

# IMF East AFRITAC News

November 2019 – January 2020



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## HIGHLIGHTS

**Financial Market Infrastructure and Payments:** Support was provided to Ethiopia to finalize draft e-money regulations. Officials from Malawi and Kenya gained insights into FMI and fintech risk management and oversight at the Bank of Ghana.

**Financial Sector Regulation and Supervision:** Support was provided to Kenya to strengthen the liquidity adequacy assessment process; to Rwanda to develop supervisory procedures to review operational/ICT risks in banks; and to Uganda on Basel II standards.

**Government Finance Statistics:** Support was provided to Malawi to review the quality of quarterly budgetary central government fiscal data; and to Rwanda on the expansion of coverage to the public sector.

**Macro-Fiscal Analysis:** Support was provided to Kenya's Parliamentary Budget Office to develop a revenue forecasting model using estimated effective tax rates and buoyancies; to Malawi to assess the macroeconomic and revenue forecasts in the 2019/20 budget; and to the Zanzibar Planning Commission to improve macroeconomic and revenue forecasts.

**Forecasting and Policy Analysis:** Support was provided to Rwanda's and Tanzania's central banks to further improve their forecasting and policy analysis systems.

**Public Financial Management:** Support was provided to Kenya on treasury single account and cash flow forecasting and management; to Malawi to develop their consolidated state-owned enterprises (SOEs) report and to include the analysis of five high risk case studies; to Rwanda on fiscal risk analysis of the SOE sector; to Tanzania on budget analysis and expenditure tracking; and to Zanzibar on budget costing and expenditure prioritization techniques. Training was delivered to Ethiopia on public private partnerships fiscal risk management.

**Revenue Administration:** Support was provided to Kenya on strengthening tax and customs data matching and analysis capability and in preparing concrete implementation plans for improving revenue performance. Support to Rwanda focused on developing capacity in data science and big data analytics. Training was delivered to Malawi on investigation techniques in industries dealing in excisable services and/or products; and to Tanzania on trends, practices, and audits in transfer pricing

**Real Sector Statistics:** Kenya expects to issue its consumer price index (CPI) based on a new basket of goods and services and was assisted to review the updated CPI. Malawi received support to advance the GDP rebasing work and to develop new weights for updating both the producer price index and the index of industrial production.

**Regional Workshops:** A total of 11 regional workshops were conducted during this period.

**Forthcoming Activities and TA Dissemination:** Forthcoming activities through end-April 2020 are provided in Table 1. TA reports disseminated on the secure website are listed in Table 2.



## Meet our New Advisor in Macro-Fiscal Analysis



Matthew Quillinan, an Australian citizen, joined the Center in February 2020 as our new macro-fiscal analysis advisor. Matt has over 20 years' experience in a broad variety of public financial management areas, including macro-fiscal forecasting and frameworks, tax and revenue policy and budget preparation and execution. Prior to joining AFE, he worked in a variety of roles in the Australian Treasury and Tax Office, and as a resident macro-fiscal advisor in countries such as the Solomon Islands, Indonesia, The Gambia, and Sierra Leone.

## ETHIOPIA

### Financial Markets Infrastructures and Payments:

Support was provided to the National Bank of Ethiopia to enable finalization of draft e-money regulations.

**Public Financial Management:** Support was provided to Ethiopia to enhance fiscal risk management of the emerging public-private partnership (PPP) project portfolio. Training was delivered for technical officials from the PPP Directorate and the Debt Management Department in the Ministry of Finance and technical staff from Ethiopia Electric Power and Ethiopia Roads Authority through a series of presentations, group discussions and a hands-on practical session on the use of the PPP-Fiscal Risk Assessment Model (PFRAM). The mission developed a simple PPP project fiscal risk checklist for the authorities to populate to support the update of the fiscal risk register and fiscal risk statement.



Participants in the PPP fiscal risks training

## KENYA

### Financial Sector Supervision and Regulation:

Support was provided to the Central Bank of Kenya

(CBK) to strengthen the liquidity adequacy assessment process. The mission worked with banking and micro finance supervisors to develop supervisory procedures to assess the internal liquidity process in banks.

