

# IMF East AFRITAC News

November 2017 – January 2018



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

## 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.

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## **AFE's improved financial situation thanks to new financial contributions from development partners**

**Several development partners have made important financial contributions in FY 2018, which will greatly contribute to the sustainability of AFE's operations in the next few years.** The European Union made an additional commitment of € 10 million, of which € 9 million was disbursed in early 2018. The United Kingdom signed a follow-up agreement of GBP 2.25 million, part of which has already been disbursed. An additional € 1 million was received from the Netherlands, under an existing agreement with the Fund on cooperation with AFRITACs. Germany's Ministry of Finance signed a € 15 million agreement with the IMF, as part of the Compact with Africa initiative; € 2.5 million was allocated to AFE in 2017 and it is anticipated that a second tranche in 2018 will also benefit the Center. Taking into account received contributions and firm commitments from development partners and the IMF and assuming full contributions from member countries, AFE is in a relatively good financial situation, with a remaining small financing gap for the Phase IV period (2015-20).

## **AFE's Outreach Videos on Facebook**



AFE and the IMF held a 3-day regional seminar for members of parliament (MPs) from Kenya, Malawi, Tanzania, Uganda and Zambia in Dar es Salaam (December 6 – 8, 2017). Watch the Facebook video to learn more:

<https://www.facebook.com/EastAFRITAC/videos/791897321007836/>  
(you can click the link to open or copy and paste the URL into your browser)



AFE helps to strengthen institutions and build strong economies, and EU support has been key. Why does the EU support AFE? The EU's Jose Correia-Nunes explains in this Facebook video:

<https://www.facebook.com/EastAFRITAC/videos/776856295845272/>



About half of IMF's capacity development activities in East Africa is now provided through AFE. How do the center's 7-member countries and partners work together? The IMF's Roger Nord explains in this Facebook video:

<https://www.facebook.com/EastAFRITAC/videos/776845395846362/>

## **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.



An AFE mission on strengthening coverage of the national budget, Rwanda, November 2017.

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.



Participants in a mission on updating financial programming framework, Zanzibar, December 2017.

## 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.

**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.



Participants in the joint EAC/AFE workshop on PFM in Tanzania, January 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.

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.

## **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.



Ethiopia, Kenya, Rwanda and Uganda delegates at the BOG.

**Government Finance Statistics:** An attachment to Rwanda was organized for GFS compilers from Eritrea and Zanzibar. The compilers learnt practices in fiscal



Table 1. East AFRITAC: Forthcoming Activities – February 1 – April 30, 2018

Financial Market Infrastructures				
Country	Type	Subject	Date	Expert(s)
Tanzania	TA Mission	Strengthening the Oversight of the National Payments System	April 4-13	Biagio Bossone (Short term expert, STX)
Uganda	TA Mission	The Regulatory Framework for Electronic Payment Services: Key Considerations	April 25 – May 4	Faith Stewart (AFE Advisor)
Financial Sector Supervision and Regulation				
Country	Type	Subject	Date	Expert(s)
Rwanda	TA Mission	Risk Based Supervision	February 5-9	Courtney Christie-Veitch (AFE Advisor)
AFE	Regional Workshop	Insurance Supervision	February 12-16	Courtney Christie-Veitch (AFE Advisor)
USA	Meeting	LTX HQ Retreat	February 26 – March 5	Courtney Christie-Veitch (AFE Advisor)
AFE	Regional Workshop	Consolidated Supervision and D-SIBs	April 16-20	Courtney Christie-Veitch (AFE Advisor)
Government Finance Statistics				
Country	Type	Subject	Date	Expert(s)
Tanzania (Zanzibar)	TA Mission	Compiling GFS for budgetary central government.	February 19- March 2	Robert Maate (AFE Advisor), Ismael Zarco (STX)
Malawi	TA Mission	Compilation of GFS for public corporations and extra budgetary units	March 21 – 30	Robert Maate (AFE Advisor), Lize Marie van Rensburg (STX)
Kenya	National Training	Concepts and definitions for compilers	April 3-6	Robert Maate (AFE Advisor)
Eritrea	National Training	In country training: GFS Source Data, Methods and Dissemination	April 9 -13	Robert Maate (AFE Advisor), Ismael Zarco (STX)
Uganda	TA Mission	Skills of compilers enhanced on forecasting using the GFSM2014 standard	April 23 – 27	Robert Maate (AFE Advisor), Johan Rúnar Björgvinsson (STX)
Macro – Fiscal Analysis				
Country	Type	Subject	Date	Expert(s)
AFE	Regional Workshop	ICD course on Fiscal Policy Analysis	February 19-23	Norbert Funke (IMF HQ), Hervé Joly (AFE Center Coordinator), Bryn Battersby (AFE Advisor), Jon Shields (STX)
Uganda	TA Mission	GDP and revenue forecasting	March 5-16	Bryn Battersby (AFE Advisor)

