

IMF East AFRITAC News

February – April 2020



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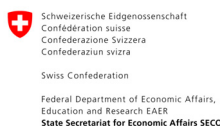
East AFRITAC member countries are facing an unprecedented health and economic crisis. As in the rest of the world, the health crisis related to the spread of Covid-19 is likely to lead to much lower growth in the region due to a combination of shocks: (i) the Covid-19 containment and mitigation measures adopted by member countries will disrupt production and reduce demand sharply; (ii) the deteriorating external environment will affect external demand and financing conditions; and (iii) commodity producers will also be affected by the sharp decline in commodity prices. Fiscal challenges are also expected to arise, both from fiscal measures meant to address the crisis and from lower growth. Like its member countries, the IMF has responded to the crisis in an unprecedented way through the provision of policy advice, emergency financing, advocacy for broader support to low-income members, and agile and responsive capacity development support.

East AFRITAC has tried to provide its contribution to this global effort at the regional level. The suspension of mission travel, and subsequently the implementation of strict confinement measures in some of our member countries, have required a different approach to the delivery of support. As you will see in this newsletter, the Center was able to deliver significant support remotely to its member countries in public financial management, revenue administration, and financial sector supervision. The activity in other sectors was more affected by the current situation, either because of connectivity challenges in member countries or staffing issues at East AFRITAC (the hiring of new advisors on current vacancies had to be delayed).

FY 2021 has just started and we are happy to welcome South Sudan as a new member country. The workplan for FY 2021 was endorsed in late March by East AFRITAC's Steering Committee following an electronic consultation. Given that the current travel suspension is likely to be with us for a while, we are currently focusing on the activities that are more easily delivered remotely. We indeed expect all of our activities for the coming quarter to be delivered that way. We are also exploring new formats for delivery, like the recent remote attachment on revenue administration involving Ethiopia and Kenya.

We recognize, however, that the situation has changed substantially since we designed the FY 2021 workplan with our member countries. The Covid-19 pandemic is a major shock that has affected the capacity to deliver and receive support, but we can also expect it to lead to changes in our member countries' priorities. We will therefore stay in close touch with our counterparts in member countries to assess to what extent the FY 2021 work plan needs to be adjusted, and we will deal flexibly and inclusively with the required changes.

East AFRITAC staff hope that you and your dear ones will remain safe and healthy during these difficult times.



Meet our New Advisor in Real Sector Statistics



Jarko Pasanen, a Finnish national, joined AFE on May 1, 2020 as the new real sector statistics advisor. Jarko has extensive experience in both the national accounts and price statistics. His more recent experience is in the area of price statistics working with Eurostat, where he was team leader of the harmonized index of consumer prices project. Prior to his price statistics work, Jarko was part of the national accounts group that was responsible for providing technical assistance to Eurostat member countries. Jarko will be working from Europe in the near future, until he is able to relocate to Dar es Salaam.

ERITREA

Financial Sector Supervision and Regulation:

Support was provided remotely on banking and insurance supervision. Two remote missions assisted the Bank of Eritrea to review supervisory manuals and made recommendations for their enhancements in line with international good practice.

ETHIOPIA

Public Financial Management: A mission to Ethiopia reviewed the proposed model for the treasury single account (TSA), and looked at alternative options. A well-structured bank account inventory list is a key document for supporting the review and rationalization of bank accounts. Advice was provided to facilitate consistent classification, filtering and other analysis on the existing inventory list. Guidance was also provided on the integrated financial management information system (IFMIS) for the design and implementation plans for incorporating electronic payments and the TSA structure in the system. An improved template was co-developed with the authorities for the aggregate cash and borrowing plan.

Revenue Administration: AFE participated in a mission led by the IMF's Fiscal Affairs Department (FAD) on facilitating compliance and mobilizing revenue for the medium-term period. The mission helped the authorities prepare a compliance improvement plan that could potentially raise additional revenue through tax and customs administration reforms. This was set against the backdrop of Ethiopia's Homegrown Economic Reform Agenda, which includes an envisaged 10-year prosperity plan predicated on increasing the tax-to-GDP ratio over the medium term.