The CBK was also assisted to develop supervisory procedures to assess the implementation of IFRS 9 in banks and micro-finance institutions. The mission assisted the review of credit provisioning standards, models, assumptions and outputs.

**Macro-Fiscal Analysis:** A mission worked with Parliamentary Budget Office (PBO) officials to develop a revenue forecasting model using estimated effective tax rates and buoyancies. As part of the workshop, a refresher session covered the key aspects of building a successful forecasting model. The mission made several recommendations which focused on tightening the linkages between the macroeconomic and revenue forecasting processes and implementing technical changes to improve consistency and accuracy in the PBO's forecasting frameworks.

**Public Financial Management:** The National Treasury has made good progress regarding the coverage of the TSA in recent years. The Treasury Cash Management Unit has been established and the exchequer release system has been automated using just-in-time funding for payments by the ministries, departments and agencies. Advice was given and templates provided for taking cash flow forecasting forward, including mechanisms for undertaking forecasting variance analysis.

**Real Sector Statistics:** The Kenya National Bureau of Statistics was assisted to review and improve the preliminary updated consumer price index (CPI). The

mission assessed outputs from the 2015/16 Kenya Integrated Household Budget Survey, which provides the expenditure weights for the updated CPI index. The new CPI will use a weight reference period of September 2015 to August 2016 and a price reference period of February 2019 with the index reference period, January 2020, set to 100.

**Revenue Administration:** Support was provided on strengthening tax and customs data matching (DM) and analysis capability. The Kenya Revenue Authority is trying to optimize the use of DM techniques between customs and tax, which has a revenue generating potential. The mission assisted to develop an action plan to address the revenue generation and compliance improvement opportunities presented by the DM analysis. The plan addresses the enforcement, public education, and staff training dimensions of the apparent high non-compliance areas uncovered.

AFE participated in a mission led by the IMF's Fiscal Affairs Department to assist in preparing concrete implementation plans for improving revenue performance. During this mission, agreement was reached with the authorities to give urgent priority to the implementation of key priority tax and customs administration reform initiatives identified by an IMF TA mission in May 2019. The implementation plans contain key milestones for the preparation and delivery of the identified initiatives.

## **MALAWI**

**Government Finance Statistics:** Support was provided to review the quality of quarterly budgetary central government fiscal data. Malawi was assisted to review and refine the alignment of the fiscal framework to GFSM 2014 concepts. A hands-on training was also delivered to the staff of the Ministry of Finance, Economic Planning and Development (MoFEPD) in the compilation of fiscal data of extrabudgetary units (EBUs), local councils and public corporations in order to expand the coverage of fiscal statistics to the public sector.

**Macro-Fiscal Analysis:** Support was provided to the MoFEPD to assess the macroeconomic and revenue forecasts in the 2019/20 budget. Over the course of the

mission, officials prepared analyses of the various vintages of forecasts and identified areas for improvement in the preparation of the forecasts. The mission made recommendations to strengthen the processes for preparing and reviewing the macro-fiscal forecasts.

**Public Financial Management:** A mission delivered an annotated outline for a consolidated state-owned enterprises (SOEs) report covering 28 commercial SOEs and developed outlines for five high risk case studies. These outputs provide a strong platform for publication and submission to the National Parliament in March 2020. The consolidated SOEs report outline was streamlined and enriched from the recommendations in the previous AFE mission in June 2018. All figures and tables in the report have been programmed in the accompanying tool and are drawing the financial information from the relevant financial statements and related notes, while the non-financial information is coming from the individual SOE performance management plan and budgets.



**Participants in the working sessions of the SEO mission**

**Real Sector Statistics:** Malawi is reviewing and revising GDP to provide updated data on the size and structure of the economy. Support was provided to develop benchmark output estimates by product and industry using new comprehensive data and to review output and intermediate consumption estimates compiled from the general government accounts. The compiled estimates were used to populate the 2017 supply and use tables. Support was also provided to process the basic data required to develop new weights for both the producer

price index (PPI) and the index of industrial production (IIP).

