Tanzania AMP and IFMIS Integration Assessment Report

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Abbreviations

BoT    Bank of Tanzania
DAC    Development Assistance Committee
DP     Development Partner
EU     European Union
GFS    Government Finance Statistics
GoT    Government of the United Republic of Tanzania
IAS    International Accounting Standards
IATI   International Aid Transparency Initiative
IFMIS  Integrated Financial Management Information Systems
MDA    Ministries, Departments and Agencies of the United Republic of Tanzania
MoHSW  Ministry of Health and Social Welfare
MoT    Ministry of Transport
ODA    Official Development Aid
OECD   Organization for Economic Co-operation and Development
PBB    Program Based Budget
PFM    Public financial management
SBAS   Strategic Budget Allocation System
VPN    Virtual Public Network

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1. Introduction

1.1 Executive Summary

The Government of the United Republic of Tanzania (GoT) has deployed a number of systems under the Ministry of Finance (MoF) to enhance public financial management. Under this, there are now a number of web and standalone Management Information Systems (MIS); including information in files and spreadsheets which store budget allocation information in operational silos. This is because different departments, MDAs and LGAs play different roles and they often have a localized view of their processes. The lack of coordination has resulted in duplication of efforts and resources as well as a lack of interoperability with the Aid Management Platform System.

This assessment seeks to investigate the existing data and processes with a view to prescribing plausible ways by which integration between AMP and other systems could be achieved.

1.2 Purpose of this document

This assessment report documents the findings as well as provides a technical approach and recommendations that would be necessary for the successful integration of IFMIS and AMP by the GoT.

The assessment also provides a means to examine the different databases that comprise IFMIS that would be the candidates for this integration.

The intended audience for the assessment report is the MoF-Aid Coordination Unit for the GoT, Development partners, any other stakeholders as well as the solution vendors supporting IFMIS.

1.3 Background

The General Budget Guidelines 2012/13 stipulate among others that not only should sectoral strategic plans be consistent with the national planning frameworks (such as the Public Finance Act 2001, Public Procurement Act, CAP 410 and related circulars) and strategies but that the Integrated Financial Management System (IFMIS) ought to be used. Accounting Officers have the role of providing leadership in the whole process of preparing plans and budgets.

Further, government institutions are obliged to report in more detail, on their performance against plans with a view to improve the quality and scope of reporting. There are a number of useful reporting cycles that are useful guides to the integration process (based on the expectations of budget implementation performance reports) by the Ministry of Finance as follows:

1. Quarterly Reports on cumulative targets and expenditures, against the annual plan and budget: it is intended to provide an overview of implementation progress on a cumulative basis against an institution’s set targets and budget. The report also provides information on the implementation of a sub-set of high profile or priority interventions.

2. Annual Performance Reports on targets and outcome monitoring, against the annual plan and budget: is intended to provide a detailed description of an institution’s main achievements in terms of the targets reached and the progress realized in improving its service delivery. The report should also address performance on revenues and
expenditures as well as Human Resources status. Responsibility for the preparation and accuracy of the report lies with the Accounting Officer for each MDA, RS, and LGA.

**IFMIS**

In government, IFMIS depicts the automation of public financial management (PFM) processes. These include budget preparation and execution, accounting as well as reporting. The reporting will typically cut across sectoral operations of line ministries, departments and other agencies. To government, the key term is 'integrated'; hence an IFMIS is a common, single, reliable platform database (or a series of interconnected databases). This database, typically stores financial information relating to current and past years’ expenditure; the approved budgets for these years; other details on inflows and outflows of funds, as well as complete inventories of financial assets (such as, equipment, land and buildings) and liabilities. The table below summarizes some of the databases that comprise the IFMIS for Tanzania and Zanzibar.

**Table 1: A summary of the systems currently in use for the budgeting process in the United Republic of Tanzania.**

<table>
<thead>
<tr>
<th>System</th>
<th>Description</th>
<th>Staff/MoF section responsible</th>
<th>Vendor Name</th>
<th>Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tanzania</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SBAS: Strategic Budget Allocation System</td>
<td>This is an advanced standalone system that is used by Line Ministries, Local Government Agencies and Other Government Agencies for budget preparation</td>
<td>1. Accountant General Office: 2. Planning Division 3. Line ministries</td>
<td>Developed by MoF and University Computer Center of University of Dar Es Salaam</td>
<td>MS Access</td>
</tr>
<tr>
<td>EPICOR Active Planner</td>
<td>It is fed with information that has been integrated from SBAS</td>
<td>Budget Department</td>
<td>Soft Tech and in-house management</td>
<td>Web based MSSQL Database</td>
</tr>
<tr>
<td>EPICOR 905</td>
<td>Manages the budget execution</td>
<td>Budget Department</td>
<td>Soft Tech - and in-house management</td>
<td>Web based MSSQL Database</td>
</tr>
</tbody>
</table>

| **Zanzibar** | | | | |

---
PBB: Program Based Budget | Budget preparation, setting of strategic plans, targets, indicators | Budget Department | In-house development with plans underway to engage a vendor | .net technology on MSSQL Database
---|---|---|---|---
EPICOR | Creation of chart of accounts, and finalization of the budget | Budget Department | Soft Tech | Web based MSSQL Database

See Exhibit E and F for further details on the chart of accounts and the codes applicable for the United Republic of Tanzania respectively.