AFE also participated in tax policy and administration discussions between Ethiopia and the IMF's FAD. The discussions have focused on combining previously identified tax policy reform and revenue administration compliance measures into a harmonized tax policy and revenue administration improvement plan for domestic revenue mobilization. Officials from both the Ministry of Finance and the Ministry of Revenue are involved in these discussions. Due to the Covid-19 pandemic, the initially planned mission to Addis Ababa was converted into remote discussions.

KENYA

Financial Sector Supervision and Regulation:

Support was provided remotely to the Capital Markets Authority (CMA) to assist in strengthening capital adequacy and liquidity adequacy assessment frameworks for securities firms.

Government Finance Statistics: Support was provided remotely to improve the quality of fiscal data for the general government. The process generated data for use in the annual publication of the economic survey.

Real Sector Statistics: The Kenya National Bureau of Statistics (KNBS) has been developing data sources for compiling prices and GDP estimates, and was assisted to review and improve the preliminary estimates. The 2016 benchmark estimates were updated and the 2016 supply and use tables compiled. The revised GDP series comprising quarterly and annual GDP estimates by activity and expenditure, both at current and constant 2016 prices, are expected to be disseminated later this year. A mission on the producer price index (PPI) assisted the KNBS to review the preliminary updated

PPI in preparation for dissemination. The updated PPI were released in March 2020.



Participants in the national accounts review mission in Kenya

Revenue Administration: Two missions provided support to the Kenya Revenue Authority (KRA) on: (1) strengthening customs post-clearance audit (PCA), risk management and case selection; and (2) strengthening domestic taxes risk management and audit case selection. The two missions were carried out remotely due to the Covid-19 pandemic. Declining tax revenue performance has raised fiscal policy challenges, underscoring the need for tax and customs administration reforms to improve compliance management for raising revenue. The customs mission provided advice on how to strengthen the role of PCA and its coverage commensurate with improvements in trade facilitation. The domestic taxes mission provided advice on enhancement of audits done by the large and medium taxpayer offices under the data driven compliance framework.

MALAWI

Government Finance Statistics: Support was provided to expand coverage to the public sector. Staff in the Ministry of Finance, Economic Planning and Development (MoFEPD) was supported to compile fiscal data of extra budgetary units, local councils and public corporations with a relatively large coverage of all entities.

Public Financial Management: Guidance was provided to the authorities on how to collect and analyze the public sector balance sheet (PSBS) and recommendations were given on how to improve the

coverage and integrity of the PSBS. Drawing on limited available data and using a number of estimation techniques, a PSBS was constructed for Malawi (as at June 30, 2018), applying the GFSM 2014 framework.

Support was provided remotely to the National Planning Commission to develop a prototype project prioritization tool for ranking and selecting public investment projects. The main outputs from the mission were: (i) a concepts and issues paper; (ii) a multi-criteria analysis (MCA) matrix; (iii) accompanying notes and written instructions for its proper use; and (iv) a template for recoding the minutes of scoring committees. These were developed following remote consultations with a core group of technical officers and the scaling, weights and criteria will be carefully analyzed and further developed through internal discussions with a wider group of stakeholders in a workshop which is scheduled for October 2020.

RWANDA

Financial Sector Supervision and Regulation:

Support was provided remotely to the National Bank of Rwanda (NBR) to assist in strengthening the internal liquidity adequacy assessment process (ILAAP) for banks and enhance the stress-testing framework to incorporate scenarios to address interest rate risk in the banking book (IRRBB), Basel II/III and IFRS 9.

Forecasting and Policy Analysis: Support was provided remotely on reviewing macroeconomic projections and policy presentations for the monetary policy committee (MPC) meeting in February 2020. The mission provided extensive feedback to the forecasting team on the organization of the forecasting round and proposed actions to further streamline and improve the quality of material the team prepares for the MPC.

