HIGHLIGHTS

Financial Sector Regulation and Supervision: Support was provided to Rwanda and Tanzania on macroprudential policy, and to Uganda on risk-based supervision for banks and insurance companies.

Government Finance Statistics: Support to Kenya focused on the compilation of quarterly budgetary central government data; to Rwanda on the compilation of high frequency data; and to Uganda on the compilation of GFS for extrabudgetary units and public corporations.

Macro-Fiscal Analysis: A mission to Zanzibar updated and streamlined the financial programming forecasting tool.

Monetary Policy and Operations: Support to Eritrea focused on reviewing and strengthening foreign exchange reserve management practices; and to Tanzania on developing the money and repo markets. Training was provided to the Bank of Uganda on modelling and forecasting.

Public Financial Management: Support was provided to Kenya and Uganda on improving annual financial reporting; to Malawi on strengthening medium-term budgeting; and to Kenya on cash management and implementation of the treasury single account. National training was delivered to Rwanda on strengthening coverage of the national budget. A public investment management assessment was undertaken in Kenya.

Revenue Administration: Support was provided to the East African Community (EAC) Secretariat on reviewing the implementation of the single customs territory; to Ethiopia and Kenya on improving taxpayer registers; and to Tanzania on developing compliance risk analysis capacity.

Real Sector Statistics: Kenya, Tanzania, and Uganda were supported to advance development in national accounts. Kenya received support on rebasing its construction input price index, and Uganda on developing an agriculture producer price index.

Regional Workshops: Workshops were held on: (i) capacity building for Members of Parliament; (ii) legal aspects of the national payments system (NPS); (iii) promoting financial stability and enhancing macroprudential and fintech supervision; (iv) high frequency data compilation and refinement of the EAC GFS Guidelines; (v) accelerating GFS compilation and refining EAC GFS guidelines on public private partnerships; (vi) the role of macro-fiscal units in ministries of finance; (vii) budget documentation and effective communication; (viii) harmonizing PFM practices among EAC partner states; (ix) effective approaches to develop post tax administration and diagnostic assessment tool (TADAT) reform plans; and (x) building effective taxpayer registers.

Attachments: Delegates from Ethiopia, Kenya, Rwanda, and Uganda participated in an attachment program to the Bank of Ghana. GFS compilers from Eritrea and Zanzibar benefited from an attachment in Rwanda.

Forthcoming Activities and TA Dissemination: Forthcoming activities through end of April 2018 are provided in Table 1. TA reports disseminated on the secure website are listed in Table 2.

AFE’s 20th Steering Committee will take place on March 19, 2018 in Dar es Salaam, Tanzania.

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November 2017 – January 2018

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ERITREA

Monetary Policy and Operations: Support was provided to the Bank of Eritrea (BOE) in reviewing and strengthening foreign exchange reserve management practices. The mission assisted the BOE in its effort to assess the existing framework for reserve management, more specifically the reserve management documentation, decision making process, strategic asset allocation, and staff capacity. Guidance was provided on the reporting system and a workshop on sound practices in reserve management was held.

ETHIOPIA

Revenue Administration: Support was provided to the Ethiopian Revenue and Customs Authority (ERCA) on improving its taxpayer register. An action plan was presented to the ERCA detailing recommendations and improvement delivery steps to raise the taxpayer register’s integrity. Recommendations covered issues in accountability, policy, training and procedures, and highlighted opportunities for third party data and stronger engagement with other ministries to build a sustainable business solution.
KENYA

**Government Finance Statistics:** Kenya continued to make progress on compilation of quarterly budgetary central government data. Assistance was provided on improving the quality of high frequency fiscal data for the budgetary central government and the compilation of GFS for extra budgetary units and public corporations. The support will assist the Kenyan authorities in the oversight of the performance of state-owned enterprises and extrabudgetary entities.

**Public Financial Management:** Kenya is improving the coverage and quality of its annual financial reporting. A significant step is the publication of the unaudited consolidated financial statements as required by the PFM Act. An AFE mission assessed the consolidated financial statements for FY 2015/16 that covers the budgetary central government and incorporates tax and other revenues and disclosures on public debt. The mission provided assistance on the presentation of budget information in the financial statements and on the planned adoption of accrual accounting.

Workshop participants during the mission on strengthening annual financial reporting in Kenya, December 2017.