AMP

The Aid Management Platform (AMP) is a web-based application tool designed to improve aid data collection and to enable better management and coordination of development assistance in Tanzania.

AMP is in use by both the Government of Tanzania and Development Partners (DPs) in managing development assistance; it also helps to track and report on such assistance flows (General/Sector Budget Support, Basket Funds and Project Funds). In Tanzania, the system has been customized to address national strategic priorities in line with MKUKUTA/MKUZA II whilst also tracking progress towards the Busan principles for effective aid cooperation\(^1\).

1.4 Methodology

During a week period (7/09/2015 to 11/09/2015) in Tanzania, the assessment team (consisting of one aid information management systems expert and GIS software developer) conducted a series of interviews and working sessions with key stakeholders in the aid coordination process - including key central government institutions, sectoral government institutions. In general, the team sought to:

1. Assess the willingness/demand for an integration initiative.
2. Analyzing existing processes for sharing information between the Ministry of Finance and the MDAs as well as the Donor Partners.
3. Identify the types of data outputs (and formats) that the GoT (sectoral ministries) are producing and sharing with the MoF.
4. Identify the challenges and gaps for 2 and 3 above – that is - process as well as data gaps during the budget process.

\(^1\)MINISTRY OF FINANCE QUARTERLY DISBURSEMENT FLASH REPORT SEPTEMBER - DECEMBER, 2014. External Finance - Aid Coordination Section, United Republic of Tanzania
5. Examine any existing infrastructure and information systems that are part of IFMIS, and specifically budgeting.
6. Identify the technical and human capacity needed to implement this initiative.

A list of meetings is provided in the Annex - Exhibit E.

1.5 Benefits of an IFMIS-AMP integration for the GoT

The foreseeable benefits of integrating IFMIS and AMP for the GoT are:
1. Government has an incomplete picture of estimated future contributions from DPs. This includes funds to be disbursed for the next fiscal year and projected disbursements. The AMP collects project Commitments and MTEFs for the next three years. This information could be used by budget to get a better picture of estimated future contributions from DPs.
2. Addressing challenges in information gaps still exist; examples include late or irregular reporting. For example, AMP is currently using automatic exchange rates from FXTop, while IFMIS uses The Bank of Tanzania rates, accounting for difference in exchange rates between systems. An IFMIS-AMP integration would result in provision of more timely, accurate, and consistent data for management and budget decision-making;
3. Provide accurate information from AMP for budget planning, analysis and government-wide reporting;
4. Strengthen Transparency and Accountability by reducing the number of human interventions and errors during information sharing. This especially applies to commitments and projected disbursements.

2. Findings.

2.1 Systems and architectures - assessment findings for the United Republic of Tanzania

An IFMIS will generally consist of several distinct components or modules that use information to perform different functions. The figure below depicts general good practice for the typical functions that make up the PFM cycle, from budget formulation to budget execution and review; it also includes audit and evaluation of financial performance results.
Mainland

The budgeting process contains 4 main components that the entire process will adhere to. For the purposes of this assessment and AMP, the processes and activities by the Aid Coordination Unit will retain focus. These are:

1) Preparation: during this stage, specifically, the Aid Programming, Coordination and Monitoring Section, MoF (Aid Coordination Unit) is relied upon to share information - both in a structured (by providing reports from AMP) as well as ad-hoc manner (like requests for disbursement information from the Budgeting Department at the MoF). The information from AMP can be obtained from an activity. Some of the information from AMP is used to fill out the forms depicted in Annex - Exhibit B - Form 10A, 10B, 10C.

Staff in the line ministries will therefore iterate as outlined in Figure 1 above and capture the necessary information in the SBAS (Annex - Exhibit C). SBAS is a decentralized system that contains strategic planning information, indicators, and important priorities, among others -

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2 INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEMS. A practical guide. January 2008. USAID
whose ownership lies with the Budget Division at the MoF. It is also at this stage of the process when budget codes are assigned. The overall goal of SBAS is to store strategic planning information, as well as targets and outputs that will be useful during monitoring stage. This is a standalone system using a localized MS Access Database developed by the University of Dar-es-salaam Computing Center, deployed across line ministries. The line ministries utilize it at a micro level, but information can be aggregated at a macro level into EPICOR at the Budget Department. SBAS also has import/export capability from which the budget information can be exported and uploaded into the Active Planner module of EPICOR, whose ownership lies with the Accountant General’s Office, which is a part of IFMIS; bearing the correct chart of accounts -with votes and sub-votes, for budget execution. The kind of information which is captured in an activity is depicted in Annex - Exhibit B - Form 10C and Form 6.

2) Approvals: When the proposals for the annual budget are submitted in draft form (in September), a number of changes might occur which necessitates updating in both SBAS and Active Planner. At the end of this process, the Budget Committee, which includes the Permanent Secretary and the Minister, of Finance, will approve and forward the budget proposal to parliament for further deliberation and approval.

3) Execution and 4) Monitoring: This stage includes tracking of financial data - including any disbursements as well as expenses that occur. Again, it is observed that the Aid Coordination Team will rely on getting information on an ad-hoc basis from the Ministries, Independent Departments and Executive Agencies (MDAs), as this stage.

No further changes can be made on the approved budget. But it is important to note that the budget execution is recorded in EPICOR 905 by the MDAs.

