

IMF AFRITAC East News

May – July 2023



HIGHLIGHTS

Steering Committee News: Dr. Susan Koech, Deputy Governor of the Central Bank of Kenya, chaired a successful AFRITAC East Steering Committee meeting. During this two-day hybrid event in Dar es Salaam (July 12-13, 2023), the Committee listened to the presentations on new work areas such as building resilience to climate change and developing high frequency data, reviewed the FY 2023 program execution, and approved the FY 2024 work program.

Forecasting and Policy Analysis System: AFRITAC East supported the Central Bank of Tanzania (BoT) in developing its Forecasting and Policy Analysis System (FPAS) to facilitate the implementation of the new monetary policy framework.

Debt Management: AFE assisted the Government of Tanzania in reviewing its legal framework on debt management and identifying areas for improvement.

Financial Sector Supervision and Regulation: Support was provided to Ethiopia and Malawi on International Financial Reporting Standards (IFRS) 17 transition, Kenya on Basel III reforms; and Rwanda on cyber risk-regulation and supervision. Professional attachments were facilitated for Eritrea, South Sudan, and Uganda to learn from regional peers.

Government Finance Statistics (GFS): Support was provided to South Sudan and Tanzania on improving the quality of government finance statistics (GFS) and public sector debt statistics (PSDS).

Monetary Policy and Operations: A workshop congregated officials of the central banks of AFRITAC East, West 2, and South to share experiences and enhance capacity on implementing foreign exchange (FX) policies and operations, and developing the FX market.

Public Financial Management: Support was provided to Kenya to review and update the draft budget preparation manuals for national and county governments; Malawi to review and update the detailed budget calendar and existing integrated planning and budgeting manual; Uganda on recording of multiyear commitments for capital expenditures.

Revenue Administration: Eritrea was assisted with the taxpayer registration function; Ethiopia in the management of customs duty exemptions. Support was provided to Ethiopia, Kenya and Uganda on Medium-Term Revenue Strategy.

Regional Workshops: Five regional workshops were conducted during the quarter.

Coming Activities and TA Dissemination: Table 1 (p. 11) is an updated calendar of activities through October 2023. Table 2 (p. 15) lists TA reports disseminated.

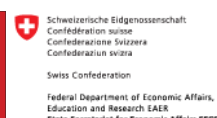
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Norwegian Ministry
of Foreign Affairs



AFE 25TH Steering Committee Meeting

AFRITAC East's Steering Committee, chaired by Dr. Susan Koech, Deputy Governor of the Central Bank of Kenya, successfully concluded a two-day hybrid event in Dar es Salaam (July 12-13, 2023). Deputy Governor of Tanzania and Vice Governor Digafe of Ethiopia also participated in the event. Discussions covered the center's operations in FY 2023, its planned FY 2024 work program, member countries' achievements and challenges, and thematic topics of interest to the authorities in the region, including building resilience to climate change and developing high frequency data. In her opening remarks, Dr. Koech highlighted the region's economic struggles due to COVID-19, Ukraine's conflict, funding constraints, and climate-related disasters. The Committee approved the FY 2024 work program, emphasizing tailored capacity development (CD) activities to assist member countries in reform efforts. It praised the center's CD programs and urged better coordination with member institutions for enhanced efficiency.