Another mission to Kenya focused on cash management and extending the coverage of the treasury single account (TSA). Kenya's national treasury has automated the exchequer release process for funding the ministries, departments, and agencies (MDA) payment on a just-in-time basis, which ensures zero balancing of MDA payment accounts. Cash forecasting is now undertaken through the integrated financial management information system. The mission delivered training on cash forecasting and variance analysis.

Also, the IMF’s Fiscal Affairs Department (FAD) led a public investment management assessment in Kenya. Recommendations were made for strengthening in the areas of project appraisal and selection; procurement systems; and systems for project monitoring and oversight.

**Real Sector Statistics:** The Kenyan authorities are focusing on the improvement of source data and statistical techniques to enhance the quality of statistics compiled. An AFE mission assisted to identify important surveys needed to update the national accounts benchmark estimates; provided training on techniques for better quality administrative data and assisted to design a framework for assessing the reliability of quarterly GDP estimates. A construction input price index mission provided to support in the rebasing process.

**Revenue Administration:** Support was provided to Kenya Revenue Authority (KRA) on improving the integrity of the taxpayer registration database. KRA was advised on the key weaknesses including passive use of legislation, policy and procedures. The mission provided recommendations on the development of “how to” improvement initiatives to address the identified issues. A multi-faceted action plan of initiatives was developed in close collaboration with KRA officials.

MALAWI

**Public Financial Management:** Support was provided to Malawi on medium-term expenditure frameworks. The mission covered the restructuring of the budget calendar to incorporate a strategic budget phase and include within the Economic and Fiscal Policy Statement (EFPS) sections on: (i) managing fiscal risks; (ii) specificity on projections for expenditures, revenues, debt, and fiscal limits for MDAs; and (iii) the underlying assumptions of economic and fiscal forecasts. All sections are stipulated in Part III of the PFM Law. Advice was
provided on establishing baseline funding and on undertaking an expenditure analysis of selected MDAs.

**Real Sector Statistics:** A national accounts mission reviewed the progress made in data collection and assisted in updating the quarterly and preliminary annual GDP worksheets to support the compilation of timely and improved estimates. Training on the new “actual annual GDP” compilation system was provided to assist with the preparation of annual estimates. Support was also provided in finalizing the rebasing of the consumer price index.

**RWANDA**

**Financial Sector Regulation and Supervision:** Support was provided to the National Bank of Rwanda (BNR) to identify macroprudential policy tools to mitigate specific systemic risk and strengthen its systemic risk monitoring framework. The mission aimed at formalizing (and documenting) the BNR’s macroprudential policy framework.

Support was also provided on strengthening the BNR’s stress testing capability for insurance companies as well as enhancing its risk-based capital framework for insurers to improve financial stability and enhance the bank’s framework to respond effectively to insurance vulnerabilities.

Training was provided to the BNR on risk-based supervision, focusing on credit risks and the risk management cycle to be evidenced in commercial banks. Additionally, the BNR benefited from support in developing procedures for foreign exchange bureau supervision.

**Government Finance Statistics:** Rwanda was supported on the compilation of high frequency data and the statement of sources and uses of cash that is necessary for supporting liquidity management in fiscal policy formulation and analysis. In addition, training on basic concepts of sectorization was provided to staff of the budget department.

**Public Financial Management:** A desk review was undertaken on the Blueprint prepared by consultants, on implementing accrual accounting under International Public-Sector Accounting Standards (IPSAS). The review provided feedback to the authorities with recommendations on phasing the implementation, defining intermediate milestones, starting key activities early (e.g., valuation of nonfinancial assets), and on careful planning and close monitoring of activities to achieve successful compliance with accrual based IPSAS by 2022/23.

A mission to Rwanda provided support on the proper classification of extrabudgetary units; the comprehensive inclusion of nontax revenues and grant expenditures on budget; regular updating of the mapping of the Classifications of Functions of Government (COFOG) and Economic Development and Poverty Reduction Strategy (EDPRS); and review of the development, structuring and mapping of budget programs and subprograms by MDAs. Advice was also provided on the creation of an internal GFSM 2014 technical working group for coordination and regular training on the coverage and sectorization of the GFS framework.