The described process is depicted in the diagram below.
Zanzibar

In Zanzibar, they use PBB (see Annex - Exhibit D), which is developed in house. However, they are planning to contract a third-party company (SoftTech) in the future in order to do some enhancements to the system. The process comprises three main stages:

1. Budget preparation
2. Budget execution
3. Monitoring and evaluation

It is an annual cycle, which starts 1st July and ends on 30th June.

When the process starts they ask the AMP team to provide a report, which then feeds PBB. Figures are entered manually into PBB. The budget is based on financial information by districts (11 districts in Zanzibar) after they finish with PBB the data is send to another system, also called EPICOR, this system is used for the budget but the information is aggregated by programs.
The described process is depicted in the diagram below.

Figure 3: Budget preparation cycle - systems and processes for Zanzibar.

2.2 Summary of key challenges impacting above processes

The key challenges identified - and which relate to integration - are outlined below:

1. Difference in definitions: There is no harmonization of definitions (AMP from SBAS) in vote and sub-votes naming conventions and numbering when the chart of accounts is created and budget codes are allocated. This can be attributed to budget preparation work that mostly occurs in operational silos that don’t involve reference/update of AMP. One example is the lack of an established common definition of what is ‘off-budget’ according to the OECD. Another example is the possibility of having a different tally of projects in AMP and SBAS.

2. There is need to harmonize exchange rate information; discrepancies exist between what is in AMP, what is in Accountant General’s records as well as the official provisions BoT. Amounts can be problematic to compute if for example the current exchange rate being used is higher than the one used during the initial project disbursement) leading to inaccurate local currency aggregations.
3. DAC\textsuperscript{3} schema versus government schema: According to the MoF- Aid Coordination Unit, the AMP uses OECD DAC sectors. However, other systems such as SBAS are using government’s sectors. This represents a problem as the sectors will need to be mapped when they are entering information from AMP into SBAS and PBB.

3. Integration approaches

3.1 Scope and limitations

A successful system integration targets very specific needs of a particular project. In order not to be ineffective, it is important to focus on the underlying reasons for the desire to integrate systems. The main reason for the AMP Budget integration assessment is to share data between systems and act on that data.

This integration assessment does not propose any changes, modifications or additions to the fiscal budgeting business processes. In other words, there will be no proposed changes to the business side as there are no identified cross-functional business processes, across the Budget Department, MDAs and the External Finance Department (AMP Team). These different units have different functions and already have a level of automation that does not need a structural disruption.

3.2 Technical Approach

It would be ideal to integrate AMP with EPICOR directly, but for the GoT (both Zanzibar and Mainland) there is middle step preceding the importing of data to EPICOR. For this reason the best integration points for PBB in the case of Zanzibar and SBAS in the case of The Mainland are shared in Annex - Exhibit F.

PBB is easier to be integrated since there is a backend web application developed in net. With the involvement of the current system vendor, it will be easy to modify it to pull information from AMP’s Restful API.

SBAS is a Microsoft Access database application. Not only is it proprietary software, it is a quite limited system when it comes to integration. Therefore, it will require an external application to query the API and push the data into a Microsoft Access table and another step to merge the data. In this case the merge between data sources has to be done very carefully in order to enforce all the relational database constraints that facilitate maintaining the accuracy and integrity of data in the database.

From experience in undertaking similar tasks, we have learned that a phased approach works best. A further note is that the fields to be integrated were not discussed in detail (including a demo of SBAS) due to the busy schedules of the MoF Budget Division team during the week of the mission. There were no technical persons (or user manuals) supporting SBAS and PBB — who could provide a thorough understanding of the database structure — and the important fields of information transfer to EPICOR (for GoT). At the time of writing, we still don’t have access to the SBAS data structure, which poses a significant risk, as it is a standalone database application. Prior to development, DG will gather full requirements regarding what information will need to be sent from AMP to the SBAS from the GoT.

\footnote{http://www.oecd.org/dac/stats/purposecodessectorclassification.htm}
Bearing these limitations, following sections will outline an approach to integration of AMP and IFMIS for the GoT. Two different technical approaches are outlined of which the GoT could choose from for the integration of AMP and IFMIS; in each case, the assumptions, limitations and scope (besides those stated in 3.1 above) associated with each approach are discussed. We can increase and adjust the number of fields as the process is formalized, and more stakeholders are involved with and accustomed to the process.

3.2.1 AMP Restful API

In the first approach, the implementation shall make use of web services; these are standards-based technology will let disparate systems talk to each other over the Internet or Internet protocol-based networks, regardless of platform or language.

Technical Approach

AMP, since 2.10 version, exposes a number of endpoints that allows external users/applications to pull information, each endpoint is explained in a separate technical document, which will be published with this report and can be handed to PBB/SBAS developers. Through these we can easily select and filter in order to obtain the data required for the budget process before importing to either PBB or SBAS.

PBB queries AMP's API and takes the projects (activities) in JSON format, then PBB processes the data and posts it to the SQL Server database.

![Figure 4: Zanzibar Integration diagram](image-url)
An external application will be in charge of the communication between AMP’s API and will pull projects matching the pre-configured criteria, then the external application will process these projects in order to do the field mapping and insert the data into SBAS database (this process is called ETL Extract, Transform and Load).

**Figure 5: Tanzania Mainland Integration diagram**

PBB will require some changes in its code in order to be able to pull information from AMP.

SBAS will be a bit more complex since it needs an external application given the impossibility of Access to use an API as data source, this external application will be developed in JAVA using native database connector to insert register in SBAS on demand.

