

# IMF East AFRITAC News

November 2016 – January 2017



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East AFRITAC  
Bank of Tanzania Building  
North Tower, 10th Floor  
2 Mirambo Street  
Dar es Salaam, Tanzania  
Tel. +255 22 223 5353  
Fax: +255 22 223 4204  
[www.eastafritag.org](http://www.eastafritag.org)



## HIGHLIGHTS

**Economic and Financial Statistics:** Support to Kenya, Rwanda and Tanzania focused on improving the quality of statistics compiled. Kenya was assisted in updating the weighting structure of construction input price indices, while support to Rwanda and Tanzania focused on the update of national accounts benchmark estimates.

**Financial Market Infrastructures:** Support was provided to Tanzania to draft a new payment oversight policy framework document in line with international best practice in retail payments oversight. Also, Uganda received support to conduct an initial assessment of the financial market infrastructures against the international standards for payment, clearing and settlement systems.

**Financial Sector Regulation and Supervision:** Malawi received support to enhance its supervisory framework for consolidated supervision and domestic systemically important banks. Kenya and Tanzania were assisted to integrate further their respective supervisory processes.

**Government Finance Statistics:** Uganda was provided with support to improve further the quality and timeliness of its fiscal statistics.

**Macro-Fiscal Analysis:** Support was provided to Ethiopia to develop a high frequency indicator of economic activity, and to Uganda to facilitate a workshop to finalize the preparation of a fiscal risk statement for FY2017/18. Also, support was provided to Malawi on a macro-fiscal database.

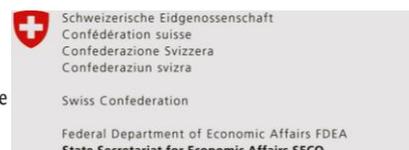
**Monetary Policy and Operations:** Support was provided to Rwanda to review its monetary policy and operations framework and setting a timeline of actions consistent with the authorities' aim of transitioning to inflation targeting.

**Public Financial Management:** Support was provided to Kenya and Uganda to strengthen cash management and the treasury single account, and to Uganda to strengthen management and prevention of expenditure arrears. Support was provided to Malawi to strengthen its medium-term expenditure framework.

**Revenue Administration:** A comprehensive assessment of tax administration was conducted in Kenya. Support was also provided to Ethiopia (organization structure, governance and functional direction arrangements), Malawi (integrity of the tax payer registry), and Zanzibar (compliance risk management).

**Regional Workshops:** A workshop on strengthening institutions for public investment management was organized in collaboration with AFRITAC West 2. Another workshop focused on improving the quality of government finance statistics, focusing on international best practice on quality checks.

**Forthcoming Activities and TA Dissemination:** All forthcoming activities through end of April 2017 are provided in Table 1. TA reports disseminated on the secure site are listed in Table 2. The 2017 Steering Committee meeting will take place in Lilongwe, Malawi, on April 3-4, 2017. **Visits by the Center Coordinator:** Eritrea, Ethiopia, Malawi, Rwanda, and Uganda.



**FAREWELL: Mr. Brooks Robinson**



**Mr. Robinson joined the center in January 2016 as Government Finance Statistics (GFS) Advisor. He will join the South Asia Regional Training and Technical Assistance Center.**

“My 13-month resident assignment at AFE, which has been a whirlwind of activities, caps over two and one-half years of working with AFE Member States to develop GFS capacity in the region. There is no doubt that the region has experienced significant improvements in GFS over this period. I wish AFE Member States and the entire AFE statistics capacity development program much success going forward. Although I am departing the region, I will continue to observe from afar East Africa’s persistent rise”

**MEET OUR NEW ADVISORS: Mr. Marin Moloşag and Mr. Courtney Christie-Veitch**



**Mr. Marin Moloşag, Monetary and Foreign Exchange Market Advisor**

Mr. Moloşag joined the Center in November, 2016 from the National Bank of Moldova (NBM) where he served for more than 24 years. At NBM he worked on designing and implementing inflation targeting reforms, market operations, foreign exchange (FX) market operations, regulation and supervision, strategic planning and organization. He spent his last six years at the NBM as First Deputy Governor and Deputy Chairman of the NBM Board.



