

IMF East AFRITAC News

February – April 2018



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HIGHLIGHTS

Financial Market Infrastructures: Support was provided to Tanzania to enhance the oversight and supervisory framework and enable full adoption of a risk-based approach to retail payments oversight. A financial sector stability review was conducted in Uganda.

Financial Sector Regulation and Supervision: Support to Eritrea focused on strengthening risk-based supervision for banks and insurers, and to Rwanda on strengthening corporate governance frameworks for banks and insurers.

Government Finance Statistics: Training was delivered to Eritrea on the fundamentals for the compilation of government finance statistics (GFS) and public-sector debt statistics. Malawi was supported to compile fiscal data for extra-budgetary units; Zanzibar to compile budgetary central government data; and Uganda to update the fiscal forecasting framework based on the GFSM 2014 variables.

Macro-Fiscal Analysis: Tools for seasonally adjusting and forecasting quarterly GDP and estimating revenue elasticities were developed in Uganda.

Monetary Policy and Operations: Support was provided to Tanzania on repo and money market development, and to Rwanda on repo market development. Malawi, Rwanda and Tanzania received support on forecasting and policy analysis.

Public Financial Management: Support was provided to: Ethiopia and Kenya on strengthening budget credibility; Ethiopia and Uganda on extending treasury single account (TSA) implementation and cash management; and Malawi on strengthening financial controls.

Revenue Administration: Support was provided to: Ethiopia on data matching, management and utilization; Uganda on reviewing the medium-term revenue strategy; Kenya on developing compliance risk analysis capacity in tax; Malawi on developing compliance risk analysis and selectivity management capacity in customs; Rwanda on developing capacity in post-clearance audit (PCA) in customs; and Zanzibar on developing procedures for registration, filing and payments.

Real Sector Statistics: Support to Uganda, Tanzania and Zanzibar focused on reviewing and updating datasets to improve the quality of GDP estimates; to Malawi on improving the timeliness of the disseminated statistics; and to Rwanda on assessing and developing a framework for further improvements.

Regional Workshops: Were held on (i) insurance supervision; (ii) consolidated supervision and supervisory oversight of banks; (iii) fiscal policy analysis; (iv) harmonization of monetary policy operations and repo market frameworks in the EAC; (v) improving cash management; and (vi) national accounts statistics.

New Donor: The European Investment Bank (EIB) has become a new AFE donor.

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



AFE held its 20th Steering Committee meeting in Dar es Salaam, Tanzania

AFE held its 20th Steering Committee meeting on March 19, 2018 in Dar es Salaam, Tanzania. The Committee welcomed the Center's capacity development work to help member countries achieve their objectives to increase government revenues, improve spending efficiency, develop the financial sector, produce high-quality data to support policy making, and promote regional integration. Participants at the meeting included officials from Eritrea, Kenya, Malawi, Rwanda, Tanzania, and Uganda, and representatives from regional organizations (East African Community and the Common Market for Eastern and Southern Africa) and development partners (European Union, Germany, Netherlands, United Kingdom, and the European Investment Bank; and the World Bank as observer).

Steering Committee members welcomed the high completion rate of the work plan for the fiscal year ended in April 2018 (see Figure 1 below) and commended the Center for the range and the quality of the support provided to its member countries. The Committee discussed emerging capacity development needs in the region, such as how to deal with cyber-security risks and Fintech, and endorsed the work plan for next fiscal year (May 2018-April 2019). This work plan entails a significant increase in the level of activity, particularly in favor of domestic revenue mobilization, reflecting strong demand for support in this area from member countries.



Participants in the Steering Committee meeting.



Dr. Monique Nanzabaganwa (Right), Chairperson of the meeting and Herve Joly (left), Director of AFE.