For both the PBB and SBAS, integration security of data will be ensured through connections through a VPN. This avoids common breaches such as packet sniffing or spoofing. Further, the implementation will not log private data such as passwords.

We have provided detailed JSON formats in a separate document - AMP API Endpoints - the main component through which the integration endpoints will be defined and implemented.

**Assumptions and scope of this method:**

1. The GoT will upgrade to AMP version 2.10+ to include the API, which is essential for pulling information from the AMP automatically.
2. There is a cost, which includes modifying IT systems, the cost of training staff to use new systems and classifications, and coordination costs to oversee internal quality control.
3. A VPN connection exists between IFMIS (PBB and SBAS) to the AMP.
4. Will take effort from PBB and SBAS developers and teams to make technical and procedural changes.

3.2.2 IATI

This is the second approach. Tanzania is one of the countries that has reaffirmed commitment to publish information using IATI open standards. The IATI standard is a framework for publishing information on development cooperation activities in a way that allows comparison. Indeed, there are 3984 datasets (at time of writing) in the IATI registry shared by multiple organizations, including governments, private foundations, multilateral organizations, development funds, climate funds and NGOs.

At the core of this implementation, data is exchanged in XML format; which now can very easily and securely be exchanged, and used by, a growing number of tools and applications. There are a number of key considerations that encompass the IATI standard, namely:

1. Timeliness: there should be a continuous effort to frequently keep data up-to-date with a continuous; without overwriting historical data
2. Comprehensive: collated data should have enough depth and breadth; that is cover as many development cooperation activities (data fields) as possible yet do so meaningfully
3. Forward-looking data reflects planned or projected values of projects in the future; but with hindsight that this data may not be legally binding.
4. Structured: XML is the chosen technical markup language of IATI - it is vital that published data is “well-formed XML” and should pass the relevant IATI schema validation
5. Comparable: IATI data contains common codes, it can more easily be utilised in conjunction with other IATI datasets. This is achieved through use of IATI codelists and identifiers which are common to organizations on a wide range of fields and values. When data is interoperable in this way, it enables user s to trace funds through the resource chain.
6. Open: it goes without saying that IATI data is maintained, hosted and serviced as “open data”. No passwords or barriers are put in place to access; data publishers maintain it in an accessible way; making it easier and legal to use.

There are benefits such as efficiency savings that the GoT might make as a result of reduced future costs of information reporting and the effectiveness. In fact, once the data is collected in such a format, in the GoT management systems (PBB and SBAS), the technical cost of adapting the system to generate reports in IATI format (for any other kind of stakeholder including developing country governments, civil society organizations, international organizations, researchers and other donors) will not be expensive. Further, most donor systems already have this capability to produce and consume IATI format data. This will be an important efficiency savings for the GoT and DP’s, as a result of convergence to a uniform standard for the data they want.

Approach

http://iatistandard.org/
SBAS and PBB will be upgraded to collect IATI standard data in XML format; this can be useful not just for consumption in AMP but also for sharing with other stakeholders (other country governments, civil society organizations, international organizations, researchers and other donors).

Thereafter, in AMP, the Import Tool is a wizard that allows the importing of IATI XML files (see format on Annex - Exhibit G) to AMP. The most important strengths are: the flexibility and the user-friendly UI as well as security. In addition, the application has features for saving and loading the mapping of Fields and Values.

Once the Import Tool is opened, one can select from the dropdown menu “Import Process” and select which version of IATI you’ll be importing. Currently the two live versions of IATI (1.05 and 2.01) are supported.

At the end of the process, the tool will start importing the projects from the file and present a log with the success/failure of import project by project that can be saved for future reference.

Below is a step-by-step process for the task that should be undertaken to ensure data in AMP would correspond to the Chart of Accounts in EPICOR for the GoT.

**Table 2: Step by step process to ensure no steps are missed**

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) AMP</td>
<td>Entry of annual “planned disbursements” into AMP</td>
</tr>
<tr>
<td>b)</td>
<td>Entry of “actual disbursements” (broken down by the government appropriation categories)</td>
</tr>
<tr>
<td>c) fund</td>
<td>Entry of actual disbursements – multi-donor fund</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>d)</td>
<td>Formal validation and quality control process (reconciliation)</td>
</tr>
<tr>
<td>e)</td>
<td>Entry of Beneficiary Ministry Information</td>
</tr>
<tr>
<td>f)</td>
<td>Data Collection from Line Ministries for Line Ministry Division information</td>
</tr>
<tr>
<td>g)</td>
<td>Information on Division entered in the AMP</td>
</tr>
<tr>
<td>h)</td>
<td>Provide List of new projects to the Budget Office to create the Activity Codes</td>
</tr>
<tr>
<td>i)</td>
<td>Budget officer (SBAS/PBB) returns the activity codes to the ACU</td>
</tr>
<tr>
<td>j)</td>
<td>Mapping of projects to the Chart of Accounts</td>
</tr>
<tr>
<td>k)</td>
<td>Upload of XML after confirmation that SBAS/PBB outputs align projects to COA as well as IATI</td>
</tr>
<tr>
<td>l)</td>
<td>Technical management</td>
</tr>
</tbody>
</table>

In this case, authenticated users will share XML data from PBB and SBAS via email. Also, only specific users with the specific role in the workspace can import activities.

