retreat and RBM Governance	3.0
Regional (Incl. EAC)	AFE Governance	SC acceptance of FY 2021 work plan and FY 2021 progress and LTXs trained on latest developments in HQ	Corporate work and RBM Governance	2.0
TOTAL				86.9