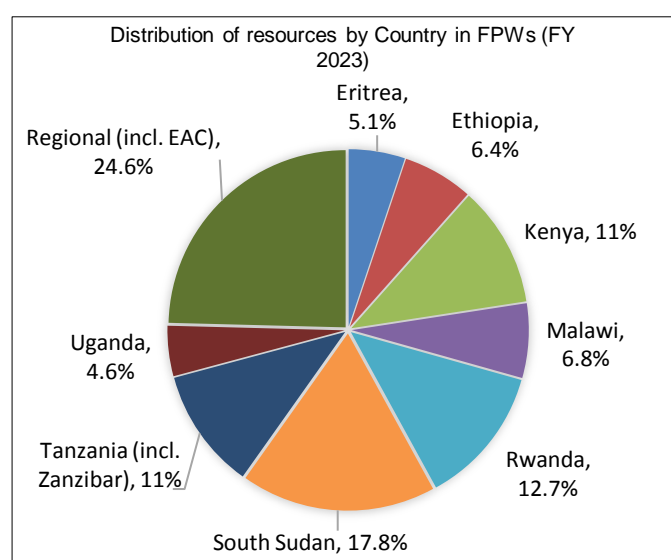
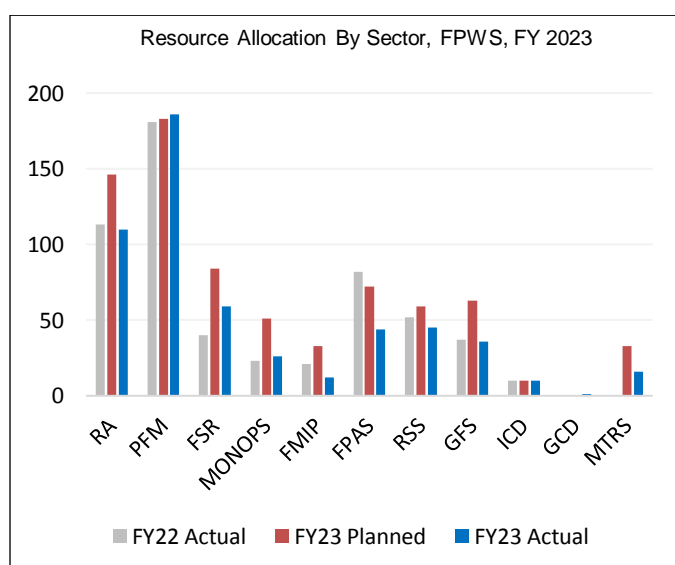


Participants in the 25th Steering Committee Meeting

AFE Results of the Fiscal Year 2023 (May 2022 – April 2023)

As the travel restrictions related to COVID-19 pandemic have been phased out, the center gradually resumed in-person delivery of CD activities in the second half of FY 2023. This facilitated support delivery, particularly in the fragile and conflict-affected states, which experience internet connectivity challenges. As a result, about thirty percent of all resources spent went to Eritrea, Ethiopia, and South Sudan, a significant increase from FY 2022. AFRITAC East executed 74 percent of the baseline plan in terms of field person weeks (FPWs). Activities delivered in person constituted 56 percent of the total resource amount, a notable increase from 4 percent in FY 2022. For more information on the FY 2023 report, read our annual report:

<https://www.eastafratitac.org/sfc/servlet.shepherd/document/download/0695G000018aDXAQA2>



Note: Financial Market Infrastructures and Payments (FMIP); Forecasting and Policy Analysis System (FPAS); Financial Supervision and Regulation (FSR); Gender, Climate, and Digitalization (GCD); Government Finance Statistics (GFS); Institute for Capacity Development (ICD); Public Financial Management (PFM), including Macroeconomic Analysis; Monetary Operations and Policy (MONOPS); Revenue Administration (RA); Real Sector Statistics (RSS); Medium-term Revenue Strategy (MTRS).

ERITREA

Financial Sector Supervision and Regulation: A professional attachment program was offered to the Bank of Eritrea (BOE) Supervision Department to interact and learn from the National Bank of Rwanda (NBR) supervisory experience in microfinance supervision. Three BOE officials participated in a 1-week benchmarking study to the NBR, which will benefit them in drafting their legal framework, developing microfinance regulations/directives, and enhancing their capacity to regulate and supervise microfinance activity independently.

Monetary Policy and Operations: AFE conducted a scoping mission to assess the status of monetary and foreign exchange operations and the financial market infrastructure. The mission assessed progress made in implementing previous mission recommendations, the extent to which the institutional and organizational design constrains the implementation of monetary policy, and assisted the authorities with the identification of future CD needs.