**Assumptions and scope of this method:**

1. The GoT will upgrade to AMP version 2.10+
2. PBB and SBAS vendors can export information in IATI standard.
3. Admittedly, there is a cost involved in implementing IATI - which includes costs of adapting IT systems, staff time to collect and record additional information, the cost of training staff to use new systems and classifications, and coordination costs to oversee internal quality control over a larger amount of published information.
4 General recommendations - practices

4.1 Recommended approach

Integration via web-services - outlined above in section 3.2.1 is the best approach of choice for adoption proposed by this paper.

4.2 Mitigation of risks

Based upon the assessment findings, several risks - including political, technical, and procedural - were identified to the ultimate success of the program, if implemented. The matrix below outlines these risks, estimates their severity, and suggests potential approaches to mitigate them based upon a combination of assessment findings and good practices from experience in other countries.

Table 5: Risk analysis and mitigation plan

<table>
<thead>
<tr>
<th>Risk</th>
<th>Severity</th>
<th>Proposed Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difference in definitions</td>
<td>High</td>
<td>Work with the Aid Coordination Unit ((Mainland and Zanzibar)) and Budget Team of the MoF in developing a glossary of terms - and cascading this to other departments and budget staff of line ministries.</td>
</tr>
<tr>
<td>There is need to harmonize exchange rate information</td>
<td>High</td>
<td>AMP has a restful API that will be utilized to pull this information - based on particular dates so that the historical exchange rates are also captured for accurate reporting.</td>
</tr>
<tr>
<td>DAC schema versus government schema</td>
<td>Medium</td>
<td>The Aid Coordination Unit (Mainland and Zanzibar) will work with other MDAs to define and cascade this information so as to information in all systems is harmonized</td>
</tr>
</tbody>
</table>
| Lack of standardized data within GoT makes data management a challenge and limits usefulness of data | High     | 1. Leverage existing GoT standards, processes and MIS as much as possible (e.g. BBS geocodes, official boundary files)  
2. Have open consultation with key GoT Agencies to encourage similar data structures and guidelines  
3. Leverage existing IATI standard as much as possible |
<table>
<thead>
<tr>
<th>Topic</th>
<th>Level</th>
<th>Details</th>
</tr>
</thead>
</table>
| DPs fail to report their data to AMP                                | Low   | 1. In general DP compliance with AMP is already relatively high  
|                                                                      |       | 2. MoF aid coordination unit has clear mandate and role in requesting these data  
|                                                                      |       | 3. Public data will put pressure on organizations to ensure they are not “left off the map”                                         |
| Integrity of the data transferred across systems                    | High  | 1. Data is exchanged through automated machine-readable formats. This reduces the likelihood of errors being introduced during transfer. |
| Web services add an extra dose of complexity to security strategy when it comes to providing access outside the corporate firewall. | High  | 1. In this integration, the candidate systems all reside within the MoF. There is no public system - which reduces some of the complexity.  
|                                                                      |       | 2. The use of a VPN adds security and privacy to private and public networks; thus sensitive data can be protected even over the internet. |
| SBAS is a Microsoft Access database application. Not only is it proprietary software, it is a quite limited system when it comes to integration. It is not possible to extend via an API | High  | 1. We shall develop an external application that extracts data from AMP and pushes it into SBAS.                                   |
| Maintaining integrity of the ‘legacy’ data - that is proper treatment of information before the agreed go-live date. | High  | 1. For existing projects in AMP, we will define a clear process; and another one for new projects - without losing any information. |
| SBAS is a stand-alone application running on each user’s computer (Line ministries). | High  | 1. It implies that the external application has to be installed on each computer that is running SBAS in order to pull AMP data.  |
There are several factors that should be considered when approaching the IFMIS-AMP integration for the GoT:

1. **Ownership of integration process.** It will be important for an agreement between Budget Department, the Accountant General, and the Aid Coordination Unit to decide on who should own the integration process. The process owner will need to carry the integration project to fruition. This is important especially when it comes to managing changing requirements; and to driving the integration process. The process owner will facilitate communication between teams in MDAs, Budget Department and the AMP team - both in Tanzania Mainland and Zanzibar, help design requirements, decide on definitions to be used in between systems, and regularly make sure the integration takes place.

2. **Changing Requirements:** Changes shall be managed closely to avoid frequent changes that could become both expensive and chaotic. More time should be spent in the specific requirements gathering and process planning phases to gather the best possible set of requirements for the field by field mapping using the database dictionaries for AMP, PBB, SBAS and EPICOR. A formal methodology to handle change orders will be instituted to avoid chaos in implementation and testing.

3. **Number of integration points:** It is ill advised to attempt to integrate everything at once. This approach will propose a scaled down scope in the first iteration and focus on quick, easy wins whilst all the related Points of Contacts increase their capabilities.

4. **Realistic Schedules.** On commencement of the actual integration, realistic expectations and schedules will be set by establishing an accurate estimate of the integration efforts required.

5. **Lack of Staff and Management Experience.** It will be important to have IT staff that have a level of expertise working with the proposed integration technologies. Knowledge transfer will also be factored into the integration project. The right experts from the vendors for the other source systems should be available to back up the integration project team not only with technical bugs but with implementation experience and best practice advice and or services.

Also, it is important for the AMP team to schedule sensitization for the MDAs, as many of the staff involved with budget do not know about AMP and what it does.

6. **New Business Processes:** No additions, modifications will occur to the current fiscal budgeting process.

7. **Testing plans.** Test plans will be introduced early in the project so as to ensure accelerated and more complete discovery of problems early in the integration project.