**Revenue Administration:** Training was provided on investigation techniques in industries dealing in excisable services and/or products. The training included a component of training of trainers in the use of computer aided auditing techniques in the investigation of domestic excise tax non-compliance. Also, advice was given on strengthening the tax investigation function in key aspects that include best practice in excise return filing and the use of enforcement agencies in the tax investigation process to improve intelligence information gathering and enforcement action.

AFE also participated in a mission led by FAD on the assessment of tax and customs administration reform progress. The mission identified detailed actions that will help the Malawi Revenue Authority to strengthen strategic planning, core tax and customs functions, and improve the implementation of the integrated tax administration system (Msonkho Online). The actions included: (i) reviewing all Msonkho Online procedures for core functions to address the root causes of current weaknesses; (ii) reviewing customs clearance procedures to deliver better revenue and trade facilitation goals; and (iii) enforcing the existing tax regimes aimed at addressing informality.

## **RWANDA**

**Financial Sector Supervision and Regulation:** The National Bank of Rwanda (NBR) was assisted to strengthen supervisory review and assessment of operational risks, focusing on information, communication and technology (ICT). The mission worked with banking supervisors to develop supervisory procedures to review operational/ICT risks in banks.

The NBR was also assisted to build capacity among insurance supervisors to review IFRS 19 preparedness in Rwanda. During the mission, training was also delivered to insurance supervisors on IFRS 17.

**Forecasting and Policy Analysis:** Support was provided to the BNR on establishing a forecasting and policy analysis system (FPAS). The mission reviewed and provided feedback on the macroeconomic projections and the organization of forecasting rounds

before the Monetary Policy Committee (MPC) meetings; upgraded the near-term forecasting (NTF) tools and trained sectoral experts on applying them in the context of forecasting rounds; delivered training on formulating alternative scenarios; and introduced tools for analysis of changes in projections in subsequent forecasting rounds and for analysis of forecasting errors.

**Government Finance Statistics:** Training was delivered on fundamental concepts of GFS and support was provided on the compilation of fiscal statistics to expand coverage to the public sector. The Debt Department in the Ministry of Finance and Economic Planning (MINECOFIN) was supported to expand coverage of public sector debt statistics (PSDS) to the general government.

**Public Financial Management:** Support was provided to strengthen SOE oversight. The mission noted the progress made by the Government Portfolio Management Unit in preparing a draft SOE ownership policy and the annual fiscal risk report of government investments. The report covers all government investments, including minority shareholdings and strategic membership in international organizations. Advice was given on sharpening the focus of both the ownership policy and fiscal risk report by making them specifically dedicated to commercial public corporations—with minority shareholdings and other investments managed through separate documents. Guidelines, based on international good practice, have been taken up by the authorities for the completion and publication of the ownership policy. The SOEs oversight tool was presented during the mission and three SOEs were analyzed using the tool and case studies produced.

**Real Sector Statistics:** The National Institute of Statistics of Rwanda is developing updated IIP and PPI and were assisted to review and improve the indices in preparation for their dissemination. The updated PPI and IIP for Rwanda are expected to provide reliable and timely statistics on economic development. Likewise, the updated PPI will be useful in calculating more reliable volume measures in national accounts statistics.

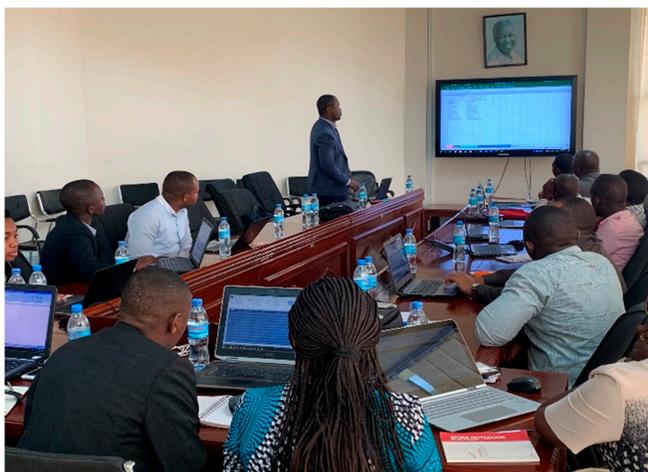
**Revenue Administration:** Support was provided on developing capacity in data science and big data analytics. The mission noted that exceptional progress in

building data science capabilities has been made. Already established is a Data Science Team with data readily available due to timely investments in data cleaning, manipulation and storage. To reap the full benefits of this investment in data science, the mission's advice included the repositioning of data science team in the organizational structure to broaden their focus and implement customs selection model which was provided by the mission.