Revenue Administration: Eritrea was assisted with the development of taxpayer registration policies, procedures, roles, and responsibilities to strengthen the taxpayer registration function for the Inland Revenue Department (IRD). The support will help IRD expand its taxpayer base and ultimately generate additional revenue.

ETHIOPIA

Financial Supervision and Regulation: Support was provided to the National Bank of Ethiopia (NBE) to ensure preparedness and adequate oversight of the International Financial Reporting Standards (IFRS) 17 transition. The mission revisited the existing directives, including the reporting formats in accordance with the IFRS 17. The mission included presentations and discussions with the NBE officials, several working sessions with the implementation team, and meetings with several stakeholders.

Revenue Administration: Ethiopia was assisted in strengthening the management of customs duty exemptions. Granting of customs duty exemptions

and other tax incentives introduces higher compliance risks to revenue collections, necessitating robust administration and monitoring structures to prevent revenue leakages.

A staff visit was undertaken by AFE Tax Administration Advisor to discuss and prioritize the CD requests received from Ethiopia's Ministry of Revenues and meet with the recently appointed Minister of Revenues. The priority areas that will guide the CD support from AFE and IMF HQ were agreed upon with the Minister of Revenues.

Ethiopia shared a draft of the Medium-Term Revenue Strategy (MTRS) with the IMF mission team comprised of AFE and IMF HQ staff. The mission compiled comments on the draft and submitted them to the authorities for further refinement of the document. Given the importance of closing tax administration gaps for improved revenue collection efficiency, the authorities are discussing with the IMF about a training on the Tax Administration Diagnostic Assessment Tool (TADAT) in preparation for an assessment.

KENYA

Financial Supervision and Regulation: A technical assistance mission was delivered to the Central Bank of Kenya (CBK) to support the transition to Basel III reforms to incorporate the liquidity coverage ratio (LCR) and the net stable funding ratio (NSFR) in the CBK's prudential liquidity requirements, and the leverage ratio in the CBK's computation of capital and bank gearing levels. In addition to the training, a phase-in road map was developed for these metrics, and assistance was provided in revising and creating new prudential guidelines and regulatory returns. The mission aimed to strengthen the banking sector's liquidity risk and capital management framework for continued stability.

Public Financial Management: Support was provided to the National Treasury to review and update the draft budget preparation manuals for national and county governments. The mission had three main components. First, participants reviewed the working draft of the national government manual and made suggestions to improve the content,

consistency of terminology, and flow of the document, culminating in a final draft that will be submitted to senior management for publication. Second, participants finalized a working draft of the county manual that is ready for consultation with county authorities. Third, a training-of-trainers exercise developed a multilayered presentation introducing the core content of the national manual, consisting of a targeted slide pack that can be used when the training of government officials commences.

A mission led by IMF HQ executed a dual-purpose mission by doing a comprehensive climate fiscal diagnostic and a full Climate PIMA (C-PIMA), providing a comprehensive and well-rounded assessment and climate-focused recommendations that the IMF country team and authorities built on to develop a strong IMF Resilience and Sustainability Facility (RSF) program with targeted medium-term reform benchmarks. The mission delivered the region's first full climate diagnostic and the second C-PIMA.

Revenue Administration: A mission reviewed Kenya's draft of its MTRS submitted in March 2023. Comments were compiled by the mission team and submitted to the authorities for further refinement of the strategy. A joint AFE and IMF HQ staff visit is scheduled for September 2023 to check progress and establish any CD needs to push this process further.

MALAWI

Financial Supervision and Regulation: Support was provided to the Reserve Bank of Malawi (RBM) to ensure preparedness and adequate oversight of the IFRS 17 transition. The mission revisited the existing directives, including the reporting formats in accordance with the IFRS 17. The mission included presentations and discussions with the RBM officials, working sessions with the implementation team, and meetings with certain stakeholders.

Public Financial Management: A mission facilitated sequential working sessions to review and update the detailed budget calendar and existing integrated planning and budgeting manual. A core drafting team, consisting of different divisions across

the Ministry of Finance was formed to provide comments and apply adjustments. Mission outputs included a revised detailed budget calendar and a complete draft of the integrated planning and budget manual.