**Mr. Courtney Christie-Veitch, Financial Sector Regulation and Supervision Advisor**

Mr. Christie-Veitch joined the Center in November 2016 from the IMF Caribbean Regional Technical Assistance Centre (CARTAC), where his main focus on technical assistance was Basel II and III implementation, risk-based supervision, consolidated supervision and supervisory interventions. Prior to joining CARTAC, Courtney worked at the Bermuda Monetary Authority (BMA) as Assistant Director in the Banking Trust and Investment Department.

**ETHIOPIA**

**Macro-Fiscal Analysis:** Support was provided to the National Bank of Ethiopia and the National Planning Commission of Ethiopia for the development of a high frequency indicator of economic activity (HFIEA – which provides a quarterly estimate of economic growth in volume terms for two quarters ahead of the planned publication timetable for the official quarterly estimates of GDP). The mission also provided training and tools for forecasting economic data, especially data that are required as inputs in the production of HFIEA. The aim of the mission was to enable the monetary and fiscal authorities to assess the performance of the economy in the short term and ascertain the sources of fluctuations.

**Revenue Administration:** The Ethiopian Revenue and Customs Authority (ERCA) was supported to review its organization structure, governance and functional direction arrangements. The mission recommended the ERCA to strengthen the domestic taxes and customs divisions to ensure comprehensive management of tax and customs functions; to strengthen operational monitoring and reporting for customs and tax operations; to rebrand the enforcement division as a compliance division with additional mandate; and to review its governance arrangements and appoint the Advisory Board.

In addition, AFE provided training on developing a framework and guidelines for monitoring and managing compliance in the financial sector. It supported efforts to strengthen tax risk analysis and ranking for the industry.

## **KENYA**

**Economic and Financial Statistics:** The Kenya National Bureau of Statistics (KNBS) received support to develop a new construction input price index (CIPI) based on improved methods. The mission reviewed the current methodologies, data sources and weights used in the building materials price index (BMPI) with a goal of transitioning to the publication of a revised and updated CIPI. The main data sources for developing CIPI weights were identified and a work plan for the rebasing process developed.

**Financial Sector Regulation and Supervision:** The Central Bank of Kenya (CBK) was supported to integrate supervisory processes. The mission focused on supporting the Directorate of Banking Supervision in integrating its CAMELS, Risk-based Supervision and Basel II/Pillar II – Supervisory Review Process. Integrated supervisory processes will increase the reliability of risk ratings by reducing the incidences of mixed signals of risk emanating from separate systems; will also increase cooperation and efficiency on the use of staff; and improve flexibility and scalability in supervisory systems.

**Public Financial Management:** The National Treasury of Kenya received technical assistance on strengthening the integrated financial management and information system (IFMIS) support to cash management and the treasury single account (TSA). IFMIS developments for cash forecasting and automation of the exchequer release were at an advanced stage, and the mission had the opportunity to review and provide inputs into the final configuration. A roadmap was developed, and technical advice was given in transacting foreign currency payments ex-ante through IFMIS; undertaking all bank account transactions (including public debt) through IFMIS; developing an automated and integrated electronic payment advice; designing cash forecasting templates; implementing a central payments model of the TSA; and establishing a service level agreement for the operation of the TSA.

**Revenue Administration:** Training on the Tax Administration Diagnostic Assessment Tool (TADAT) methodology was delivered to the Kenya

Revenue Authority (KRA) in conjunction with the TADAT Secretariat. The training aimed at strengthening the performance monitoring arrangements in KRA. Also, AFE participated in a TADAT assessment of the tax administration system compared to international good practice.

## **MALAWI**

**Financial Sector Supervision:** The Reserve Bank of Malawi (RBM) received support to enhance its supervisory framework for consolidated supervision and domestic systemically important banks (D-SIBs). This mission was predominantly aimed at providing training to the bank supervisory staff on financial sector supervision and regulation; over 30 participants attended the five-day training sessions. The mission also assisted the RBM in developing its D-SIBs supervisory framework.



Mission on enhancing consolidated supervision and domestic systemically important banks, Malawi, January 30, 2017

**Macro- Fiscal Analysis:** Malawi received support on a macro-fiscal database. The primary objective of the mission was to ensure that statistics in the macro-fiscal database file would be reliable, so that it could be used as authoritative database for Malawi and as a basis for baseline forecasting. In addition, the mission examined consistency of cross-account data and provided assistance in improving the baseline forecasting scenario. It also provided training on the conceptual and practical framework underpinning a financial program.