AFE's Key Results of the Fiscal Year 2018 (May 2017 - April 2018)

Figure 1: Execution of Resources Across Countries as Measured in Field Person Weeks (FPWs), FY 2018

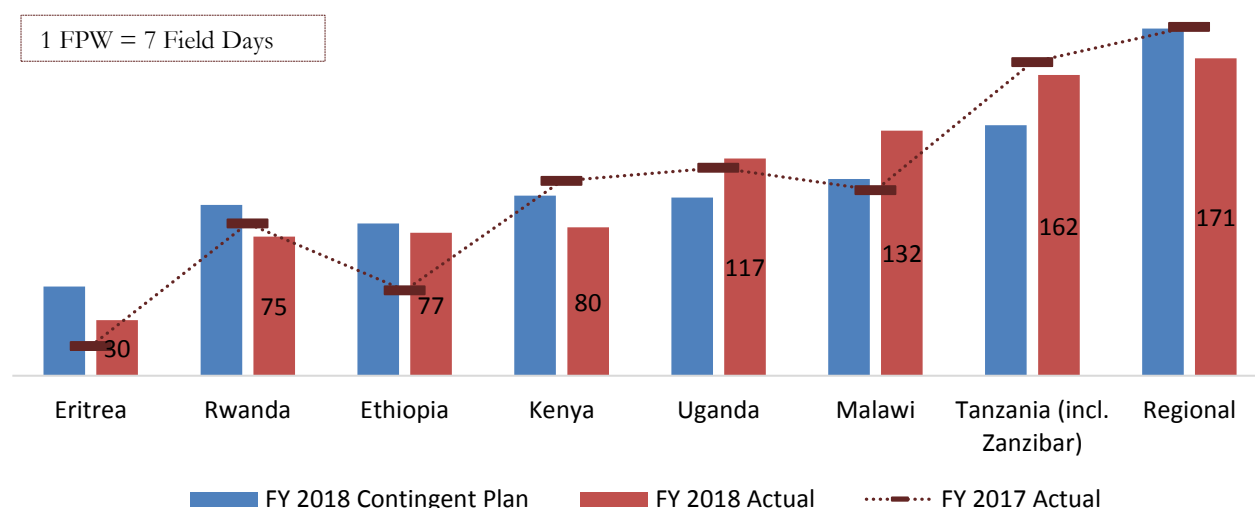
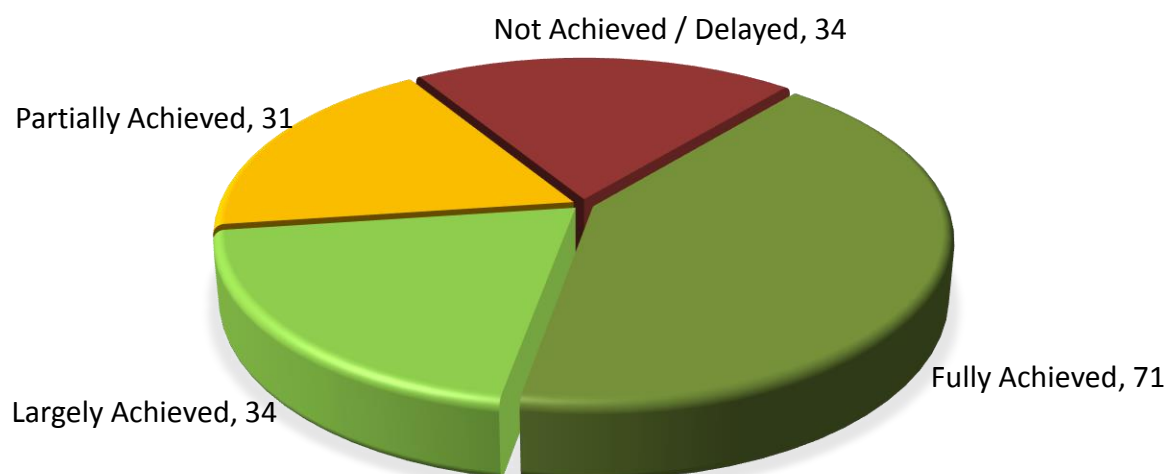


Figure 2: Targeted Milestones in the Results Based Management Framework, FY 2018



ERITREA

Financial Sector Regulation and Supervision:

Support was provided to Eritrea in strengthening risk-based supervision for banks and insurance companies. The mission focused on efficient use of supervisory resources to better oversee key risks in the banking system and improving financial stability via early detection of, and effective and timely responses to, insurance sector vulnerabilities. Presentations were made to the supervisory staff of the Bank of Eritrea as well as industry stakeholders on conducting risk self-assessments, documenting risk management frameworks and developing risk profiles for banks and insurance companies.