## TANZANIA

**Forecasting and Policy Analysis:** Support was provided to the Bank of Tanzania (BoT) to improve its model-based FPAS as part of efforts to modernize Tanzania's monetary policy framework (MPF) towards forward-looking interest rate-based framework. The mission discussed challenges with BoT senior management and took stock of the implementation of earlier recommendations and agreed on the way forward.

**Public Financial Management:** Training was delivered on budget analysis techniques and the mission helped develop tools for strengthening the budget challenge function. The main outputs of the mission included: (i) an outline for the expenditure section of the budget execution report (BER); (ii) an Excel-based budget analysis tool with programmed charts and tables for the BER; and (iii) presentations outlining options for linking financial and non-financial information. These were discussed and customized through a series of working sessions with officials from the Budget Department and the National Planning Division.



Participants in the training on budget analysis

**Revenue Administration:** Training was provided on trends, practices and audits in transfer pricing (TP). This was a follow-up training on TP provided in September 2018. The training, conducted in a workshop set-up, leveraged on more case studies than the previous one. The mission found the need to continuously build capacity in TP audits. The authorities were advised to provide further training on mutual agreement procedure, advance pricing agreements, and restructuring of businesses related to transfer pricing.

## TANZANIA (ZANZIBAR)

**Macro-Fiscal Analysis:** Support was provided to the Zanzibar Planning Commission to improve macroeconomic and revenue forecasts. The mission focused on building more detailed forecasts of GDP. An important result was that the counterparts mastered updating and maintaining the historical databases. The mission made several recommendations that centered on using the forecasting framework to provide more accurate and credible revenue forecasts during the preparation of the budget.

**Public Financial Management:** Support was provided to enhance costing techniques and develop tools for budget analysis to support medium-term expenditure prioritization and estimation. The main outputs of the mission included: (i) an outline for strategic budget guidelines including a series of templates to aid strategic decision-making processes; (ii) options to strengthen the existing budget costing methodology; (iii) measures to facilitate budget analytical techniques using data from the integrated financial management information system (IFMIS); and (iv) a technical guide for scrutinizing strategic budget submissions. The proposed reform measures will support the integration of the medium-term budget framework with the annual budget.

## UGANDA

**Financial Sector Supervision and Regulation:** Training was provided to the Bank of Uganda (BoU) on Basel II standards. The training covered credit, market and operational risks (Pillar I). The BoU received support to develop the Basel II guidelines covering credit, market, and operational risks (Pillar I);

supervisory review process (Pillar II) and market discipline (Pillar III).

**Public Financial Management:** The Ugandan macro-fiscal forecasting framework (the ‘macroframe’) is a set of spreadsheets that is used to produce internally consistent forecasts for the real, fiscal, external and monetary sectors of the economy. A mission worked with officials in the Macroeconomic Policy Department to convert each of the components of the macroframe to use or to link to GFSM 2014 classifications. The most substantial work was carried out on the fiscal sheets and the revenue forecasting file, though all sections of the framework were updated.

### EAST AFRICAN COMMUNITY (EAC)

**Government Finance Statistics:** The EAC Secretariat reviewed the progress made in improving the capacity to compile the fiscal and debt data necessary for the monitoring of macroeconomic convergence towards the East African Monetary Union (EAMU). The EAC member countries, with support from AFE, concluded and launched compilation guidelines on fiscal and public debt statistics. The guidelines customize the latest compilation practices and methodology (GFSM 2014) to the EAC context to facilitate comparability regionally while remaining consistent with international standards.



Launching of the EAC Guidelines on GFS/ PSDS compilation

**Public Financial Management:** A workshop on PFM harmonization in the EAC discussed progress on the implementation of medium-term convergence plans towards the EAMU, common challenges in financial reporting, progress on fiscal statistics harmonization, the

oversight of fiscal risks emanating from the SOE sector, and lessons learnt from past fiscal transparency evaluations (FTEs).