**Real Sector Statistics:** Assistance was provided to compile updated benchmark estimates based on tax returns and financial statements, and to incorporate the new estimates into the compilation system. Quarterly indicators and the derived quarterly GDP estimates were also reviewed and recommendations provided for improvements.
TANZANIA

Financial Sector Regulation and Supervision: Support was provided to the financial stability directorate of the Bank of Tanzania (BOT) in formalizing (and documenting) its macroprudential policy framework. Tanzania continues to strengthen its systemic risk monitoring framework and identify macroprudential policy tools to mitigate specific systemic risk.

Monetary Policy and Operations: A mission assisted the BOT to develop the money and repo markets. The mission took stock of the BOT’s progress in implementing earlier recommendations, and advised on further measures to facilitate the development of the broader financial markets, including a secondary market for government securities and the market for horizontal repos.

An off-site customized training and technical support was also provided to the forecasting unit of the BOT in preparing a model-based medium-term forecast. The activity was part of the continuous effort to assist the central bank in developing forecasting and policy analysis system (FPAS) to support monetary policy formulation and decision-making process ahead of the transition to the interest rate-based policy framework.

Revenue Administration: Support was provided to the Tanzania Revenue Authority (TRA) on developing compliance risk analysis capacity. TRA is committed to the implementation of risk management and improving voluntary compliance. However, this commitment is hampered by several factors, including a lack of the experience necessary to effectively transition to a risk based decision making organization. TRA was advised to integrate its risk management into a broader corporate strategy.

TANZANIA (ZANZIBAR)

Macro-Fiscal Analysis: An AFE mission worked with officials from the Ministry of Finance and Planning, the Zanzibar Revenue Board, the BOT, the TRA, and the Accountant General’s office to update, streamline, and check the data in the financial programming framework, and to add new data series to the framework. Officials were trained in how to use and update the financial programming framework. A second workshop was run concurrently to provide training on fiscal policy and revenue forecasting for the new Department of Fiscal and Financial Policies in the ministry.

UGANDA

Financial Market Infrastructures: AFE participated in the financial sector stability review (FSSR) to conduct a diagnostic of the Ugandan banking system and develop a TA roadmap to support a program of financial sector reforms. The Center’s involvement focused on financial sector development issues related to the financial market infrastructures and payments systems and will be synchronized with the planned TA over the medium term.

Financial Sector Regulation and Supervision: The Bank of Uganda (BOU) was supported in its efforts to make more efficient use of its supervisory resources to better oversee key risks in the banking sector. Training was provided to supervisory staff in the Bank Supervision Department on risk-based supervision with emphasis on credit risk, concentration risk and operational risk assessments. In addition, priority was placed on assessing the effectiveness of the oversight functions in commercial banks to include board and senior management, risk management, compliance and internal controls. Other areas of technical assistance provided include the development of procedures for Islamic banking supervision and regulation as well as anti-money laundering and combatting the financing of terrorism.
The Insurance Regulatory Agency of Uganda was supported in its effort to strengthen risk-based supervision and other supervisory processes. A hands-on training was provided to insurance regulators, who worked in groups applying the risk-based supervision framework to two insurance companies in Uganda. Emphasis was placed on the assessment of insurance risks in addition to operational risk, liquidity risks, reputational risks and strategic risks.

**Government Finance Statistics**: Uganda has made progress on the compilation of annual public corporations’ fiscal data. Support was provided on improving data quality, the compilation of GFS for extrabudgetary units, public corporations, sectorization and revision policy.

**Monetary Policy and Operations**: Training was provided to the BOU on modelling and forecasting. The workshop helped the BOU officials to review their modeling and forecasting toolkit and enhance its functionality. Three main areas were covered: (i) review of the past forecast performance; (ii) extension of the external sector block of the core forecasting model to include major economies in addition to the US; and (iii) structured combination of forecast scenarios. The activity was part of the ongoing project to support further refinement of the BOU’s forecasting and policy analysis system.

**Public Financial Management**: A mission on strengthening annual financial reporting in Uganda delivered a workshop for senior management of the Ministry of Finance, Planning and Economic Development. The sessions presented a review of the financial statements including a gap analysis with respect to the IPSAS and a strategic approach to IPSAS implementation.

**Real Sector Statistics**: Uganda Bureau of Statistics was assisted in developing the main data sources needed to compile the supply and use tables and to finalize methods and processing systems for the main data sources (VAT, income tax and the household survey). In prices, support was provided to expand the producer price index’s coverage to include agriculture.