Mission participants in Eritrea (April 2018)

Government Finance Statistics: Training was delivered on the fundamentals for the compilation of government finance statistics (GFS) and public-sector debt statistics. The training enhanced the skills of the Ministry of Finance staff in the compilation of fiscal data. Eritrea is moving towards improving the quality of fiscal data to meet the GFSM 2014 standard. The mission also highlighted the role of fiscal data in policy making and the surveillance framework of the IMF.



Mission participants in Eritrea (April 2018)

ETHIOPIA

Public Financial Management: The authorities are focused on identifying solutions to weaknesses in the

current monitoring and evaluation (M&E) practices for program-based budgeting. Guidance was provided on the review of the budget performance linkages; harmonization of the M&E initiatives under one policy framework; the use of a harmonized information technology platform; and coordination of these reforms by a dedicated M&E unit within the Ministry of Finance.

Support was also provided on the implementation of the treasury single account (TSA) in a prioritized and sequenced manner. Guidance was provided in developing the inventory of government bank accounts, evaluating the different options for establishing a TSA, and implementing the reform in a phased manner starting with the federal government.

Revenue Administration: Support was provided to Ethiopia Revenue Customs Authority (ERCA) on applying data matching and analysis to improve revenue performance and compliance. The advice provided was on the preparation of an action plan focused on ERCA's response to use the mission findings to target the identified risks to improve compliance and generate revenue.



Mission participants in Ethiopia (April 2018)

Support was also provided in developing compliance risk management capacity. The mission advised ERCA to develop a national compliance strategy and compliance improvement plans to build risk knowledge.

KENYA

Public Financial Management: The authorities are committed to strengthen the medium-term fiscal strategy. Guidance was provided on the preparation of realistic baselines, providing a good basis for enhancing planning certainty and compliance with the set medium term ceilings within MDAs.

Revenue Administration: Support to Kenya Revenue Authority (KRA) was focused on developing compliance risk analysis capacity in tax. The KRA was advised to refocus its resources towards improving voluntary compliance through an effective risk identification strategy and a coordinated risk treatment program. The mission advised KRA on specific skills in the design of compliance improvement plans and outlined on how to prepare and use industry guides in the development of industry risk treatment strategies.

MALAWI

Government Finance Statistics: The Malawi government was supported to continue to expand the coverage of fiscal statistics to include extra-budgetary units (EBUs).

Monetary Policy and Operations: A customized training mission supported the Reserve Bank of Malawi (RBM) to build its capacity to implement a forecasting and policy analysis system (FPAS). The mission worked closely with the RBM staff (i) to prepare the model-based projection and policy analysis for the March 2018 Monetary Policy Committee (MPC); (ii) to make necessary organizational changes to facilitate successful implementation of the FPAS; and (iii) to assess the RBM's communication strategy and tactics, identify existent communication gaps, and recommend adjustments with a view of eventual implementation of inflation targeting. The mission saw several important milestones reached.

Public Financial Management: Support was provided to the authorities on entrenching the bank reconciliation process; strengthening budget execution through improved commitment controls and arrears management; enhancing fiscal transparency and embedding financial integrity checks in fiscal reports;

and maintaining and improving the functionalities of the current integrated financial management information system (IFMIS), as well as improving the terms of reference for the new IFMIS. The mission also delivered training on the Public Investment Management Assessment (PIMA) tool and conducted preparatory work for the PIMA mission expected to place in May 2018.

Real Sector Statistics: The National Statistics Office is strengthening the capacity of its staff to compile and disseminate national accounts statistics with shorter delays. A TA mission supported the authorities to update GDP series to a more recent year using new available data.

Revenue Administration: Support was provided to Malawi Revenue Authority (MRA) on developing compliance risk analysis and selectivity management capacity in customs. Advice was given to develop compliance improvement plans focused on specific customs risks.

Further support was provided to MRA on the assessment of the implementation status of revenue administration reforms. Some reform progress has been made, which includes commencing the implementation of a new tax administration information technology system, Msonkho Online. More progress needed to be made in improving core tax and customs administration functions such as the taxpayer register. The mission advised MRA to undertake a cleansing of both the taxpayer register and taxpayer ledgers.