**Public Financial Management:** Support was provided to strengthen its medium-term expenditure framework (MTEF). The mission also assessed the progress made since the adoption of program-based budgeting (PBB) in FY2016/17. The mission stressed the significance of the MTEF for fiscal consolidation and the successful implementation of PBB. It also made recommendations to make the MTEF more effective and proposed a sequenced implementation of the PBB.



Mission on strengthening medium-term expenditure framework, Malawi, January 18 – February 2, 2017

**Revenue Administration:** A mission provided support to the Malawi Revenue Authority (MRA) to improve the integrity of the taxpayer register. The mission observed that the integrity of the taxpayer register is affected by people, policy, law, process, and systems issues. The mission recommended MRA to address the conflicts in the legal framework that prevent cleansing of the taxpayer registration database; to harmonize policy and processes for registering and de-registering businesses; to partner with National Registration Bureau in order to utilize their biometric systems; and to implement a harmonized international standard industrial classification of all economic activities (ISIC).

## RWANDA

**Economic and Financial Statistics:** The National Institute of Statistics of Rwanda (NISR) plans to release rebased GDP data by March 2017. A mission on the national accounts supported the process by assisting NISR to produce balanced supply and use

tables (a powerful tool for comparing and contrasting data from various sources to improve the coherence of the economic statistics) to obtain consistent GDP estimates for the 2014 base year.

Another mission on the consumer price index (CPI) assessed the concepts and methods used to compile the CPI and provided recommendations for improving a rebased CPI expected to be released in 2017.

**Monetary Policy and Operations:** Consistent with the objective of the National Bank of Rwanda (BNR) to transition to inflation targeting, a mission to Rwanda discussed the implementation of an interest rate-based operational framework to achieve the monetary policy objective. The mission developed a timeline of activities for the BNR to develop the interbank money and foreign exchange markets, and gradually move to an inflation targeting monetary policy framework with interest rate as an operational target.

## TANZANIA

**Economic and Financial Statistics:** A follow up mission to the National Bureau of Statistics (NBS) provided further support in developing benchmark estimates for national accounts statistics. The mission reviewed data sources available for estimating crops, livestock, and construction activities. It assisted in identifying existing data gaps, and supported the recalculation of new estimates using the 2015 base year. Recommendations on possible alternative data sources for filling data gaps were identified. The NBS staff also received training on how to update the compilation system using new available benchmark data.

**Financial Market Infrastructures:** A TA mission provided support to Tanzania to draft a new payment oversight policy framework document in line with international best practice in retail payments oversight. Training was also provided on the use of monitoring tools and the application of a risk-based approach to oversight. The mission provided

recommendations to streamline the oversight procedures for retail payments, so that they are fully supportive of the Bank of Tanzania's policy aims and consistent with the new national payment system's legal and regulatory framework which came into effect in July 2016.

**Financial Sector Regulation and Supervision:** The Bank of Tanzania was supported to integrate supervisory processes. The mission focused on supporting the Directorate of Banking Supervision in integrating its CAMELS, Risk-based Supervision and Basel II/Pillar II – Supervisory Review Process. Integrated supervisory processes will increase reliability of risk ratings by reducing the incidences of mixed signals of risk emanating from separate systems; will also increase cooperation and efficiency on the use of staff; and improve flexibility and scalability in supervisory systems.

**Revenue Administration:** AFE trained Zanzibar Revenue Board (ZRB) in compliance risk management. The training focused on developing capacity to improve compliance trends in registration, filing, payment and accuracy of reporting of taxes payable.

## UGANDA

**Financial Market Infrastructures:** AFE provided support to the Bank of Uganda (BoU) to conduct an initial assessment of the financial market infrastructures (FMIs) against the international standards for payment, clearing and settlement systems, the CPSS-IOSCO Principles for financial market infrastructures (PFMI). The mission elaborated the principles and gave practical guidance on how to conduct the assessment. This was a follow up to the April 2016 mission which recommended the reorganization of the payments function; the BoU subsequently made organizational changes, and has recently initiated a training program for staff who are now vested with the responsibility for oversight.