In response to an urgent request from the NBR, support was provided remotely to the forecasting team during the forecasting round before the MPC meeting on end-April 2020. The NBR team and the mission prepared macroeconomic projections – including the baseline and alternative scenarios conditioned on Covid-19 global and domestic crisis developments – and developed the narrative and policy recommendations for the MPC. The mission delivered training to the NBR staff on formulating, evaluating and presenting scenarios; and

further evaluated and identified issues with the organization of the forecasting round at the NBR for detailed consideration and feedback during the following missions.

TANZANIA

Macro-Fiscal Analysis: Support was provided to the Parliamentary Budget Office (PBO) to review and enhance the PBO's macro-revenue forecasting model (PBOFF) and suggest means of communicating the forecasts. During the mission a range of improvements was made to the PBOFF, including adding a detailed excise duty forecasting framework; adding a quarterly GDP tracking methodology; and generally improving the transparency and therefore sustainability of the forecasting framework. The mission also developed a range of charts to assist in communication of the forecasts and advice on further reforms to the model.

TANZANIA (ZANZIBAR)

Government Finance Statistics: Support was provided remotely to improve the quality of the general government (GG) fiscal data. Compilers were assisted to expand to full coverage of all GG entities. Skills of staff of the Ministry of Finance and Planning were enhanced in the compilation of fiscal data for extrabudgetary units, local governments and consolidation of the GG.

UGANDA

Financial Sector Supervision and Regulation: Support was provided remotely to the Uganda Capital Markets Authority (CMA) to assist in strengthening capital adequacy and liquidity adequacy assessment frameworks for securities firms. Another remote assistance was provided to the Uganda Insurance Regulatory Authority to strengthen Pillar II – supervisory review of insurer's own risk and solvency assessment (ORSA) framework.

Public Financial Management: A mission assisted the Projects Analysis and Public Investment Department (PAP) improve reporting on project commitments to support better decision making. The main outputs of the mission were: (i) a prototype Excel-based multiyear commitment template and checklist for desk officers in the budget directorate to review and challenge the quality of data; (ii) gap analysis and core user

requirements to support the upgrade of IT systems to support better decision making; (iii) suggested updates to Development Committee guidelines to strengthen fiscal space analysis; and (iv) a framework for a functional review of the Budget Directorate and Ministries, Departments and Agencies (MDAs) to support capacity development in the management of multiyear commitments.



A presentation of findings during the project commitments for better decision-making mission

Support was given to help prepare for the forthcoming further prioritization of the capital budget as a result of the Covid-19 crisis. Practical tools were developed to help identify projects for suspension or cancellation and calculate the resulting costs. The main outputs from the mission were: (i) a concepts and issues paper; (ii) a consolidated project database and a multi-criteria analysis (MCA) tool to identify projects for suspension or cancellation, and (iii) a set of parameters that enable the costs of suspension.

A remote mission reviewed documents related to cash management and associated processes. Advice was given on updating the cash management policy with a view to strengthening cash management practices. Methodologies were shared for analyzing revenue and expense projections against actual outturns. The mission provided improved Excel templates for forecasting at the MDA level and aggregate level. Templates for arrears tracking with ageing analysis were also shared. Training materials were provided in use of the templates and

general good practice on cash management. Remote training delivery is planned for early May 2020. The mission also reviewed Uganda's Covid-19 responses in the context of good practices defined in the FAD special series policy notes. Increasing pressures on scarce cash resources heighten the risk of expenditure arrears, and the mission provided advice on mitigation measures.

ATTACHMENTS

Revenue Administration: Malawi Revenue Authority (MRA) officials were attached to the Uganda Revenue Authority (URA) to learn how URA has managed to have a sound intelligence and business analysis function.

URA officials were attached to Kenya Revenue Authority (KRA) to study how KRA has managed to have a sound internal affairs function charged with the responsibility of building staff integrity.

The Ethiopian Ministry of Revenue (MoR)'s Strategic Partnership Directorate undertook remote discussions with the Kenya Revenue Authority (KRA) counterparts in International Relations and Diplomacy Division, Marketing and Communication Department, to learn about coordination and monitoring of relations with ministries, other government agencies, international organizations, and donor partnerships. The discussions provided the Ethiopian officials the opportunity to study how KRA has managed to have a sound international relations and diplomacy, marketing and communication function. Experts from AFE, FAD and the United Kingdom's Department for International Development (DfID) participated in the discussions with MoR and KRA as the main discussants.