RWANDA

Financial Sector Regulation and Supervision: Support was provided to the authorities in strengthening corporate governance frameworks for banks and insurance companies. Presentations were made during a two-day seminar to supervisors and members of board of directors of banks and insurers operating in Rwanda.



Corporate governance mission participants in Rwanda (February 2018)

Monetary Policy and Operations: A mission reviewed National Bank of Rwanda's (BNR) progress in implementing previous TA recommendations; reviewed the master repurchase agreement and the code of conduct issued by the BNR; advised on further measures to facilitate the development of the repo market; and identified the BNR's future TA needs.

A customized FPAS training mission worked together with the BNR staff on: (i) reviewing the macroeconomic underpinnings of the core forecasting model; (ii) developing and communicating projections based on the macroeconomic model; and (iii) developing a plan for future project implementation in FY2019 and FY2020.

Real Sector Statistics: Support was provided to the authorities in reviewing data sources and methodology, and determining a road map for improvements, including a feasible range of additional accounts to be developed by 2020. The authorities expect to compile and disseminate data that are more aligned to the scope, concepts and definitions of the 2008 System of National Accounts.

Revenue Administration: Support to Rwanda Revenue Authority focused on developing capacity in post-clearance audit (PCA) in customs with emphasis on the manufacturing sector. Training provided involved staff from Customs, Domestic Taxes (Large Taxpayer Office and Small and Medium Taxpayer Office) and Investigations.

TANZANIA

Financial Market Infrastructures: Support was provided to the Bank of Tanzania (BOT) to enhance the oversight and supervisory framework and enable full adoption of a risk-based approach to retail payments oversight. The mission provided guidance on critical oversight issues, such as the scope of oversight and protection of user funds in the e-payments sphere.

Monetary Policy and Operations: Support was provided in reviewing the draft global master repurchase agreement and code of conduct; assessing the interbank cash market trading system; further measures to facilitate the development of the broader financial markets, including the secondary market for government securities and the market for horizontal repos.

A customized FPAS training mission assisted the BOT in building capacity for medium-term forecasting and policy analysis and assessed the scope for further training needs in this area. The mission supported the BOT staff in preparing a new round of forecasts for presentation to the MPC; provided training on the basics of the FPAS; and reviewed the progress on the implementation of the August 2016 capacity building plan.

Real Sector Statistics: The National Bureau of Statistics is reviewing and developing revised GDP estimates. New datasets from comprehensive surveys and administrative sources are being applied to compile improved estimates. Support was provided on enhancing staff capacity to analyze the new datasets and to redevelop compilation worksheets for the rebased series.

TANZANIA (ZANZIBAR)

Government Finance Statistics: Support was provided in the compilation of the budgetary central government data. The GFS Technical Working Group was guided in compiling the statement of government operations for FY 2016/17 using the GFSM 2014 methodology, and reviewing the public sector institutional tables and the GFS results-based management work plan.

Real Sector Statistics: A mission to the Office of Chief Government Statistician assisted in applying appropriate statistical techniques to deal with data sources, assessments and validations to derive improved benchmark estimates using the supply and use tables (SUT) framework. The finalized SUT is expected to be used later in 2018 to rebase estimates of GDP at 2015 constant prices.

Revenue Administration: Support was provided to Zanzibar Revenue Board (ZRB) on developing procedures for registration, filing and payments. Three procedure guidelines in these core functions were prepared and ZRB guided on the processes. A streamlined procedure to shorten the registration process was proposed. The mission observed that the continual use of manual processes adversely affects the integrity of the taxpayer register.

UGANDA

Financial Market Infrastructures: AFE participated in the IMF HQ-led financial sector stability review (FSSR) which carried out a diagnostic of the Ugandan banking system and developed a TA roadmap to support a program of financial sector reforms. The Center's involvement focused on financial sector development issues related to financial market infrastructures and payments. Proposed actions are being synchronized with AFE's planned TA over the medium term to strengthen the regulatory framework for electronic money (e-money) and other payment innovations.