EAC participants in the annual PFM workshop

**Revenue Administration:** A high-level seminar on the Single Customs Territory (SCT) was conducted to assess achievements and challenges and propose measures to move the SCT forward. Participants examined the adequacy of the legal, institutional and policy framework, and the resource availability and technological capacity for trade facilitation and regional integration in the EAC.

### ATTACHMENTS

#### **Financial Market Infrastructures and Payments:**

Officials from Malawi and Kenya benefitted from an attachment program at the Bank of Ghana (BoG). They gained insights into FMI and fintech risk management and oversight. The program also addressed cyber resilience in the financial sector. The BoG is widely respected for its innovative and progressive approach to national payment system development and more recently for the advances within the central bank and nationally on cybercrime initiatives.

### REGIONAL ACTIVITIES

#### **Financial Market Infrastructures and Payments:**

A regional workshop was jointly conducted with AFRITAC South and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). The workshop helped demystify the standards and strengthen compliance with Responsibilities A-E and with select principles of the CPSS/IOSCO Principles for Financial Market Infrastructures (PFMI). The workshop also examined

new and emerging practices in electronic money regulation and oversight.

**Financial Sector Supervision and Regulation:** A regional workshop was held for banking, securities and insurance supervisors on strengthening macroprudential supervision and its implications for stress testing and the greening of the financial systems. During the workshop, participants shared information on the status of macroprudential supervision in their respective countries and worked on stress testing exercises across the three sectors, banking, insurance and securities.



Participants in the macroprudential supervision workshop

Another regional workshop was held on enhancing banking supervision processes, with a focus on consolidated supervision, domestic systemically important banks (DSIBs) oversight and Basel II/III implementation in East Africa. The workshop included a session on trends in corporate governance and how banking supervisors should conduct effective assessment of board and senior management.

**Public Financial Management:** A regional workshop was held for staff of Ministries of Finance across seven member countries. The workshop covered the concept of budget baseline costing, a critical input for credible budgets, through a mix of lectures and country presentations. Discussions centered on the application of good practice principles in budget baseline costs and on practical solutions to the challenges faced by the authorities in the region. The participants worked in groups to develop country reform action plans.

**Real Sector Statistics:** AFE in collaboration with AFRITAC South and the Common Market for Eastern and Southern Africa (COMESA) conducted a regional training on volume and price measures in GDP compilation. The workshop focused on statistical techniques including the choice of index formula; the inclusion of quality and compositional changes in volume measures; and acceptable methods in deflation of goods and services to produce volume GDP growth rates and deflators. Participants were able to identify weaknesses in their current compilation practices and possible areas of improvement.



Participants in the GDP compilation workshop

A second workshop delivered to AFE member countries focused on building capacity to strengthen participants' knowledge of concepts and methods on reweighting and updating CPIs with emphasis on the practical steps needed to implement new weights. Typical problems encountered by compilers in the region were also addressed.

**Revenue Administration:** A regional workshop was conducted in partnership with AFRITAC South, EAC, and COMESA on building the capacity to analyze and make use of data to support a risk-based approach to compliance management. At the conclusion of the workshop, the participants demonstrated a good understanding of best practice standards and prepared draft action plans for the implementation of lessons learned. The action plans covered a range of activities including the establishment of centralized risk management units, development of data analysis skills, and arrangements for engagement with stakeholders.

A regional workshop was conducted to assist member countries strengthen their taxpayer filing and payment

processes to suit their various situations. This was a follow-up workshop to the one held in September 2018 on the same topic. The workshop participants shared progress on their country action plans and then updated their plans after lessons learned from their peers (success, challenges, solutions etc.). The workshop provided technical skills on improving the effectiveness of filing and payment processes and the translation of key lessons into practical work.



Participants in the effective filing workshop

## AFE STAFF NEWS

### Farewell to Bryn Battersby, macro-fiscal advisor

Bryn shares his recollection of the time spent at AFE as he leaves the Center.