### 4.2 Critical dependencies

1. **Harmonize glossary of terms:** It’s been noted that there are common terms that have different meanings between MDAs, Budget Department and the AMP team in both Zanzibar and Tanzania. The integration project must begin by harmonizing these definitions.

2. **Inadequate infrastructure.** The wrong infrastructure to support the integration can lead to serious issues and excessive costs in the integration process. The proposed approach avoids overly complex, heavy middleware software sets. Presently, the Zanzibar team has reported periods where they cannot log in to AMP due to network
issues. Successful integration should factor in a review of the infrastructure so as to bear the integration cycles - the quarterly and annual peak periods where information will be transmitted across system.

3. **Security of data:** for integration requires security protocols such as data encryption, in between transmission to avoid modifications? Will it be assigned to special super users? Also, systems should use secure protocols, passwords and encryption before sharing data.

4. **Cost:** The agreed upon method will be costed out, if it surpasses available funds within the project, additional funds will need to be found to cover the costs..

The above recommendations can be summarized in the roadmap that is prescribed for implementing this integration.

![Figure 7: The process roadmap for AMP-IFMIS integration for the GoT](image)

**How much training will this activity require in the short-term? Mid-term?**

These considerations are outlined in the costing/effort estimations provided. The feedback from piloting and training activities on system management and support will be useful feedback during this time.
4. Annexes
Exhibit A - Draft from the Bank of Tanzania
04 March, 2015

Permanent Secretary,
Ministry of Finance,
P. O. Box 9111,
Dar es Salaam (Attn: Commissioner External Finance Department/Aid Coordination)

RE: DISBURSEMENTS OF PROGRAM ASSISTANCE FOR THE MONTH OF
FEBRUARY 2015

We are writing with reference to the above captioned subject. Please be informed that funds amounting to USD 61,429,302.73 were disbursed during the month of February 2015 as detailed below:

<table>
<thead>
<tr>
<th>DP</th>
<th>Date of Disbursement</th>
<th>Program</th>
<th>Amount (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF</td>
<td>10.02.2015</td>
<td>Health Basket</td>
<td>1,000,000.00</td>
</tr>
<tr>
<td>France</td>
<td>10.02.2015</td>
<td>PEDP</td>
<td>270,996.73</td>
</tr>
<tr>
<td>Canada</td>
<td>11.02.2015</td>
<td>Health Basket</td>
<td>13,220,094.50</td>
</tr>
<tr>
<td>Canada</td>
<td>11.02.2015</td>
<td>HIV/AIDS Basket</td>
<td>7,150,337.73</td>
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<tr>
<td>World Bank</td>
<td>11.02.2015</td>
<td>SEDP</td>
<td>39,787,873.70</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11.02.2015</strong></td>
<td><strong>Total</strong></td>
<td><strong>61,429,302.73</strong></td>
</tr>
</tbody>
</table>

The average exchange rate for February 2015 was Tshs 1,759.6311 per USD.

Kindly note that the actual disbursed amount by France on 10.02.2015 for PEDP was Euro 240,076.00.

Yours faithfully,
Bank of Tanzania

N. Moshy
D. Mattaba
International Economics and Trade Department
DIRECTORATE OF ECONOMIC RESEARCH AND POLICY
Exhibit B - Sample forms with project information
Form 10A
FORM 10A: PROJECT PROFILE DATA FORM

A1. Vote Name: __________________________ Vote Code: __________

A2. Sub vote Name ______________________ Code / / / / / / / /

A3. Project item Number: __/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__/__);
A14. Project coverage:

National wide (beneficiaries of project in entire Country, or in more than one region) .................1
Regional (beneficiaries of project in one Region) ....2
District (beneficiaries of project in one District) ......3

A15. Geographic Location of Project.

(a) Nation wide ---------------------------
(b) Region Name------------------------
(c) District Name----------------------
(d) LGA-----------------------------

A16. Type of Implementing (Executing) Agency:

Ministry ..........1 Parastatal ..........5
Region ..........2 LGA ..........6
Donor ..........3 Agency ..........4

A17. Principal Implementing Agency Name ________ Code / / / / / / /

A18. Other Agencies /Collaborators providing critical inputs to project Implementation: ..............................................(Specify)

A19. Planned Starting date (Month & Year) / / / / / / /

A20. Actual Starting Date (Month & Year) / / / / / / /

A21. Planned Completion Date (Month & year) / / / / / / /

A22. Latest revised completion Date (Month & Year) / / / / / / /

A23 Status of project funding in Development budget

- Adequate Funds included to cover remaining costs
- Inadequate Funds to cover remaining costs
- Adequate Funds outside Government budget exist to cover remaining costs

A24. PPP Projects:

- Total cost of project, of which
  - Tshs------------- Government
  - Tshs -------------Private including name

- Project status
  - Feasibility study;
  - Design;
  - Fund mobilization;
  - Contract document
SECTION C: PROJECT FINANCE (EXTERNAL ONLY)

(Please complete this section if project is financed (or to be financed) from external financial sources?

B1 Total Number of Donors for this Project /__/_

B2 The Project Funded through Basket funding
   Yes [ ]
   No [ ]

.ONE FORM SHOULD BE COMPLETED FOR EACH DONOR PROJECT, IF A PROJECT RECEIVES FUNDS FROM MORE THAN ONE DONOR AGENCY.