REGIONAL ACTIVITIES

Macro-fiscal Analysis: A course on fiscal sustainability, jointly delivered by AFE and the IMF's Institute for Capacity Development, provided an overview of fiscal sustainability issues in the world, with a focus on East African countries. It presented key analytical concepts and introduced participants to the debt sustainability framework for low-income countries.



Participants in the fiscal sustainability course

Real Sector Statistics: AFE, in collaboration with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) conducted a regional training in national accounts at the Kenya School of Monetary Studies (KSMS). AFE participated in the workshop via video conferencing from its office

in Dar es Salaam. The workshop focused on deepening participants' understanding of the concepts and definitions of the System of National Accounts, 2008, as well as enhancing their knowledge of data sources needed to develop quarterly GDP and economic activity indicators and in measuring the unobserved economy. This workshop was a follow-up to an e-learning program that MEFMI conducted during October - November 2019.

AFE STAFF NEWS

Farewell to Pamela Audi, real sector statistics advisor

Pamela shares her recollection of the time spent at AFE as she leaves the Center.



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

Tell us about your experience working at AFE

It is time to say goodbye after working at the Center for five years. These were great years of my career and I feel greatly honored to have served as an advisor at the Center. Working at the Center provided me with a great opportunity to interact with officials from the seven countries as we collectively progressed statistical work. The passion and drive of the officials to do better even with limited data was extraordinary and I learnt a lot from each of them particularly on the innovative approaches applied to obtain data under unique circumstances. I can only reflect with fond memories the great and wonderful AFE team (office and member countries) that I was part of, and I am thankful for the support, friendship and teamwork that I received from all.

You have been supporting our member countries on real sector statistics, could you share with us any notable achievements by the authorities during your time?

The AFE member countries continued to enhance the capacity of their staff to implement best compilation methods and practices. This was mainly achieved

through peer learning, in-house training, and hands-on training provided during technical assistance missions and regional workshops. In addition, countries have aligned their programs to continuously review and improve compilation methods to match their source data development. Most countries conducted comprehensive surveys/censuses to update the periodic benchmark estimates and consequently rebased their GDP estimates to recent period thus providing updated information on the structure of the economy and improved national accounts volume measures. CPI and PPIs weights were also updated to enhance inflation data for decision making. Better collaboration with other data producers and users has also been achieved in most countries.

As you leave the Center, what are your expectations on the ongoing capacity building on real sector statistics in the region?

Future development is expected to focus on improving further the quality of statistics that are regularly compiled by adopting the guidelines provided in the latest compilation manuals; and continuing to expand the range of both national accounts and price statistics compiled to meet the demand of data users. Though most countries recently completed benchmark updates, the regularity of GDP rebasing and updating of price indices in most countries is still more than five years, i.e., more than the recommended practice. This could be improved to avoid using outdated data in the estimations.

The initiatives to increase the range of national accounts and PPIs compiled to meet users' demand, which are ongoing, are expected to continue. For instance, sector accounts and other PPIs as well as import-export price indices are some of the priority statistics identified by countries for development.

Further staff training is expected to be important in supporting continuity of statistical programs and development of new statistics.