Government Finance Statistics: Uganda is making significant progress in improving the quality of fiscal and debt data. Training was provided to identify major methodological differences between the GFSM 1986 and GFSM 2014, and to review the data series compiled by the authorities using the GFSM 2014. In addition, the Ministry of Finance, Planning and Economic Development (MoFPED) staff were provided with skills aimed at improving their capacity in forecasting. The mission guided the staff of the forecasting unit in updating the fiscal forecasting framework based on the GFSM 2014 variables.

Macro-Fiscal Analysis: A mission worked with MoFPED officials to develop two simple tools for seasonally adjusting and forecasting quarterly GDP. Support was also provided to develop three approaches to calculating revenue elasticities in the Ugandan macroeconomic framework.

Public Financial Management: A mission was undertaken to assess progress in the implementation of the TSA and cash management reforms. The authorities have made good progress on the TSA, and the mission focused largely on cashflow forecasting practices. Advice and guidance was provided on cash management documents, including the Cash Management Information Paper and the cash management policies and procedures. Building on the training delivered to MDAs during previous missions, this latest mission delivered a workshop to Accounting Officers on the objectives and benefits of good cash management and the roles and required participation of MDA officials.

Real Sector Statistics: Uganda is improving its methodology for compiling a Residential Property Price Index (RPPI). Support was provided in evaluating data sources, stratification, and application of hedonic methodology to provide more reliable, robust and timely RPPIs. The indices are expected to have be heavily used by the central bank for financial stability analysis purposes and by other users once disseminated. A national accounts mission also assisted in compiling a preliminary balanced SUT to provide reconciled GDP estimates for the base year.

Revenue Administration: Support was provided to Uganda authorities to review progress made in the preparation and implementation of the medium-term revenue strategy (MTRS) and assess the authorities' interest in TA support of the MTRS. TA was proposed to assist the authorities in priority setting of the MTRS measures.

REGIONAL ACTIVITIES

Financial Regulation and Supervision: AFE together with the Toronto Center held a regional workshop on strengthening the effectiveness of risk-based insurance supervision, with emphasis on the



Insurance supervision workshop participants in Malawi (February 2018)

effective analysis and timely monitoring of financial soundness indicators. The workshop was hosted by the Reserve Bank of Malawi and focused on proportionality in the implementation of international insurance standards, particularly on integrating risk-based supervision with other supervisory processes such as risk-based capital and simplified solvency II.



Banking supervision workshop participants in Uganda (April 2018)

Another workshop was conducted on risk-based supervision (RBS) and internal capital adequacy assessment process (ICAAP) reforms, and their implications on consolidated supervision for banks. Focus was placed on the Basel II supervisory review process, Fintech and Islamic banking oversight, information technology and management information system oversight, stress testing, and oversight of domestic systemically important banks and consolidated groups. Participants were drawn from banking supervisory authorities of member countries.

Macro-Fiscal Analysis: AFE and the IMF Institute for Capacity Development delivered a workshop on fiscal policy analysis. Following an overview lecture, the course focused on fiscal accounts and projections, the fiscal stance, revenue mobilization, expenditure policy, and debt issues. The one-week offering was customized to include (i) an overview lecture on recent macro trends and fiscal challenges in the EAC region; (ii) workshops with data for selected countries of the region; and (iii) a short review lecture. For the final group presentations, participants focused on one of the three topics: revenue, expenditure and debt issues in participating countries.

Monetary Policy and Operations: A three-day workshop on monetary policy harmonization in the East African Community (EAC) was held. The workshop provided an opportunity to: (1) take stock of the progress made in harmonizing monetary policy operations and developing repo markets frameworks; (2) discuss issues to be addressed in the coming years regarding the EAC harmonization commitments; and (3) allow peer-to-peer sharing of experiences to strengthen the capacity of participating officials. The participants were assisted in finding adequate and regionally-consistent solutions (operational and legal) to issues they are facing.



Monetary policy harmonization workshop participants in Tanzania (March 2018)

Public Financial Management: A regional workshop on taking cash management forward was held. The thematic areas for the workshop included: (i) Strengthening cash management practices; (ii) moving from a core to a fully comprehensive

TSA; and (iii) taking cash management to the next level. With the countries being at different stages in implementing cash management, the workshop presented an opportunity for sharing experiences. The sessions reflected on progress made, challenges and made proposals for overcoming the challenges. The participants were exposed to more advanced tools and techniques including: rough-tuning, fine-tuning and defining an appropriate cash buffer level. The plenary session provided an opportunity for participants to pull all the content together, and they were required to prepare action plans, for implementing the newly acquired skills, tools and techniques at their workplace.