DONOR

B3. Donor 1 Name ________________________________

B4. Donor 1 Code /__/__/__/_

B5. Total Donor Commitments (Tshs.) ________________________

B6. Type of Currency in Agreement ____________

B7. Total Donor Commitment in currency of agreement ____________

B8. Date of Agreement (Month/Year) /__/__/__/_

B9 Funding Terms
   Grant ...1 [ ]
   Loan ......2 [ ]

B10 Amount of Grant (Tshs.): ________________________

B11 Amount of Loan (Tshs.): ________________________

B12. Type of Disbursement:
   Direct ........1 [ ]
   Cash ...........2 [ ]
FORM 10 B (THIS FORM SHOULD BE FILLED ONLY FOR PROJECTS UNDER STRATEGIC INVESTMENT WHILE PROJECT FORM NO. 10 A WILL CONTINUE TO BE USED FOR OTHER PROJECTS)

FYDP I IMPLEMENTATION - QUARTERLY PERFORMANCE ASSESSMENT FORM: FISCAL YEAR (FY) 2012/13,

1. EXPLANATIONS AND DEFINITIONS FOR THE TERM USED QUARTERLY PERFORMANCE ASSESSMENT FORM

<table>
<thead>
<tr>
<th>General Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project/Activity Name:</strong></td>
</tr>
<tr>
<td><strong>Responsible Ministry</strong></td>
</tr>
<tr>
<td><strong>Lead implementer</strong></td>
</tr>
<tr>
<td><strong>Contact Person(s):</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information for Table A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project/Activity Location</strong></td>
</tr>
<tr>
<td><strong>Annual Target(s) for 2012/13:</strong></td>
</tr>
<tr>
<td><strong>Target(s) for Each Q:</strong></td>
</tr>
<tr>
<td><strong>Achievements for</strong></td>
</tr>
<tr>
<td><strong>Constraints:</strong></td>
</tr>
</tbody>
</table>
| **Remarks:** | - Proposals on how the identified constraints can be addressed  
  - Any information deemed pertinent for the successful implementation and completion of the Project/Activity |
| **Target(s) for next/following Quarter :** | Stage(s)/Steps of the project/activities expected to be completed/reached by end of next quarter |
### Information for Table B

<table>
<thead>
<tr>
<th>Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Budget 2012/13</td>
<td>Total Planned expenditure on the Project/Activity for FY 2012/13 as well as a breakdown of expected source of funds to be used</td>
</tr>
<tr>
<td>Expenditure Approved for specific quarter</td>
<td>Total Planned expenditure on the Project/Activity for the specific quarter of FY 2012/13 as well as a breakdown of expected source of funds to be used for the quarter</td>
</tr>
<tr>
<td>Expenditure Released for Q</td>
<td>Actual funds allocated to the Project? Activity Q and a break down of the sources of the released funds.</td>
</tr>
<tr>
<td>Cumulative Expenditure 2012/13</td>
<td>Total expenditure on the project/activity for up to the Q of FY 2012/13 and a breakdown of where the funds used were sourced.</td>
</tr>
<tr>
<td>Percent (Expenditure vs. Budget 2012/13)</td>
<td>Proportion of planned total expenditure for FY 2012/13 spent on the project/activity up to the second quarter also breakdown according to source of funds.</td>
</tr>
<tr>
<td>Constraints</td>
<td>Current or potential financial constraint facing the project/activity</td>
</tr>
</tbody>
</table>
| Remarks                                          | • Proposals on how the identified financial constraints can be addressed  
• Any financial information deemed pertinent for the successful implementation and completion of the project/activity |
| GOT                                              | Funds from the Government of Tanzania                                                          |
| PPP                                              | Funds obtained from Public Private Partnerships                                                 |
| DPs                                              | Funds from Development Partners                                                               |
| Others                                           | Funds from sources other than the ones listed                                                  |

### 2. BASIC PROJECT/ACTIVITY INFORMATION

Project/Activity/Name: ........................................................................................................................................

Responsible Ministry: ...........................................................................................................................................

Leading Implementer: ...........................................................................................................................................

Contact Person(s):

- Designation: ........................................................................................................................................
- Phone: ...................................................................................................................................................
- E-mail: ....................................................................................................................................................
3. IMPLEMENTATION ASSESSMENT

**TABLE A: ACTIVITY ASSESSMENT**

<table>
<thead>
<tr>
<th>Project Location</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Target(s) for 2012/13</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target(s) for Q</td>
<td></td>
<td></td>
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<tr>
<td>Achievements for Q</td>
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<td>Constraints</td>
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<tr>
<td>Remarks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target(s) for next Q</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TABLE B: FINANCIAL ASSESSMENT**

<table>
<thead>
<tr>
<th>Item</th>
<th>Source of Fund</th>
<th>Million TShs.</th>
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</thead>
<tbody>
<tr>
<td>Annual Budget 2012/13</td>
<td>Total</td>
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</tr>
<tr>
<td></td>
<td>GOT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PPP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DPs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Others²</td>
<td></td>
</tr>
<tr>
<td>Expenditure Approved for Quarter</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GOT</td>
<td></td>
</tr>
<tr>
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<td>PPP</td>
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<tr>
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<td>DPs</td>
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</tr>
<tr>
<td></td>
<td>Others¹</td>
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</tr>
<tr>
<td>Expenditure Released for Quarter</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GOT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PPP</td>
<td></td>
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<td></td>
<td>DPs</td>
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<tr>
<td></td>
<td>Others¹</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative Expenditure 2012/13</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
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<td>DPs</td>
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<tr>
<td></td>
<td>Others¹</td>
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</tr>
<tr>
<td><strong>Percent (Expenditure vs Budget 2012/13)</strong></td>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GOT</td>
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<td>PPP</td>
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<td>DPs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Others¹³</td>
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</tr>
</tbody>
</table>

**Constraints**

**Remarks**
**FORM 10C: SUMMARY OF PROJECT FORWARD BUDGET ESTIMATES AT VOTE LEVEL (ALL SOURCES)**

**VOTE:** ............  
**VOTE NAME:** .................................................................................................................