Table 1. East AFRITAC: Forthcoming Activities – May – July 2020

Financial Sector Supervision and Regulation				
Rwanda	TA Mission	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	May 25-June 1, 2020	Elias Omondi (short-term expert, STX)
Tanzania	TA Mission	Enhancing Supervisory Review Process (ORSA) for Insurers (Pillar II)	May 25-June 1, 2020	Bernhard Mayr (STX)
Uganda	TA Mission	Enhancing Supervisory Review Process - Insurance	May 25-June 1, 2020	Rodolfo Wehrhahn (STX)
Ethiopia	TA Mission	Developing RBC framework for Insurers (Pillar I)	June 3-10, 2020	Elias Omondi (STX)
Malawi	TA Mission	Enhancing Supervisory Review Process (ORSA) Stress testing Impact of COVID-19	June 3-10, 2020	Rodolfo Wehrhahn (STX)
Tanzania	TA Mission	Enhancing RBS for Banks - Cyber Security/ICT SubTech/RegTech	June 1-10, 2020	Courtney N. Christie-Veitch (AFE Advisor); STX (TBD)
South Sudan	TA Mission	Enhancing RBS for Banks - Revising Supervision manual and Developing High Level Strategy for RBS	June 6-26, 2020	STX (TBD)
Rwanda	TA Mission	Enhancing RBS for Banks - Cyber Security/ICT SubTech/RegTech	June 11-22, 2020	Courtney N. Christie-Veitch (AFE Advisor); STX (TBD)
Kenya	TA Mission	Enhancing RBS for Banks - Cyber Security/ICT SubTech/RegTech	June 23-July 2, 2020	Courtney N. Christie-Veitch (AFE Advisor); STX (TBD)
Uganda	TA Mission	Enhancing RBS for Banks. - Supervisory procedures ICT SupTech/RegTech	July 3-14, 2020	Courtney N. Christie-Veitch (AFE Advisor); STX (TBD)
Malawi	TA Mission	Assist the authorities in implementing Basel III – Stress Testing	July 7-31, 2020	Courtney N. Christie-Veitch (AFE Advisor); STX (TBD)
Ethiopia	TA Mission	Enhancing RBS for Banks - Cyber Security/ICT SubTech/RegTech	July 15-24, 2020	STX (TBD)
Government Finance Statistics				
Country	Type	Subject	Date	Expert(s)
Tanzania	National Training	Sessions on GFSM 2014 framework to GFS compilers in the Ministry of Finance	May 25-29, 2020	Robert Maate (AFE Advisor)
Eritrea	TA Mission	Expanding coverage to the general government	July 6-10, 2020	Robert Maate (AFE Advisor); Jóhann Rúnar Björgvinsson (STX)
EAC	TA Mission	Strategy for all EAC countries to compile general government fiscal data	July 20-24, 2020	Robert Maate (AFE Advisor)
Ethiopia	TA Mission	Expanding coverage to the general government	July 24-28, 2020	Robert Maate (AFE Advisor), Giovanna Dabbicco (STX)
Macro – Fiscal Analysis				
Country	Type	Subject	Date	Expert(s)
Malawi	TA Mission	Reviewing the macro-fiscal forecasting framework	May 11-22, 2020	Matthew Kenrick Quillinan (AFE Advisor)