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

### Tell us about your experience working at AFE

It's been a wonderful and memorable experience working with my colleagues in macro-fiscal units across the AFE membership. I've been fortunate to be part of some incredible work building forecasting tools and undertaking fiscal risk analysis in all the member countries. I am very grateful to the ministries of finance and the parliamentary budget offices for inviting me to participate in that work, and I will always cherish the friendships I have made along the way.

### You have been supporting our member countries on macro-fiscal analysis, could you share with us any notable achievements by the authorities during your time?

It's been a privilege to work with the macro-fiscal units across the AFE membership. We've done some great things together, like building the new revenue forecasting framework in Rwanda, and creating entirely new macro-fiscal forecasting tools in Eritrea, Malawi, and Zanzibar. I was excited to begin working with parliamentary budget offices in Kenya and Tanzania, and to be involved in the work to write fiscal risk statements in Ethiopia, Malawi, Rwanda, and Uganda. I think perhaps the most interesting experiences were when the macro-fiscal units all came together to discuss their tools and how their units were set up. Everyone took away experiences, lessons, and friendships from that work, and I was proud to help make that happen.

### As you leave the center, what are your expectations on the ongoing capacity building on macro-fiscal analysis in the region?

The work to build macro-fiscal tools is ongoing across the region. I hope to see this work continue to focus on the development of lasting, sustainable, and easy-to-use tools that link closely with the budget processes of ministries of finance. It is crucial that the macro-fiscal units provide useful and engaging information that helps to both maintain tight consistency across the budget and guide broader macroeconomic policy. I'm also looking forward to seeing further fiscal risk analysis and the publication of new fiscal risk statements, which will help to guide policymakers in the years ahead. Finally, I'm excited to see new engagement with the emerging parliamentary budget offices across the region.

**Table 1. East AFRITAC: Forthcoming Activities – February-April 2020**

<b>Forecasting and Policy Analysis System</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Rwanda	TA Mission (Off-site)	Building an FPAS at the National Bank of Rwanda	February 24 - 28, 2020	Mikhail Pranovich (IMF HQ Staff), Jan Vlcek (Short-Term Expert, STX)
Uganda	National Training	Building an FPAS and incorporating it in the decision-making process at the Bank of Uganda	March 16 - 27, 2020	Adam Remo (IMF HQ Staff), Yaroslav Hul (IMF HQ Staff), Theresa Alton (IMF HQ Staff)
Rwanda	TA Mission	Building an FPAS and incorporating it in the decision-making process at the National Bank of Rwanda	March 23 – April 3, 2020	Mikhail Pranovich (IMF HQ Staff), Jan Vlcek (STX)
Tanzania	TA Mission	Building an FPAS and incorporating it in the decision-making process at the Bank of Tanzania	April 6 - 17, 2020	Tibor Hledik (STX), Alexei Miksjuk (STX)
Malawi	TA Mission	Building an FPAS and incorporating it in the decision-making process at the Bank of Malawi	April 13 - 24, 2020	Yaroslav Hul (IMF HQ Staff), Shalva Mkhatrihvily (STX)
<b>Financial Sector Supervision and Regulation</b>				
Malawi	TA Mission	Strengthening Basel II Implementation - Supervisory Review Processes for Stress Testing	February 24-28, 2020	Courtney Christie-Veitch (AFE Advisor)
Rwanda	TA Mission	Strengthening and Integrating Supervisory Processes for Banks	March 9-13, 2020	Courtney Christie-Veitch (AFE Advisor), Merlijn de Bie Tijs (STX)
Uganda	TA Mission	Strengthening supervisory processes for capital markets	March 30-April 3, 2020	Courtney Christie-Veitch (AFE Advisor), Matthew T. Sullivan (STX)
Kenya	TA Mission	Strengthening Liquidity and Capital Supervisory Processes for Securities Firms	April 6-10, 2020	Courtney Christie-Veitch (AFE Advisor), Matthew T. Sullivan (STX)
Malawi	TA Mission	Strengthening Basel II/III Implementation for Banks	April 23- 27, 2020	Merlijn de Bie Tijs (STX)
<b>Government Finance Statistics</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Eritrea	TA mission	Expanding GFS coverage to the general government	April 6 – 10, 2020	Robert Maate (AFE Advisor)
Ethiopia	TA mission	Expanding GFS coverage to the general government	March 16 - 20, 2020	Robert Maate (AFE Advisor), Giovanna D. (STX)
Malawi	TA mission	Expanding GFS coverage to the public sector	February 10 – 14, 2020	Robert Maate (AFE Advisor), Jóhann Rúnar Björgvinsson (STX)