**Government Finance Statistics:** A mission provided support to Uganda to improve GFS. The mission made recommendations on the publication of

recently updated data on the government's institutional structure; plans to automate collection of annual GFS source data through the IFMIS; improving consolidation and analysis of the statistics; and conducting a press conference to release the newly-compiled statistics to a broad audience. Uganda is a leader in the region to compile GFS for public corporations, which may be ready for publication in 2017.

**Macro-Fiscal Analysis:** AFE facilitated a four-day workshop organized by the Ministry of Finance, Planning and Economic Development of Uganda to finalize the preparation of the fiscal risk statement for FY2017/18. Through a mix of short lectures, practical sessions and round-table discussions, AFE provided guidance on the classification, quantification and reporting of fiscal risks, and trained officials in several analytical tools used for fiscal risk analysis.

**Public Financial Management:** A mission assisted in implementing the TSA and strengthening cash management in Uganda. Uganda has made progress with the consolidation of government cash by establishing TSA arrangements covering the central government, and is progressively extending it to local government operations. Consistent with the advice provided by a previous mission, the Cash Management Guidelines have been approved. The mission also provided guidance in defining the cash resource pool that will facilitate the development of cash flow forecasting model and enable efficient use of government cash resources and effective budget execution.



Mission on management and prevention of government expenditure arrears, Uganda, January 9 – 20, 2017

Another mission provided support in the management and prevention of expenditure arrears. The mission participated in assessing the recent stock taking exercise for domestic arrears, and provided practical guidance on improving its comprehensiveness. Assistance was also provided in identifying the nature and causes of arrear accumulation, and the challenges faced by government in budget planning and expenditure control that prevent timely settlement of obligations. The mission proposed measures for preventing further accumulation of arrears and for clearing the existing stock.

## **REGIONAL ACTIVITIES**

**Public Financial Management:** A 5-day regional workshop on strengthening institutions for public investment management (PIM) was organized in collaboration with AFRITAC West 2 in Rwanda, and was attended by 47 participants from 13 countries. The participants completed a PIM self-assessment which revealed common challenges across the region. The overarching issues identified during the workshop include: the need for common guidance in the PIM process; identification of specific roles for institutions; applying appropriate checks and balances; and ensuring the institutional inter-dependence in the investment process. Participants concluded that skills in PIM are key to the reform. Further, systems for PIM should be robust and transparent; enacted laws should be requisite and functional. Ultimately, PIM reform and success will depend on political leadership, fiscal discipline, respect for rule of law; and an accountability framework.



Workshop on Strengthening Institutions for Public Investment, Rwanda, November 28 – December 2, 2016

**Government Finance Statistics:** AFE conducted a Workshop in Uganda entitled “Improving GFS Quality and Expanding the Guidelines.” The workshop, which had 16 participants, featured sessions on GFS quality that focused on vertical and horizontal quality checks within a GFS Manual 2014 framework. There were sessions that assessed countries’ compliance in reporting on taxes and grants as outlined in the EAC Guidelines on compilation of government finance and public sector debt statistics. In addition, the workshop featured efforts to prepare three new chapters for the Guidelines: “Debt,” “Public Private Partnerships” (PPPs), and “Above- and Below-the-Line Transactions” chapters.



Workshop on Improving GFS Quality and Expanding the Guidelines, Uganda, November 28 – December 2, 2016.