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<tr>
<th>DEVELOPMENT EXPENDITURE (in '000 Tshs)</th>
<th>Approved Budget estimate Yo-1</th>
<th>Annual Estimate Yo</th>
<th>Forward Budget Estimates Yo+1</th>
<th>Forward Budget Estimates Yo+2</th>
<th>Forward Budget Estimates Yo+3</th>
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<td>A: Government Funds:</td>
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<tr>
<td>- Local</td>
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<tr>
<td>- Foreign</td>
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<td>B: Other Sources</td>
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<tr>
<td>- Special Funds</td>
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<td>- Own funds</td>
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<td>- Bank Loans</td>
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<tr>
<td>- Others</td>
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</tbody>
</table>

**TOTAL BUDGET ESTIMATES**
**FORM 6: DEVELOPMENT EXPENDITURE DETAILS OF ANNUAL AND FORWARD BUDGET**

<table>
<thead>
<tr>
<th>VOTE:</th>
<th>VOTE NAME:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB-VOTE CODE:</td>
<td>SUB-VOTE NAME:</td>
</tr>
<tr>
<td>PROJECT CODE:</td>
<td>PROJECT NAME:</td>
</tr>
<tr>
<td>OBJECTIVE NO:</td>
<td>OBJECTIVE DESCRIPTION:</td>
</tr>
<tr>
<td>TARGET CODE:</td>
<td>TARGET DESCRIPTION:</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>(Segment 2) Performance Budget Codes</th>
<th>Activities Description</th>
<th>Segment 4 (GFS Code)</th>
<th>Segment 4 (GFS Code Description)</th>
<th>Annual Budget Estimates $y_1$ Government Funds</th>
<th>Forward Budget Estimates $y_{n+1}$ Government Funds</th>
<th>Forward Budget Estimates $y_{n+2}$ Government Funds</th>
<th>Forward Budget Estimates $y_{n+3}$ Government Funds</th>
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**TOTAL OF SUB-VOTE**

**Notes:**
- Total Target: Sum of all activities under a Target
- Total Project: Sum of all targets under a Project
- Total Sub-Vote: Sum of all Projects under the Sub-Vote
- Total Govt. Fund: Local fund + Foreign fund
- L/G = Loan/Grant
- C/D = Cash/Direct to project
Exhibit C - SBAS Screenshots
Exhibit D - PBB Screenshots
Exhibit E - List of Meetings

Kick-off Meeting - 07/09/2015@9am - Mainland - Aid Coordination Unit
1. Adrian Peter Njau
2. Omar Mkima
3. Alex Mpangala
4. Kelvin Mndeme
5. Damas Kizenga
6. Danstan Komba
7. Mark Irura
8. Diego Dimunzio

Meeting - 07/09/2015@10am - Zanzibar - AMP Team
1. Salum Bakari
2. AMP Zanzibar team

Meeting - 07/09/2015@3 pm with FISM - Technical Integration Team
1. Stanley Haule
2. Kelvin Mndeme
3. Mark Irura
4. Diego Dimunzio

Meeting - 08/09/2015@9am with Aid Coordination Unit
1. Omar Mkima
2. Alex Mpangala
3. Kelvin Mndeme
4. Mark Irura
5. Diego Dimunzio

Meeting - 08/09/2015@10am with Accountant General Staff - Technical Unit
1. Basil Baligumya
2. Charles Ngesi
3. Kelvin Mndeme
4. Mark Irura
5. Diego Dimunzio

Meeting - 08/09/2015@2pm with Planning Division - MoF
1. Msabaha A. Msabaha
2. Planning Staff member
3. Kelvin Mndeme
4. Mark Irura
5. Diego Dimunzio

Meeting - 09/09/2015@9am with Aid Coordination Unit - Discussion on expenses/disbursements
1. Omar Mkima
2. Kelvin Mndeme
3. Mark Irura
4. Diego Dimunzio

Meeting - 10/09/2015@9am with budgeting staff of Line ministries to discuss their work flow
1. Yahya Athumani - MoHSW -
2. Raphael Munohi - MoHSW -
3. Shukrani Tuyanje - Ministry of Works
4. Addo Missama - Ministry of Water
5. Enock R. Wagala - Ministry of Water
6. Martin Ngeleja - Ministry of Water
7. Feliter Fatukubonye - MoT
8. Deogratius Ruguogira - MoT
10. Elias S. Shija

Meeting - 11/09/2015@9am with Budget Department to their workflow
1. Emmanuel Tutuba - MoF
2. Fredrick Mpangile - MoF
3. Christian Shingiro - UNDP

Meeting - 11/09/2015@10am Exit meeting with the Aid Coordination Unit
1. Adrian Peter Njau
2. Omar Mkima
3. Alex Mpangala
4. Kelvin Mndeme
5. Christian Shingiro
6. Mark Irura
7. Diego Dimunzio