**REGIONAL ACTIVITIES**

**Financial Market Infrastructures**: AFE, in collaboration with IMF AFRITAC South and the IMF’s Legal Department, conducted a regional workshop on the legal aspects of the national payments system to strengthen compliance with Principle 1 (Legal Basis) of the CPSS-IOSCO Principles for Financial Market Infrastructures. The workshop gave guidance on international good practice to enhance the work of the legal professionals tasked with advising on, drafting, or amending the relevant NPS laws.

![Participants in the workshop on legal aspects of the national payments system in Mauritius, November 2017.](image)

**Financial Regulation and Supervision**: Regional regulators from East Africa gathered for a cross-cutting workshop straddling banking, insurance, securities and pension supervision and regulation. Regulators shared experiences and received training on promoting financial stability and enhancing macroprudential and fintech supervision in East Africa. The seminar reinforced the importance of strengthening systemic risk, stress testing and macroprudential monitoring and promoting strong analytical and monitoring frameworks for financial soundness indicators (micro prudential surveillance) within both the bank and non-bank sectors.

**Government Finance Statistics**: Two regional workshops were conducted: One focused on the development of EAC GFS guidelines on public debt, below versus above the line transactions, and public private partnerships; and another workshop focused on GFS data revision policies, high frequency data compilation and dissemination, and inventories (documentation of methods and practices in fiscal and debt data compilation).
Macro-Fiscal Analysis: AFE and IMF AFRITAC South (AFS) held a joint workshop on strengthening macro-fiscal units in ministries of finance. Officials from 14 countries and Zanzibar participated. The objective was to improve institutional capacity in the participating ministries’ macro-fiscal units. The workshop covered organizational arrangements for macro fiscal units; building sustainable and useful forecasting frameworks; fiscal risk analysis; and managing macro-fiscal units. Country delegations gave presentations on their macro fiscal units; the challenges they face in strengthening their units; and possible solutions to overcome those challenges. A consolidated list of challenges and solutions was prepared as a summary of the country presentations and discussions. Country delegates then used this summary to formulate simple action plans for follow-up on return to their ministries.

Monetary Policy and Operations: A customized training and modelling support was provided to the EAC FPAS working group. Representatives from the central banks of Burundi, Kenya, Rwanda, and Uganda participated in the training. The topics covered include: (i) transitioning to interest rate-based operational framework and the role of FPAS in such frameworks; (ii) the ways of modelling various exchange rate regimes and foreign exchange interventions. The activity was part of a continuous capacity building project, which focuses on enhancing monetary policy formulation and communication at selected EAC Partner States’ central banks.

Public Financial Management: A regional workshop discussed issues and experiences on budget documentation and effective communication. The topics covered included: (i) developing and communicating strategic plans, fiscal strategy and expenditure priorities; (ii) developing documentation for budget approval; (iii) documents supporting budget monitoring, accounting and reporting; and (iv) improving budget communication. Participants discussed the principles of effective communication and the skills to make the budget more strategic, precise, focused, and reader friendly. Based on the lessons learnt, participants prepared individual country action plans to address identified weaknesses. AFE and FAD supported the EAC workshop on PFM harmonization among partner states. This was the sixth annual workshop and was attended by all partner states including South Sudan that has recently joined the EAC. The workshop reported progress with the PFM reporting practices and the legal frameworks and noted improvements in the fiscal and statistical reporting practices. Major outcomes from the workshop included partner states’ agreement on submission of updated PFM action and convergence plans to the EAC Secretariat by May 2018.

Revenue Administration: A regional workshop was conducted to assist the EAC partner states countries in strengthening their taxpayer registers as per best international practice, that suits their various situations. Participants shared country experiences and submitted action plans to address issues with their registers. Four themes were used to build countries’ capability now and into the future: (i) what is required to get registration integrity ‘right from the start’; (ii) why and how they cleanse their current register; (iii) what enabling capabilities are required to ensure sustainability of a high integrity register; and finally (iv) positioning the countries for the future regarding the creation of contemporary cross-government registers (single window approaches). Support was provided to the EAC Secretariat to review the implementation of the EAC single customs territory. AFE also participated in a regional workshop of heads of revenue authorities of EAC member countries, where the resident advisor presented a paper on TADAT and follow-up TADAT plans.
Other Workshops: AFE, together with the IMF’s African and Communications Departments, held a three-day capacity building workshop for members of parliament (MPs) from Kenya, Malawi, Tanzania, Uganda and Zambia in Dar es Salaam, Tanzania. The workshop covered a range of issues of common interest in the region, with a focus on the role of parliamentarians in accountability, transparency, and oversight on economic and financial issues. Also, it provided a forum to inform MPs about AFE’s capacity development work in the region. Another workshop delivered by IMF headquarters and the World Bank, was facilitated by AFE on the revised debt sustainability framework for low-income countries.