Tanzania	TA Mission	Composite Indicators of Economic Activity	Apr 23 – May 4	Bryn Battersby (AFE Advisor), Robin Youll (STX)
<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>
Tanzania	TA Mission	TA mission on Money and Repo Market Development (Follow up)	January 29 – February 2	Marin Moloşag (AFE Advisor), Richard Comotto (STX)
USA	Meeting	HQ retreat	February 23 – March 2	Marin Moloşag (AFE Advisor)
AFE	Regional Workshop	Harmonization of East African Community Monetary Policy and Repo Markets Frameworks	March 26-28	Marin Moloşag (AFE Advisor)
Rwanda	TA mission	Money and Repo Market Development	April 2018	Marin Moloşag (AFE Advisor)
Uganda	TA Mission	Monetary Operational Framework Modernization	April 2018	Marin Moloşag (AFE Advisor)
<b>Public Financial Management</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
AFE	Regional Workshop	Cash Management	February 13-16	Paul Seeds (AFE Advisor), Amitabh Tripathi (AFE Advisor), Per Olof Jonnson (STX), John Gardner (STX)
Ethiopia	TA Mission	Improving the Effectiveness of Medium Term Approach to Budgeting	February 14-27	Kubai Khasiani (AFE Advisor), Imran Aziz (STX), Martin Darcy (STX), Alejandro Arregoces (STX)
Malawi	TA Mission	Internal controls and financial reporting	February 22 - March 6	Miguel Alves (IMF HQ), Paul Seeds (AFE Advisor), Amitabh Tripathi (AFE Advisor), Anita Bezoska (STX)
Kenya	TA Mission	Strengthening the Medium-Term Approach to Budgeting	March 5-16	Kubai Khasiani (AFE Advisor), Gerhard Steger (STX), Imran Aziz (STX's)
Ethiopia	TA Mission	TSA implementation	March 19-30	Amitabh Tripathi (AFE Advisor), Per Olof Jonnson (STX)
Uganda	TA Mission	TSA implementation	April 4-17	Paul Seeds (AFE Advisor) John Gardner (STX)
<b>Revenue Administration</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
Tanzania (Zanzibar)	TA mission	Developing procedures for registration, filing and payment	February 5-16	Alice Owuor (STX)
Malawi	National training	Follow up national training in developing compliance risk analysis and selectivity management capacity in customs	February 5-26	Stephen Wilcox (STX)

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)
<b>Real Sector Statistics</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Expert(s)</b>
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)



## **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>. Forthcoming courses include:

1. Macro econometric Forecasting (MFx)  
Language: English  
Duration: February 28 - May 2, 2018
2. Financial Programming and Policies, Part 2: Program Design (FPP.2x)  
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.

Country	Title	Mission Dates	Extranet FY
Eritrea	Eritrea - Note on Government Finance Statistics (September 25-October 4, 2017)	September 25-October 4, 2017	FY18
Eritrea	Eritrea: Diagnostic of the Status of Development of the National Payments System	September 27-October 3, 2017	FY 18
Malawi	Developing Compliance Risk Management Capacity	August 9-20, 2017	FY 18
Rwanda	Rwanda - National Accounts Statistics Mission, July 3-14, 2017	July 3-14, 2017	FY 18
Tanzania	Tanzania: Modernization of Monetary Policy and Operations Framework in the Context of EAMU-wide Harmonization of Policies (May 2017)	May 15-26, 2017	FY 18
Tanzania	Tanzania - Technical Assistance Report on National Accounts Statistics Mission, July 17-28, 2017	July 17-28, 2017	FY 18
Tanzania	Report on Technical Assistance Mission on Price Statistics	August 7-18, 2017	FY 18
Tanzania	Tanzania - Annual Financial Reporting, September 2017	August 7-18, 2017	FY 18
Tanzania	Tanzania: National Training in Developing Compliance Risk Analysis Capacity in Tax (November 6-17, 2017)	November 6-17, 2017	FY 18
Tanzania (Zanzibar)	Preparing Public Financial Management Regulations, September 2017	July 10-21, 2017	FY 18
Tanzania (Zanzibar)	Zanzibar: National Accounts Statistics Mission (August 14-25, 2017)	August 14-25, 2017	FY 18
Uganda	Uganda: Digitalization for Improved Revenue Performance (September 2017)	September 13-26, 2017	FY 18



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**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 Moloşag

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**

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#### **Administrative Staff**

Evonne Massawe (IT officer)

Sabah Abdulrahman

Amina Karuma

Warda Kassim

Wilhelm Kinabo

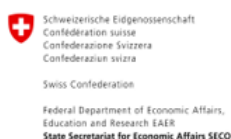
Stamili Togwa



European Union



Ministry of Foreign Affairs of the Netherlands



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
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State Secretariat for Economic Affairs SECO



Federal Ministry of Finance

Germany