## Building Macroeconomic Capacity in East Africa

Tanzania	National Training	Sessions on GFSM 2014 framework to GFS compilers in the Ministry of Finance	March 9 – 13, 2020	Robert Maate (AFE Advisor)
Zanzibar	TA mission	Expanding GFS coverage to the general government	March 9 – 13, 2020	Rodrick Omahony (STX)
Uganda	TA mission	Expansion of GFS coverage to the public sector	April 23 – 29, 2020	Robert Maate (AFE Advisor), Jóhann Rúnar Björgvinsson (STX)
<b>Macro – Fiscal Analysis</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Kenya	National Training	Training on macroeconomic and revenue forecasting	March 2-6	Matthew Quillinan (AFE Advisor), Jon Shields (STX)
Ethiopia	TA Mission	Improving macroeconomic forecasting for the budget	March 9 – 13	Matthew Quillinan (AFE Advisor)
Uganda	TA Mission	Adding natural resource revenue forecasts to the GFSM 2014 framework	April 6-10	Matthew Quillinan (AFE Advisor)
<b>Public Financial Management</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Uganda	TA Mission	Development of a Capital Budget Baseline	January 27 – February 7	Imran Aziz (AFE Advisor), Martin Darcy (STX), Peter Murphy (STX), Robert Muwanga (STX), Amra Srdanovic (AFE Advisor)
Malawi	TA Mission	HQ mission: Public Sector Balance Sheet	February 19 – March 3	Amra Srdanovic (AFE Advisor)
Eritrea	National Training	Training on the MTEF and Budget Documentation	March 9 - 13	Imran Aziz (AFE Advisor), Amra Srdanovic (AFE Advisor)
Tanzania	TA Mission	Professional Attachment to Uganda on Public Investment Management	March 16 - 20	Imran Aziz (AFE Advisor)
Malawi	TA Mission	Developing a Project Prioritization Tool	April 6-10	Imran Aziz (AFE Advisor), Martin Darcy (STX)
Kenya	TA Mission	Annual fiscal reporting - migration to accrual basis accounting	April 15 - 28	Amra Srdanovic (AFE Advisor), Abdul Mudabbir Khan (STX), Peter Murphy (STX)
Uganda	TA Mission	TSA and Cash Management	April 16 -29	Paul Seeds (AFE Advisor), John Gardner (STX)
<b>Real Sector Statistics</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Kenya	TA Mission	Reviewing and assisting to finalize PPI	February 24-28, 2020	Katherine Pegler (STX)
Kenya	TA Mission	Review of rebased GDP estimates	February 17-28, 2020	Pamela Audi (AFE Advisor)

Malawi	TA Mission	Assisting to finalize updated PPI and IIP.	March 30 – April 9, 2020	Katherine Pegler (STX)
Malawi	TA Mission	Developing product balances to compile reconciled supply and use tables.	March 30 – April 9, 2020	Pamela Audi (AFE Advisor)
Kenya	Workshop	AFE/MEFMI Regional workshop on quarterly national accounts	March 2-6, 2020	Pamela Audi (AFE Advisor), Seneci Molapo (MEFMI)