AFE, together with an IMF Regional State-Owned Enterprises (SOE) Advisor, provided training and hands-on support to the authorities on using the IMF's Discrete Guarantees and Loans Assessment Tool (DGLAT) to further strengthen the ministry's fiscal risk oversight and support decision making process before issuing any new loans or guarantees. Practical hands-on exercises were conducted on assessing and quantifying risks, using the results in decision-making for guarantees fees and other risk mitigation mechanisms specific to Malawi's context. The tool was applied to three entities to analyze the government exposure and calculate expected losses for their existing loans and guarantees.

Revenue Administration: Malawi was assisted in developing capacity for data matching and analysis on tax and customs. Strengthening risk management capability through data matching and analysis can ensure improved compliance. Leveraging technology and utilization of data from internal systems and third parties would assist in detecting non-compliance more accurately and efficiently.

A CD mission was undertaken in Malawi to support the review of the Malawi Revenue Authority's (MRA) Information and Communication Technology (ICT) Strategy. The MRA staff, drawn from all business units and ICT, were involved in developing an ICT Strategy. A total of sixty-one (61) ICT initiatives were agreed upon to be implemented over a four-year period.

RWANDA

Financial Supervision and Regulation: A mission focused on strengthening the cyber risk regulation and supervision capacity of the National Bank of Rwanda's (NBR) banking supervisors by developing a framework for offsite supervision of technology and cyber risks and enhancing the existing onsite inspections manual, based on a risk-based approach. The objective was to assist the NBR in developing

processes, procedures, manuals, and tools in this subject matter, in line with international best practices. Moreover, the mission provided training on offsite and onsite technology and cyber risks supervision, including the cybersecurity assessment of financial market infrastructures (FMIs).

Revenue Administration: One mission helped the authorities in identifying measures to close the medium-term revenue gap under the program supported by the PCI/RSF. Enhanced revenue mobilization is key to covering costs of natural disasters of May 2023 and addressing the challenge of reduced external financing and the legacy of the pandemics.

SOUTH SUDAN

Financial Supervision and Regulation: A professional attachment program was offered to the Bank of South Sudan (BoSS) to assist its staff in learning from the Reserve Bank of Malawi's (RBM) experience in risk-based supervision (RBS). Four BoSS officials participated in a 1-week benchmarking study to the RBM, which will benefit them in building supervisory capacity and enhancing the internal supervisory manuals and procedures. The attachment program is expected to increase overall knowledge of RBS, improve the offsite risk assessment of the supervised institutions, better understand the methodologies, design better targeted onsite examinations, and increase the adherence to international best practices.

Financial Market Infrastructures: Support was provided to BoSS to address some gaps and vulnerabilities identified during a previous TA Mission in 2022. The recent mission focused on implementing the agreed road map with the BoSS authorities. One of the mission's recommendations was to review the functional and technical specifications for implementing the real-time gross settlement system (RTGS) and the automated clearing house (ACH). The mission, therefore, focused on: (i) guiding BoSS in assessing the design of the RTGS against the Principles of Financial Market Infrastructures (PFMI); and (ii) assisting BoSS in improving the quality of the functional and

technical specifications for the implementation of the RTGS and ACH systems, (for example, providing intraday credit to RTGS participants, developing relevant functional requirements for the ACH, processing and clearing (netting) procedures, risk management requirements, and initiation of settlement in RTGS).

Government Finance Statistics: A mission supported South Sudan's authorities in enhancing the quality of GFS. Guidance was provided in classifying public sector institutions. The mission assessed data sources utilized in compiling budgetary central government statistics. In addition, practical training sessions were conducted to enable the practical application of the GFS methodology.