Cash management workshop participants in Tanzania (February 2018)

Real Sector Statistics: AFE member countries are compiling SUTs to improve consistency of national accounts for better-quality GDP estimates. A national accounts workshop focused on compilation procedures and application of statistical tools to produce reconciled SUTs. Revisions in quarterly national accounts to increase accuracy and reliability were also elaborated.

REGIONAL CORNER: How EAC Countries Harmonized their Data to Prepare for a Monetary Union



Dr. Musisi (right) and Mr. Ncuti (left) presenting in an IMF postcard series in Washington DC, USA.

After forming a customs union and common market area in 2010, the member countries of the East African Community (EAC) decided in 2013 to form a currency union, the East Africa Monetary Union (EAMU), by 2024. As one of the EAMU prerequisites, the EAC countries must harmonize policies and standards on statistical data compilation and dissemination. Availability of harmonized and comprehensive government financial data is important to assess the selected macroeconomic convergence criteria—on the fiscal deficit, public debt, inflation and foreign exchange reserves—in a consistent and comparable way towards the EAMU.

Dr. Albert Musisi, Commissioner in the MoFEDP in Uganda, and Clement Ncuti, Economist in the IMF Statistics Department, made a presentation at the IMF's 2018 Spring Meetings in one of the recent IMF Postcard Series on how the EAC countries managed to harmonize government statistics in a short period. You can watch the presentation here: (<http://www.imf.org/external/spring/2018/mmedia/view.aspx?vid=5772740461001>). In 2014, the EAC began the implementation of its regional data harmonization program, which is set to culminate in 2021. The member countries are in the process of adopting the international standards (the GFS Manual 2014) in the compilation and dissemination of government finance statistics. Significant progress has been made in expanding the coverage and improving the quality of the compiled data. According to Dr. Musisi, Uganda, for example, has been able to expand the coverage of annual statistics from the budgetary central government to the general government, which includes local governments and extra-budgetary units.

The success in Uganda is an account of in-country implementation of the regional plan through the established Technical Working Group (TWG), comprised of technical people and policy makers from institutions such as the ministry of finance, the central bank, the revenue authority and the statistics bureau. Kenya, Rwanda and Tanzania have similar working groups, and have achieved the same level of progress. In fact, the TWGs are the main vehicles of the GFS standards harmonization process across the region. There is also a regional TWG, which serves as a platform for sharing experiences and monitoring progress across member countries. Burundi and South Sudan are in the process of catching up with the rest of the EAC countries, although significant amount of work is still needed. The automation of GFS compilation and the dissemination of high-frequency GFS for policy making are among the remaining challenges of the process, according to Dr. Musisi.

The GFS Capacity Development Program, a TA program for the EAC countries, has been instrumental in expanding coverage to general government; compiling and disseminating data using GFSM 2014; and disseminating public sector debt statistics in accordance with the Public-Sector Debt Statistics Guide for Compilers and Users 2013. According to Clement Ncuti, other success elements of the EAC data harmonization program include (i) the high level political commitment in the harmonization of policies and frameworks towards the EAMU; (ii) countries' ownership of the harmonization process; (iii) proximity of the support provided by the IMF through AFE; and (iv) continued support of the program by the development partners.