South Sudan	TA Mission	Scoping and mapping the further development of the MOPED macro-fiscal forecasting framework	June 1-12, 2020	Matthew Kenrick Quillinan (AFE Advisor)
Uganda	TA Mission	GFSM14 Migration & Inclusion of Oil Forecasting	June 15-19, 2020	Matthew Kenrick Quillinan (AFE Advisor)
Malawi	TA Mission	Reviewing and advancing the fiscal risk statement and fiscal risk registry	July 6-10, 2020	Matthew Kenrick Quillinan (AFE Advisor), STX (TBD)
Uganda	TA Mission	GFSM14 Migration & Inclusion of Oil Forecasting	July 6-10, 2020	Matthew Kenrick Quillinan (AFE Advisor)
Kenya	TA Mission	Strengthening SOE oversight and governance	July 13-31, 2020	Imran Aziz (AFE Advisor); Amra Srdanovic (AFE Advisor); Matthew Kenrick Quillinan (AFE Advisor); Tjeerd Tim (STX)
Public Financial Management				
Country	Type	Subject	Date	Expert(s)
Uganda	TA Mission	Reviewing the Integrated Project Data Bank and technical guidance on integration with other IT systems	May 1- 15, 2020	Imran Aziz (AFE Advisor); Robert Muwanga (STX); Martin Darcy (STX)
Rwanda	TA Mission	Assessing the performance budgeting pilot and updating the draft manual for the full roll out.	May 1-20, 2020	Imran Aziz (AFE Advisor); Gerhard Steger (STX)
Kenya	TA Mission	IPSAS implementation including development of IFMIS for accrual accounting	May 18-29, 2020	Amra Srdanovic (AFE Advisor); Paul Graham Seeds (AFE Advisor); Peter Francis Murphy (STX)
Rwanda	TA Mission	Designing changes to the Citizens Guide to the Budget and training staff on its compilation	May 20-31, 2020	Imran Aziz (AFE Advisor); Gerhard Steger (STX)
Malawi	TA Mission	Strengthening SOE Oversight	June 1-12, 2020	Amra Srdanovic (AFE Advisor); Tjeerd Tim (STX)
Rwanda	TA Mission	Strengthening financial reporting through implementation of IPSAS Accrual Standards	June 16-26, 2020	Amra Srdanovic (AFE Advisor); Paul Graham Seeds (AFE Advisor); Francois Van Schaik (STX)
Kenya	TA Mission	Support to Budget Costing and Project Appraisal.	June 15- July 10	Imran Aziz (AFE Advisor); Samuel Moon (STX); Gerhard Steger (STX)
Uganda	TA Mission	Strengthening financial reporting through implementation of IPSAS Accrual Standards	July 6-17, 2020	Amra Srdanovic (AFE Advisor); Paul Graham Seeds (AFE Advisor); Francois Van Schaik (STX)
Kenya	TA Mission	Strengthening SOE oversight and governance	July 13-31, 2020	Imran Aziz (AFE Advisor); Amra Srdanovic (AFE Advisor); Matthew Kenrick Quillinan (AFE Advisor); Tjeerd Tim (STX)
Real Sector Statistics				
Country	Type	Subject	Date	Expert(s)

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Malawi	TA Mission	Supporting compilation of balanced 2017 SUT	June 8-19, 2020	Artashes Shaboyan (STX)
Malawi	TA Mission	Compiling updated IIP and PPI	June 8-19, 2020	Katherine Pegler (STX)
Malawi	TA Mission	Aligning QGDP-P estimates to the new 2017 base year	July 20-31, 2020	Jarko Pasanen (AFE Advisor)
Revenue Administration				
Country	Type	Subject	Date	Expert(s)
Eritrea	TA Mission	Review and update the drafted tax laws by tax administration and legal expert to simplify and better aligned with modern standards and international best practices	May 20-June 2, 2020	TBD
Eritrea	TA Mission	Development of explanatory/practice notes for the draft Income tax	June 10-23, 2020	TBD
Malawi	TA Mission	Develop effective strategies to address the informal sector	June 17- July 30, 2020	Berlin Msiska (AFE Advisor), STX (TBD)
Malawi	Attachment	Promoting staff integrity	June 23-25, 2020	Remote Attachment
Ethiopia	National Training	Developing Capacity in Customs Post Clearance Audit	July 1-14, 2020	Ernest Sigande (STX)
Tanzania	National Training	Strengthening construction sector audit capacity	July 1-14, 2020	Berlin Msiska (AFE Advisor), Eutycus Kariuki (STX)
Rwanda	National Training	Training Developing financial institutions audit capacity	July 22-August 4, 2020	Berlin Msiska (AFE Advisor), Martin Roche (STX)

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 and ongoing online courses include:

Start Date	End Date	Course Title	Language
15-Jan-20	31-Aug-20	Macroeconometric Forecasting (MFx)	English
15-Jan-20	31-Aug-20	Financial Market Analysis (FMAx)	English
15-Jan-20	31-Aug-20	Financial Programming and Policies, Part 2: Program Design (FPP.2x)	English
15-Jan-20	31-Aug-20	Financial Programming and Policies, Part 1: Macroeconomic Accounts & Analysis (FPP.1x)	English
15-Jan-20	31-Aug-20	Macroeconomic Management in Resource-Rich Countries (MRCx)	English
15-Jan-20	31-Aug-20	Compilation Basics for Macroeconomic Statistics (CBMSx)	English
15-Jan-20	31-Aug-20	Public Sector Debt Statistics (PSDSx)	English
15-Jan-20	31-Aug-20	Energy Subsidy Reform (ESRx)	English
15-Jan-20	31-Aug-20	Macroeconometric Forecasting (MFx)	English
15-Jan-20	31-Aug-20	Financial Market Analysis (FMAx)	English
5-Feb-20	31-Aug-20	Foundations of Central Bank Law (FCBLx)	English
12-Feb-20	31-Aug-20	Financial Development and Financial Inclusion - Online (FDFIx)	English
1-May-20	30-Apr-21	Public Financial Management (PFMx)	English
1-May-20	15-Apr-21	RA-GAP - Tax Gap Analysis (VGAPX)	English
13-May-20	31-Aug-20	Model-Based Monetary Policy Analysis and Forecasting (MPAFx)	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
Malawi	Diagnostic: National Training and Needs Assessment	July 2-5, 2019	FY 20
Rwanda	Developing Rebased Estimates of GDP	July 22-August 2, 2019	FY 20
Kenya	Fiscal Transparency Evaluation (FTE) Update	August 6-19, 2019	FY 20
Tanzania	Developing a Public Investment Management RoadMap	September 16-25, 2019	FY 20
Eritrea	Improving a Chart of Accounts	September 17-25, 2019	FY 20
Eritrea	Developing macroeconomic and revenue forecasting tools	September 23-October 4, 2019	FY 20
Tanzania (Zanzibar)	Strengthening Financial Reporting	September 30-October 11, 2019	FY 20
Malawi	Advancing fiscal risk analysis and disclosure	October 14-18, 2019	FY 20
Uganda	Development of Production Account by Institutional sectors	October 14-25, 2019	FY 20
Eritrea	Developing functional and Technical requirements for a new IT system	October 16-November 5, 2019	FY 20
Malawi	Capital Budget Baseline and Pre-screening	October 21-November 1, 2019	FY 20
Malawi	Financial Oversight of State-Owned Enterprises	October 28- November 8, 2019	FY 20
Rwanda	Producer Prices and Industrial Production	November 4-15, 2019	FY 20
Kenya	Extending the TSA and strengthening cash management practices	November 6-19, 2019	FY 20
Tanzania	Training on trends, practices and audits in transfer pricing	November 7-20, 2019	FY 20
Malawi	Updating of Producer Price Index (PPI) and Index of Industrial Production (IIP)	November 11-22, 2019	FY 20
Tanzania (Zanzibar)	Budget costing and Expenditure Prioritization	November 18-22, 2019	FY 20
Malawi	Reviewing the Macro-Fiscal Forecasts	November 25-29, 2019	FY 20
Tanzania	Training on Budget Analysis and Expenditure Tracking	November 26-29, 19	FY 20
Kenya	Strengthening Data Matching and Analysis	November 27-December, 2019	FY 20
Uganda	Converting the Macro-Fiscal Forecasting Framework to use GFS Manual 2014 Classifications	December 2-6, 2019	FY 20
Malawi	Assessing Tax and Customs Administration Reform Progress	December 3-18, 2019	FY 20
Malawi	Developing Tax investigation techniques in industries dealing in excisable products	December 4-17, 2019	FY 20
Ethiopia	PPP Fiscal Risks Management	January 6-10, 2020	FY 20
Rwanda	Developing capacity in data science and big data analytics	January 6-17, 2020	FY 20



Member Countries

Eritrea
Ethiopia
Kenya
Malawi
Rwanda
South Sudan
Tanzania
Uganda

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Financial Sector Supervision: Courtney Christie-Veitch

Government Finance Statistics: Robert Maate

Macro-Fiscal Analysis: Matthew Quillinan

Monetary and Foreign Exchange (FX) Market: Vacant

Public Financial Management: Imran Aziz, Paul Seeds, Amra Srdanovic

Real Sector Statistics: Pamela Audi (outgoing) and Jarko Pasanen (incoming)

Revenue Administration: Berlin Msiska

Office Manager

Edina Moshi

Economist

William Wakuganda

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