Table 1. East AFRITAC: Forthcoming Activities - February 2017 – April 2017

Financial Market Infrastructures				
Country	Type	Subject	Date	Expert(s)
Kenya	National Training	Securities Training	Apr 24 - 25	Faith Stewart (AFE Advisor)
Tanzania	Workshop	CPSS-IOSCO Principles for financial market infrastructures: Challenges & Strategies	Apr 2017	Faith Stewart (AFE Advisor)
Financial Sector Supervision and Regulation				
Country	Type	Subject	Date	Expert(s)
Ethiopia	TA Mission	Developing capacity and operationalizing the Ethiopian Deposit Insurance Fund. (EDIF)	Mar 14 - 23	Courtney Christie -Veitch (AFE Advisor)
Uganda	Workshop	Risk Based Supervision and Risk Based Solvency Requirements	Feb 20 - 24	Courtney Christie -Veitch (AFE Advisor)
Macro – Fiscal Analysis				
Country	Type	Subject	Date	Expert(s)
Ethiopia	National Training	Training on Tax Policy and Revenue Forecasting	TBD	Bryn Battersby (AFE Advisor)
Revenue Administration				
Country	Type	Subject	Date	Expert(s)
Ethiopia	TA mission	FAD Follow up Mission	Jan 25 - Feb 8	Rebecca Sparkman (IMF HQ), John Crotty (Short Term Expert, STX), Adam Hunt (STX) and Muyangwa Muyangwa (AFE Advisor)
Malawi	TA mission	National Training in Developing Capacity to utilize an automated risk management system (Asycuda and ITAS)	Apr 17 - 28	Josh Aslett (STX)
Rwanda	TA mission	Follow up National Training in Developing a Compliance Risk Analysis Capacity	Jan 25 - Feb 7	Josh Aslett (STX)
Tanzania	TA mission	TA in Improving the Integrity of the Taxpayer Register and accuracy of taxpayer ledger data	Feb 27 – Mar 17	Cheryl -Lea Field (STX)
Public Financial Management				
Country	Type	Subject	Date	Expert(s)
Kenya	TA mission	Improving Monitoring and Evaluation of PBB	Apr 2017	Kubai Khasiani (AFE Advisor)
Malawi	TA mission	Cash management and TSA	Apr 2017	Paul Seeds (AFE Advisor), TBD (STX)

Tanzania	TA Mission	IFMIS and expenditure controls	Mar 2017	Paul Seeds (AFE Advisor), Stephen Hallan (STX)
Uganda	TA mission	Public Investment Management Assessment	Mar 2017	Kubai Khasiani (AFE Advisor)
Regional	Workshop	PFM Reform Strategies	Feb 21- 24	Amitabh Tripathi (AFE Advisor), Kubai Khasiani (AFE Advisor), Paul Seeds (AFE Advisor), Jack Diamond (STX), Robert Muwanga (STX), Lewis Hawke
<b>Monetary Policy and Foreign Exchange Market Operations</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Kenya	TA Mission	Review of Interbank Market Operations (TBC)	Mar 2017	Marin Molosag (AFE advisor), Nadeem Ul Haque (STX), Wilson Varghese (STX)
Malawi	TA Mission	Monetary Policy Operations Framework and Repo Market Development (TBC)	Apr 2017	Marin Molosag (AFE advisor), Richard Comotto (STX), Stephen Mulema (STX)
Tanzania	TA Mission	Monetary Policy and Operations Framework: Transitioning to Inflation Targeting Lite	Feb 2017	Marin Molosag (AFE advisor), Nadeem Ul Haque (STX), Wilson Varghese (STX)
Regional	Workshop	Evolving Monetary Policy Frameworks in Low and Lower Middle Income Countries	Mar 20 - 24	Marin Molosag (AFE advisor), Nils Maehle (IMF HQ), TBC (STX)
<b>Economic and Financial Statistics</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Ethiopia	TA Mission	National training on compilation of supply and use tables (SUTs) and GDP rebasing	Mar 27- Apr 7	Robin Youll (STX)
Kenya	TA Mission	Developing general government sector accounts	Feb 27- Mar 10	Pamela Audi (AFE Advisor)
Kenya	TA Mission	Developing export and import price indices	Feb 6 - 17	Dale Smith (STX)
Rwanda	TA Mission	Finalization of rebased GDP estimates	Mar 6 - 17	Robin Youll (STX)
Tanzania	TA Mission	Developing general government sector accounts	Apr 19 - 28	Pamela Audi (AFE Advisor)
Tanzania	TA Mission	Improving export and import price indices	Mar 13 - 24	Dale Smith (STX)