ATTACHMENTS:

Financial Market Infrastructures: Four delegates from Ethiopia, Kenya, Rwanda, and Uganda participated in a one-week professional attachment to the Bank of Ghana in November. Reflecting their strong interest and commitment, Kenya and Uganda self-funded an additional four persons bringing the total delegation to eight. Participants identified several implementable actions for their respective jurisdictions based on the observations and lessons learnt in Ghana, and have requested TA to support these efforts in FY19 and beyond.

Government Finance Statistics: An attachment to Rwanda was organized for GFS compilers from Eritrea and Zanzibar. The compilers learnt practices in fiscal data compilation and dissemination. The skills acquired included legal and institutional arrangements, compilation of general government and public corporations’ data, identification and collection of source data, and automation of processes.
### Financial Market Infrastructures

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<td>Uganda</td>
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<tr>
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<tr>
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<td>LTX HQ Retreat</td>
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<td>Regional Workshop</td>
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### Government Finance Statistics

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<td>Compiling GFS for budgetary central government.</td>
<td>February 19–March 2</td>
<td>Robert Maate (AFE Advisor), Ismael Zarco (STX)</td>
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<td>Malawi</td>
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<td>Compilation of GFS for public corporations and extra budgetary units</td>
<td>March 21 – 30</td>
<td>Robert Maate (AFE Advisor), Lize Marie van Rensburg (STX)</td>
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<td>Kenya</td>
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<td>In country training: GFS Source Data, Methods and Dissemination</td>
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<td>Skills of compilers enhanced on forecasting using the GFSM2014 standard</td>
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<td>Tanzania</td>
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<td>Composite Indicators of Economic Activity</td>
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<td>Bryn Battersby (AFE Advisor), Robin Youll (STX)</td>
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<td>AFE</td>
<td>Regional Workshop</td>
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<td>Mar 26-28</td>
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<td>Uganda</td>
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<td>Monetary Operational Framework Modernization</td>
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**Monetary Policy and Foreign Exchange Market Operations**

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**Public Financial Management**

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<td>AFE</td>
<td>Regional Workshop</td>
<td>Cash Management</td>
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<td>Paul Seeds (AFE Advisor), Amitabh Tripathi (AFE Advisor), Per Olof Jonnson (STX), John Gardner (STX)</td>
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<td>Ethiopia</td>
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<td>Improving the Effectiveness of Medium Term Approach to Budgeting</td>
<td>Feb 14-27</td>
<td>Kubai Khasiani (AFE Advisor), Imran Aziz (STX), Martin Darcy (STX), Alejandro Arregoces (STX)</td>
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<td>Malawi</td>
<td>TA Mission</td>
<td>Internal controls and financial reporting</td>
<td>Feb 22 - Mar 6</td>
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<td>Kenya</td>
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<td>Strengthening the Medium-Term Approach to Budgeting</td>
<td>Mar 5-16</td>
<td>Kubai Khasiani (AFE Advisor), Gerhard Steger (STX), Imran Aziz (STX’s)</td>
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<td>Ethiopia</td>
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<td>Amitabh Tripathi (AFE Advisor), Per Olof Jonnson (STX)</td>
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<td>Apr 4-17</td>
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**Revenue Administration**

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<td>Alice Owuor (STX)</td>
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<tr>
<td>Malawi</td>
<td>National training</td>
<td>Follow up national training in developing compliance risk analysis and selectivity management capacity in customs</td>
<td>Feb 5-26</td>
<td>Stephen Wilcox (STX)</td>
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Uganda  | TA mission | Review progress in the implementation of the medium–term revenue strategy | February 21-23 | Berlin Msiska (AFE) Alice Owuor (STX)  

AFE/FAD Regional Workshop | Regional workshop on the International Survey on Revenue Administration (ISORA)/Revenue Administration Fiscal Information Tool (RAFIT) for coordinators | February 25 - March 2 | Andrew Masters (IMF HQ)  

Kenya | National training | National training to develop compliance risk analysis capacity in tax | February 26 - March 9 | Stephen Wilcox (STX)  