Table 1. East AFRITAC: Forthcoming Activities – May 1 – July 31, 2018

Financial Market Infrastructures				
Country	Type	Subject	Date	Expert(s)
Uganda	TA Mission	The regulatory framework for electronic payment services: Key considerations		Faith Stewart (AFE Advisor)
Rwanda	TA Mission	Revising and updating the oversight policy framework to support new technology developments	July	Faith Stewart (AFE Advisor)
Financial Sector Supervision and Regulation				
Country	Type	Subject	Date	Expert(s)
Ethiopia	TA Mission	Risk-based supervision for banks and non-banks, insurance companies	May 14 – 18	Courtney Christie-Veitch (AFE Advisor)
Kenya	Regional Workshop	Integrating Risk-based Supervision, Pillar II and CAMELS	May 21 – 25	Courtney Christie-Veitch (AFE Advisor)
Kenya	Meeting	IFRS implementation	June 4 – 8	Courtney Christie-Veitch (AFE Advisor)
Rwanda	Regional Workshop	Enhancing Risk-based Supervision for MFIs and SACCOs	June 11 – 15	Courtney Christie-Veitch (AFE Advisor)
Government Finance Statistics				
Country	Type	Subject	Date	Expert(s)
Regional	Regional Workshop	Data revision and Public Private Partnership Guidelines	June 25-29	Nabila Akhazzan (IMF HQ), Robert Maate (AFE Advisor), David Bailey (short term expert, STX)
Tanzania	TA Mission	High frequency data compilation	May 29 – June 8	Robert Maate (AFE Advisor), Francois Engelbrecht (STX)
Eritrea	TA and Training Mission	Compilation of BCG	July 2 - 13	Robert Maate (AFE Advisor), Francois Engelbrecht (STX)
Kenya	TA and Training mission	High frequency data compilation and data quality	July 17 - 27	Robert Maate (AFE Advisor), Yohan Bjorgvinsson (STX)
Macro – Fiscal Analysis				
Country	Type	Subject	Date	Expert(s)
Malawi	TA Mission	Drafting a fiscal risk statement	May 7-11	Bryn Battersby (AFE Advisor), Greg Rosenberg
Rwanda	TA Mission	Revenue forecasting	May 14-18	Bryn Battersby (AFE Advisor)
Eritrea	National Training	National training on macroeconomic forecasting	June 7-14	Bryn Battersby (AFE Advisor)

Kenya	National training	National Training on macroeconomic and revenue forecasting	June 25-29	Bryn Battersby (AFE Advisor), Jon Shields
Tanzania	TA Mission	Building composite indicators of economic activity	July 2-13	Bryn Battersby (AFE Advisor), Robin Youll
Ethiopia	National Training	National training on macroeconomic and revenue forecasting	July 23-27	Bryn Battersby (AFE Advisor), Phyllis Resnick
Monetary Policy and Foreign Exchange Market Operations				
Country	Type	Subject	Date	Expert(s)
EAC	Regional workshop	The East African Central Banking Course: Price Based Monetary Policy Frameworks	May 21-25	Hervé Joly (AFE Coordinator), Nils Maehle (IMF HQ), Marin Molosag (AFE Advisor), Callie Hugo (STX)
South Africa	Regional workshop	AFRITACs East, West 2 and South Regional Workshop on Foreign Exchange Spot and Swap Market Simulation for Central Banks	June 25-29	ACI Australia experts, Marin Molosag (AFE Advisor)
Malawi	National training	Repo market development	June 4-8	Richard Comotto (STX)
Public Financial Management				
Country	Type	Subject	Date	Expert(s)
Malawi	TA mission	Public Investment Management Assessment	April 25 – May 9	Richard Allen (IMF HQ), Racheeda Boukezia (IMF HQ), Lewis Murara (IMF HQ), Amitabh Tripathi (AFE Advisor), Graham Smith (STX)
Malawi	TA mission	Reporting and Controls in IFMIS	June 4-15	Paul Seeds (AFE Advisor)
Eritrea	TA mission	National training on the budget cycle	June 7-14	Kubai Khasiani (AFE Advisor), Bryn Battersby (AFE Advisor), Amitabh Tripathi (AFE Advisor)
Malawi	TA mission	State-owned enterprise monitoring and oversight	June 19 – July 2	Amitabh Tripathi (AFE Advisor), Imran Aziz (STX)
Tanzania	National Training	National Training on program classification; expenditure analysis and fiscal reporting	July 2-6	Amitabh Tripathi (AFE Advisor), Paul Seeds (AFE Advisor), Kubai Khasiani (AFE Advisor) and STX
Real Sector Statistics				
Country	Type	Subject	Date	Expert(s)