Financial Market Infrastructures and Monetary Policy Operations: AFE participated in an IMF HQ mission that focused on ongoing reforms and agreed on a medium-term CD work plan with BoSS and the Ministry of Finance and Planning (MoFP). At BoSS, the team engaged with staff from various departments, including Financial Markets, Finance, Bank Supervision, National Payments Systems, Research & Statistics, Banking Operations, and Currency Management. At MoFP, the team met with staff from the Debt and Cash Management Units. The team also met with the development partners as part of our outreach efforts as well as to coordinate IMF CD activities to reduce potential overlap.

Public Financial Management: A follow-up mission on Treasury Single Account (TSA) and cash management reforms provided hands-on support to MoFP on operationalizing the recent Memorandum of Understanding (MoU) on establishing a TSA and developing an annual cash plan for FY 2023/24 to facilitate budget fund releases based on actual and forecasted cash availability.



Participants in the TSA and cash management mission.

Support was also provided (jointly with IMF HQ) on strengthening budget execution and conducting the installation of a new resident PFM advisor in Juba, based in the Treasury Directorate of the MoFP, to advise on improving budget execution. The authorities welcomed the new advisor and agreed to the proposed recommendations and the proposed advisor's work plan.



IMF HQ and AFE staff with Minister and IMF Resident Representative.

TANZANIA

Forecasting and Policy Analysis System: A Technical Assistance (TA) mission took place in Dar es Salaam, Tanzania from July 14 to 25, 2023. Its purpose was to facilitate the implementation of the new interest-rate based monetary policy framework. The mission comprehensively reviewed the FPAS, utilizing the BoT's two most recent forecast rounds, and offered detailed recommendations to enhance both the overall process and individual components of the FPAS. Additionally, the mission deliberated on

forthcoming steps, including the focus of the next TA, which should take place soon and focus on monetary policy communication.



Participants in the new interest-rate-based monetary policy framework mission.

Debt Management: As part of the support to the authorities' efforts to modernize the legal framework on debt management, a joint AFE and IMF Legal Affairs Department mission conducted a gap analysis on Tanzania's legislation for public debt management. Through a desk review, the mission assessed existing legislation to identify areas for improvement. A report which outlines the mission's findings and recommendations was produced and shared with the authorities. Follow-up missions envision to support the authorities in drafting the revisions to the primary/secondary legislation to align them with sound practices.

Government Finance Statistics: A mission evaluated the Budgetary Central Government data for FY 2017/18 to FY 2021/22 and minimized statistical discrepancies. Financial information related to local governments and extrabudgetary institutions, sourced from the integrated financial management information system (IFMIS), was scrutinized; a preliminary GFS report was compiled for these specific tiers within the general government of Tanzania. The mission also conducted training sessions on sectorization, public sector debt statistics, and the classification of government expenditures based on their functions.

UGANDA

Financial Supervision and Regulation:

A professional attachment program was offered to Uganda's Capital Markets Authority (CMA) to interact and learn from the Securities and Exchange Commission (SEC) of Zambia on how to regulate the fixed income or debt capital market. Four CMA officials participated in a 1-week benchmarking study to the SEC, which will benefit them in learning fundamentals of the supervision of secondary trading of fixed-income securities (infrastructure and regulation/framework), gain exposure to secondary trading of fixed-income securities, and share best practices.

Financial Market Infrastructures: A virtual one-week webinar on central bank digital currencies (CBDC) implications, risks, and considerations was organized as a national event in Uganda. This mission comprised presentations by IMF departments and selected central bank officials from countries that have issued CBDCs (Bahamas, Eastern Caribbean Central Bank, and Jamaica) or have run pilot projects (Uruguay). The purpose was to assist the authorities in better understanding the implications of issuing a CBDC for monetary policy and financial stability, financial inclusion, risks, and considerations such as design choices (e.g., distribution architecture, ledger design, and interoperability of payments) and legal and supervisory frameworks, including compliance with regulations on Anti-Money Laundering or Combating Terrorism Financing.