Malawi | TA mission | FAD follow up mission to assess developments in tax and customs administration | March 6-20 | Muyangwa Muyangwa (IMF HQ), Berlin Msiska (AFE Advisor), Jacqueline Penfold (STX)  

Rwanda | National training | National training on developing post clearance audit capacity in customs | March 19-30 | Ernest Sigande (STX)  

Ethiopia | TA mission | Develop a strategy to guide data matching, management and utilization | April 5-25 | Robert Tait (STX)  

Ethiopia | National training | National training to develop compliance risk analysis capacity | April 16-27 | Stephen Wilcox (STX)  

Ethiopia | TA mission | FAD follow up mission on the implementation of RM-TF | April 25-May 9 | Rebecca Sparkman (IMF) Berlin Msiska (AFE) Frank Bosch (STX) Dave Bennet (STX)  

Real Sector Statistics

<table>
<thead>
<tr>
<th>Country</th>
<th>Type</th>
<th>Subject</th>
<th>Date</th>
<th>Expert(s)</th>
</tr>
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</table>
| Uganda  | TA mission | Supporting development of Residential Property Price Indices | February 5-16 | Mick Silver (STX)  

AFE Regional Workshop | National accounts workshop - (SUT compilation and balancing) | February 12-16 | Pamela Audi (AFE Advisor) Pegoue Achille (STX)  

Rwanda | TA mission | National accounts Statistics – setting framework for improving | February 19 – March 2 | Robin Youll (STX)  

Tanzania | TA mission | National accounts Statistics – supporting compilation of revised GDP series | Feb 19 – March 2 | Pamela Audi (AFE Advisor)  

Malawi | TA mission | National accounts – Supporting compilation of actual annual GDP estimates | March 21-30 | Pamela Audi (AFE Advisor)  

Uganda | TA mission | National accounts Statistics – balancing of supply and use tables | April 9-20 | Robin Youll (STX)  

Zanzibar | TA Mission | National Accounts Statistics – Balancing of Supply and Use Tables | April 26-May 9 | Pamela Audi (AFE Advisor)  


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Available to government officials and, in some cases, to the general public through www.imf.org/institute-online and https://www.edx.org/school/imfx. Forthcoming courses include:

1. Macro econometric Forecasting (MFx)
   Language: English
   Duration: February 28 - May 2, 2018

   Language: English
   Duration: March 7 - April 25, 2018

3. Energy Subsidy Reform (ESRx)
   Language: English
   Duration: March 28 - April 25, 2018

4. Macroeconomic Management in Resource-Rich Countries (MRCx)
   Language: English
   Duration: April 4, 2018-May 23, 2018 (7 Weeks)
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.

<table>
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<tr>
<th>Country</th>
<th>Title</th>
<th>Mission Dates</th>
<th>Extranet FY</th>
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<tr>
<td>Eritrea</td>
<td>Eritrea: Diagnostic of the Status of Development of the National Payments System</td>
<td>September 27-October 3, 2017</td>
<td>FY18</td>
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<tr>
<td>Malawi</td>
<td>Developing Compliance Risk Management Capacity</td>
<td>August 9-20, 2017</td>
<td>FY18</td>
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<tr>
<td>Rwanda</td>
<td>Rwanda - National Accounts Statistics Mission, July 3-14, 2017</td>
<td>July 3-14, 2017</td>
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<tr>
<td>Tanzania</td>
<td>Report on Technical Assistance Mission on Price Statistics</td>
<td>August 7-18, 2017</td>
<td>FY18</td>
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<tr>
<td>Tanzania</td>
<td>Tanzania - Annual Financial Reporting, September 2017</td>
<td>August 7-18, 2017</td>
<td>FY18</td>
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<tr>
<td>Tanzania</td>
<td>Tanzania: National Training in Developing Compliance Risk Analysis Capacity in Tax (November 6-17, 2017)</td>
<td>November 6-17, 2017</td>
<td>FY18</td>
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<tr>
<td>Tanzania (Zanzibar)</td>
<td>Preparing Public Financial Management Regulations, September 2017</td>
<td>July 10-21, 2017</td>
<td>FY18</td>
</tr>
<tr>
<td>Uganda</td>
<td>Uganda: Digitalization for Improved Revenue Performance (September 2017)</td>
<td>September 13-26, 2017</td>
<td>FY18</td>
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