Malawi	TA mission	Supporting finalization of quarterly estimates	May 28 -June 8	Pamela Audi (AFE Advisor)
Ethiopia	TA mission	Developing methodology and data sources for compiling construction price indices	June 4-15	Brian Graf (STX)
Zanzibar	TA mission	Reviewing quarterly indicators and aligning QGDP to new annual GDP estimates	June 11-22	Pamela Audi (AFE Advisor)
Uganda	TA mission	Supporting compilation of agriculture PPI	June 18-22	Brian Graf (STX)
Rwanda	TA mission	Rebasing IIP and PPI- updating weights and product specifications	July 9-20	Edwin St. Catherine (STX)
Uganda	TA mission	Developing consistent revised quarterly, annual fiscal and calendar year GDP series	July 23- August 3	Robin Youll (STX)
Revenue Administration				
Country	Type	Subject	Date	Expert(s)
Eritrea	TA mission	Strengthening the tax legislative framework	June 6-19	HQ staff led mission
Tanzania (Zanzibar)	National training	Zanzibar - National Training to Develop Compliance Risk Analysis Capacity	July 11-24	Stephen Wilcox (STX)
Uganda	National training	Follow up TA on Strengthening the Post Clearance Audit Practice in Customs	July 11-24	Ernest Sigande (STX)
Kenya	TA mission	Review of business processes to support design changes to iTax	July 18-31	Rick Fisher (STX)
Uganda	TA mission	Follow up missions on Medium Term Revenue Strategy implementation	July 23-27	Alice Owur (STX)
Rwanda	TA mission	Review of the integrity of the taxpayer register	July 30 - August 10	Cheryl-lea Field (STX)

IMF ONLINE COURSES

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:

Financial Market Analysis

Language: English, May 30 - July 18, 2018 (7 Weeks)

Financial Programming and Policies, Part 2: Program Design

Language: English, August 29 - October 17, 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.

Country	Title	Mission Dates	Extranet FY
Ethiopia	Reform Priorities in Public Financial Management	October 4-17, 2017	FY 2018
Ethiopia	Strengthening the Oversight of Retail Payments	October 31 – November 10, 2017	FY 2018
Kenya	Kenya - Improving Annual Financing Reporting	November 27- December 8, 2017	FY 2018
Kenya	Cash Management and Implementation of the Treasury Single Account (TSA)	December 6-19, 2017	FY 2018
Malawi	Malawi: Technical Assistance Report on Consumer Price Index Mission (September 25-October 6, 2017)	September 25-October 6, 2017	FY 2018
Tanzania	Enhancing the Basel II Supervisory Review Process	July 10-21, 2017	FY 2018
Tanzania	Tanzania Mainland - TA Report on National Accounts Statistics Mission (Oct 23 - Nov 3, 2017)	October 23 - November 3, 2017	FY 2018
Tanzania (Zanzibar)	Updating the Financial Programming Framework	December 4-15, 2017	FY 2018
Tanzania (Zanzibar)	Developing Procedures for Registration, Filing and Payment	February 5-16, 2018	FY 2018
Uganda	Uganda - Annual Financing Reporting	November 13-24, 2017	FY 2018
Regional	Regional Workshop on Building Effective Taxpayer Registers	December 11-15, 2017	FY 2018



Member Countries

Eritrea
Ethiopia
Kenya
Malawi
Rwanda
Tanzania
Uganda

External Donors

European Union
European Investment Bank
Germany
The Netherlands
Switzerland
United Kingdom

AfE Staff

Center Coordinator

Hervé Joly

Resident Advisors

Financial Market Infrastructures and Payments: Faith Stewart.

Financial Sector Supervision: Courtney Christie-Veitch

Government Finance Statistics: Robert Maate

Macro-Fiscal Analysis: Bryn Battersby

Monetary and Foreign Exchange (FX) Market: Marin Mologag

Public Financial Management: Kubai Khasiani, Paul Seeds, and Amitabh Tripathi

Real Sector Statistics: Pamela Audi

Revenue Administration: Berlin Msiska

Results Based Management: Eric Lautier

Office Manager

Edina Moshi

Economist

William Wakuganda

Administrative Staff

Evonne Massawe (IT officer)

Sabah Abdulrahman

Amina Karuma

Warda Kassim

Wilhelm Kinabo

Stamili Togwa