Public Financial Management: AFE was invited to deliver a presentation on budget credibility as part of Uganda's Budget Directorate annual retreat. Budget credibility challenges have increased in Uganda, and the Directorate is developing short- and medium-term reform plans. The presentation provided the following: (i) vital definitions of why budget credibility is paramount, (ii) causes of budget (non) credibility, (iii) historical assessment of budget credibility in Uganda, and (iv) reform efforts moving forward. Meetings were held with the budget advisor and key staff to support the development of a reform

action plan and internal training requirements to include budget analysis.

Another AFE mission helped to improve the recording of multiyear commitments for capital expenditures. The first component of the mission (in July 2023) involved updating the existing multiyear commitment template and guidelines to accommodate the recommendations from the last workshop in January 2023 and to review the multiyear commitment module in the public investment IT system. The second component of the mission (in August 2023) will undertake a series of training sessions for budget officers and ministries departments and agencies (MDAs) on completing the template to support the first Medium Term Expenditure Framework (MTEF) process.

Revenue Administration: AFE staff visit was conducted to get acquainted with the drivers of Uganda's Domestic Revenue Mobilization Strategy (DRMS) and establish the progress of the DRMS implementation. The visit confirmed that while there are good institutions to support implementation, considerable work is needed to ensure that involved processes progress smoothly.

ATTACHMENTS

Public Financial Management: AFE supported a peer learning exchange between Uganda and Kenya. There has been increasing demand for public corporations (PC) oversight from senior management and Parliamentarians in Uganda, and oversight arrangements are in transition. Uganda has embarked on PC oversight reforms, and a team of seven officials from the Ministry of Finance, Planning and Economic Development (MoFPED) participated in the peer learning exchange with Kenya's National Treasury. The aim was to learn from Kenya's experience, which has recently undertaken reforms to develop an in-depth financial statement and new financial management information for compiling information on budgets and financial operations. Peer learning topics included: (i) legal and institutional framework, (ii) financial reporting and standards, and (iii) the use of IT systems.



Uganda MoFPED members with Kenya counterparts

AFE WORKSHOPS AND WEBINARS

Debt Management: AFE and AFS jointly hosted a seminar on *Managing Sovereign Debt Portfolios in Adverse Market Conditions*. The three-day meeting discussed the impact of tightening global financing conditions on sovereign debt portfolios in Sub-Saharan Africa and the strategies that debt managers can adopt to cope more readily with these challenges.



Participants in the debt management workshop

A roundtable with experts discussed potential strategies for consideration by debt managers to navigate through the adverse market conditions, which include: (i) recalibrating medium-term debt management strategies and annual borrowing plans, (ii) liability management operations to deal with near-term maturities and use of contingency credit lines from official or multilateral creditors, (iii) exploring issuance of new instruments such as inflation-linked bonds, and (iv) increased issuance in the domestic debt market. The seminar provided a platform for debt managers to exchange knowledge, practices, and lessons, especially by leveraging the experiences of countries that have managed to implement strategies that are helping to cope more readily with challenging market conditions.

AFE jointly delivered with MEFMI a regional training workshop on *Domestic Debt Issuance and Trading*. The workshop builds on several key international initiatives to support member countries' efforts to develop government securities markets, including the development of Guidance Note for Developing Government Local Currency Bond Markets by IMF and the World Bank, which provides a roadmap for countries to develop their local currency bond markets. The five-day workshop consisted of presentations and peer-to-peer discussions, followed by practical group exercises based on a case study to reinforce participants' understanding of key concepts and principles. The workshop aimed to help debt managers promote the development of the domestic debt market, including through defining the debt instruments to be issued, the auction calendar, issuance procedures, and market communication strategy.



Participants in the Joint AFE/MEFMI Regional Workshop on Domestic Debt Issuance and Trading

Government Finance Statistics: Participants from member countries' ministries of finance and national statistics offices attended a regional workshop on Government Finance Statistics (GFS) and Public Sector Debt Statistics (PSDS). Participants from each country presented their current state of GFS and PSDS, including coverage, frequency, timeliness, and dissemination practices. They highlighted monumental achievements in recent years alongside the critical challenges they face where CD is required. The workshop provided short refresher training on key GFS and PSDS concepts; participants engaged in group exercises and discussions. The workshop

discussed dissemination practices and shared best practice standards.