Tanzania	Workshop	Developing agricultural producer price indices	Feb 20 - 24	Dale Smith (STX), Edwin St Catherine (STX), Pamela Audi (AFE Advisor)
Uganda	TA Mission	Review and update of the work-in-progress models	Apr 19 - 28	Robin Youll (STX)
Uganda	TA Mission	Developing construction input price indices	Mar 13 - 24	Edwin, St Catherine (STX)
Uganda	Workshop	Compilation of supply and use tables – analysis of general government data	Feb 6 - 10	Pamela Audi (AFE Advisor), Robin Youll (STX) Artashes Shaboyan (STX)
<b>Government Finance Statistics</b>				
Country	Type	Subject	Date	Expert(s)
Ethiopia	TA Mission	GFS TA Mission	Mar 20 - 24	Giovanna Dabbicco (STX), TBC (STX)
Rwanda	TA Mission	GFS Technical Assistance and Training Mission	Feb 6 - 17	Ismael Ahamdanech Zarco (STX), Michael Seiferling (STX)
Zanzibar	TA Mission	GFS TA mission	Feb 20 - 24	Ismael Ahamdanech Zarco (STX), Tim Youngberry (STX)
Malawi to Rwanda	Attachment	GFS Technical Assistance and Training Mission	Feb 6 - 17	Yalenga Nyirenda

## IMF ONLINE COURSES

Available to government officials and, in some cases, to the general public through [www.imf.org/institute-online](http://www.imf.org/institute-online) and <https://www.edx.org/school/imfx>. Current and forthcoming courses include:

### Financial Programming and Policies, Part 1: Macroeconomic Accounts & Analysis (FPP.1x)

Language: English; January 11, 2017-February 22, 2017 (6 Weeks)

### Financial Market Analysis (FMAx)

Language: English; January 25, 2017-March 15, 2017 (7 Weeks)

### Debt Sustainability Analysis (DSAx)

Language: English; February 1, 2017-March 15, 2017 (6 Weeks)

### Macro econometric Forecasting (MFx)

Language: English; February 8, 2017-April 12, 2017 (9 Weeks)

### Energy Subsidy Reform (ESRx)

Language: English; March 1, 2017-March 29, 2017 (4 Weeks)

### Financial Programming and Policies, Part 1: Macroeconomic Accounts & Analysis (FPP.1x)

Language: Spanish; March 1, 2017-April 12, 2017 (6 Weeks)

### Financial Programming and Policies, Part 2: Program Design (FPP.2x)

Language: English; March 8, 2017-April 26, 2017 (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
Eritrea	Regulatory Framework for Insurance Supervision in Eritrea (September 2016)	August 1-5, 2016
Kenya	Kenya - Technical Assistance Report on the National Accounts Statistics Mission, July 13-26, 2016	July 13-26, 2016
Kenya	Kenya: Implementing Consolidated Supervision (September 2016)	July 18-29, 2016
Kenya	AFRITAC East Technical Assistance Note on the Government Finance Statistics Mission (August 8-19, 2016)	August 8-19, 2016
Malawi	AFRITAC East Technical Assistance and Training Mission to Malawi	July 25 – August 5, 2016
Malawi	Report on the Consumer Price Index Mission, August 15-26, 2016	August 15-26, 2016
Malawi	Reserve Bank of Malawi: Assisting in a Pilot Examination of IT Risk	September 19-30, 2016
Rwanda	Note on Government Finance Statistics Technical Assistance Mission, July 18-27, 2016	July 18-27, 2016
Rwanda	Rwanda: Strengthening Project Management Arrangements for the E-Tax Project	July 25 – August 5, 2016
Tanzania	Strengthening Compliance with the CPSS-IOSCO Principles for Financial Market Infrastructures	July 26-August 5, 2016
Tanzania	Risk-Based Solvency Requirements for Insurers in Tanzania (September 2016)	August 9-16, 2016
Tanzania	Tanzania: Strengthening Audit Planning and Performance Reporting (August 15-26, 2016)	August 15-26, 2016
Uganda	Uganda: Developing Compliance Risk Analysis Capacity (August 15-26, 2016)	August 15-26, 2016



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AFE Staff

**Center Coordinator**

Hervé Joly

**Resident Advisors**

Financial Market Infrastructures and Payments: Faith Stewart.

Financial Sector Supervision: Courtney Christie-Veitch.

Government Finance Statistics: Brooks B. Robinson.

Macroeconomic Statistics: Pamela Audi.

Monetary and Foreign Exchange (FX) Market: Marin Moloşag.

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

Revenue Administration: Muyangwa Muyangwa.

Results Based Management: Eric Lautier

**Office Manager**

Edina Moshi

**Economist**

William Wakuganda

**Administrative Staff**

Evonne Massawe (IT officer)

Sabah Abdulrahman

Amina Karuma

Diana Makiko

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