**Revenue Administration**

Country	Type	Subject	Date	Expert(s)
Ethiopia	TA Mission	Strengthening tax dispute handling procedures	TBA	TBD
Ethiopia	TA Mission	AFE participation in HQ-led mission	February 12 – 25, 2020	Rebecca Sparkman (IMF HQ Staff), Andrew Okello (IMF HQ Staff), Berlin Msiska (AFE Advisor), Ken Head (STX), Adam Hunt (STX), Yakomba Yavwa (STX)
Malawi	Attachment	Strengthening intelligence and analytical capacity	February 17-21, 2020	None
Rwanda	National Training	Developing financial institutions audit capacity	March 16-27, 2020	Martin Roche (STX)
Uganda	National Training	Developing insurance sector audit capacity	TBA	TBD
Uganda	Attachment	Improving the integrity of staff	February 24 -28, 2020	None
Uganda	National Training	Developing debt management and collection capacity	TBA	TBD
Tanzania	National Training	Strengthening construction sector audit capacity	March 4 – 17, 2020	TBD

**IMF ONLINE COURSES**

Available to government officials and, in some cases, to the general public through <http://imf.smartcatalogiq.com/en/current/Catalog/Online-Learning-OL> and <https://www.edx.org/school/imfx>. Forthcoming courses include:

Start Date	End Date	Application Deadline	Course Title	Language
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Macroeconometric Forecasting (MFx)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Financial Programming and Policies, Part 1: Macroeconomic Accounts &amp; Analysis (FPP.1x)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Financial Programming and Policies, Part 2: Program Design (FPP.2x)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Macroeconomic Management in Resource-Rich Countries (MRCx)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Compilation Basics for Macroeconomic Statistics (CBMSx)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Public Sector Debt Statistics (PSDSx)</a>	English
January 15, 2020	April 15, 2020	March 1, 2020	<a href="#">Energy Subsidy Reform (ESRx)</a>	English

**Table 2: East AFRITAC’s Technical Assistance Reports Posted on the IMF’s Extranet**

Below are final TA reports prepared by East AFRITAC that have recently been posted on the IMF’s secure extranet site. These reports have been cleared for dissemination by country authorities and are available to Steering Committee members who have signed a confidentiality agreement.

Country	Title	Mission Dates	Extranet FY
Rwanda	Review of Draft 2019-20 Pilot Performance Based Budget	April 8-12, 2019	FY 19
Uganda	Rebasing construction price indices -compiling the indices	May 20-31, 2019	FY 20
Tanzania	Improving IPSAS compliance	May 23-June 5, 2019	FY 20
Rwanda	Training on fiscal risk analysis and drafting a fiscal risk statement	May 27- 31, 2019	FY 20
Kenya	Developing household sector accounts until net lending - analysis of the input datasets	May 27-June 7, 2019	FY 20
Eritrea	Review regulatory requirements for mobile payments	June 3-7, 2019	FY 20
Rwanda	Developing classifications for products and activities for the SUTs and the correspondence tables	June 10-21, 2019	FY 20
Rwanda	Financial Programming and Policies Training and Developing an Ongoing Training Capability	June 24-July 5, 2019	FY 20
Malawi	Developing classifications for products and activities for the 2017 SUTs and the correspondence	July 1-12, 23019	FY 20
Kenya	Revenue forecasting with the PBO	July 8-12, 2019	FY 20
Rwanda	Financial reporting and IPSAS implementation	July 8-19, 2019	FY 20
Eritrea	Government Finance Statistics Mission	July 16-24, 2019	FY 20
Malawi	Analytical skills for macroeconomic forecasting	July 22-26, 2019	FY 20
Tanzania	Compiling rebased IIP and PPI	July 22-August 2, 2019	FY 20
Kenya	Project identification, Appraisal and Selection	July 29-August 9, 2019	FY 20
Tanzania (Zanzibar)	Developing methodology for compiling MPI and PPI for exports	August 19-30, 2019	FY 20
Ethiopia	Drafting a fiscal risk statement	August 26-30, 2019	FY 20
Rwanda	Support in the implementation of performance budgeting	September 2-13, 2019	FY 20
Eritrea	Assessment of Revenue Administration	September 4-17, 2019	FY 20
Kenya	Developing a budget costing tool	September 23-October 4, 2019	FY 20
Ethiopia	Strengthening post clearance audit capacity in customs	October 2-15, 2019	FY 20
Tanzania	Strengthening customs intelligence and investigation function	October 25-November 8, 2019	FY 20



Member Countries

Eritrea  
Ethiopia  
Kenya  
Malawi  
Rwanda  
Tanzania  
Uganda

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