Participants in the GFS workshop on further improvements in the quality of fiscal and debt data

Monetary Policy Operations: A joint AFE/AFS/AFW2 regional workshop on foreign exchange (FX) policy and operations was held in Addis Ababa, Ethiopia. The purpose of the workshop was to support the central banks of these three regions (as well as Burundi and the Democratic Republic of Congo) to strengthen their FX policies and operations, develop their FX market, allow peer-to-peer sharing of country experiences, and provide technical assistance to reinforce the capacity of participating officials. In his opening remarks, the Governor of the National Bank of Ethiopia emphasized the current foreign exchange policy and exchange rate challenges encountered by the NBE and the region.

Revenue Administration: A regional workshop on customs valuation and transfer pricing was held in Addis Ababa, Ethiopia. All eight AFE member countries attended the event. The objective of the workshop was to assist customs administrations in strengthening their customs valuation capacity and management to improve compliance and revenue collection. Undervaluation of imported goods is a serious problem in most developing countries, particularly those that have relatively high rates of duties and other ad valorem taxes on imported goods.



Participants in the regional workshop on customs valuation and transfer pricing

AFE STAFF NEWS

Farewell to Mr. Imran Aziz, Public Finance Management Advisor



Mr. Aziz, a national of the United Kingdom, was one of the PFM advisors at AFE since 2019. He has over 20 years experience in financial management in the public sector, specializing in PFM reform processes, budgeting and fiscal risks management. He has worked with the IMF since 2013 to support over 27 developing and middle-income countries through technical assistance and diagnostic assessments. He was previously the PFM advisor at AFRITAC South and has worked as an advisor in Ministries of Finance in Uganda, Liberia and Mozambique for over seven years after beginning his career in the UK civil service with HM Treasury and DFID.

Tell us about your experience working at AFE

It has been an exciting and challenging four years. I had not worked in the region for over 10 years, and the capacity level of member countries had increased significantly. Most countries had been reforming PFM systems for over 20 years, so it was a challenging role to add value to the excellent advice that AFE had provided over the years. In finding entry points, it was critical to identify reform challenges and support countries with targeted and customized technical support, which was often hands-on in nature. The window for implementing reforms was also limited- given that member

countries have very congested budget preparation cycles- so it was essential to ensure that missions were at the right time and delivered effectively. All in all, it was a great experience, but one which kept me consistently on my toes.

Would you share with us any notable achievements by the authorities during your time with AFE

The authorities made significant achievements over the past four years. Much of this was due to the reform-minded champions within the Ministries of Finance and flexible demand-driven support by AFE and other capacity development providers.

Noticeable achievements include the publishing of a budget manual in Kenya, with a supporting costing framework configured in IFMIS, and the publication of 18 SOE financial evaluations of high-risk companies. The development and use of public investment management tools and guidelines was adopted, and an SOE database and consolidated report was also developed in Malawi. In Rwanda, the budget calendar was revised, and the planning and budget outlook paper was developed and enacted in the revised PFM Law. At a regional level, peer learning networks and communities of practice were developed in areas of budget costing and public investment management, with country reform roadmaps designed to guide future capacity development.

As you leave the center, what are your expectations in the region?

The region is progressing at a phenomenal pace, both in terms of human capital and economic development. The average age in the civil service is dropping, and member countries are adopting more private sector-based management structures and harnessing new technology as part of their work. I am curious to visit the region in 20-30 years' time and am quite sure there will be continued improvement and success and, hopefully, Ministries run by the officers which AFE has trained and supported over the years!

Table 1. AFRITAC East: Activities, August - October 2023

Country	Type	Subject	Date	Experts
Debt Management				
Ethiopia	TA Mission	Local Currency Bond Market Development	Sep 4 – 8, 2023	Tiviniton Makuve (AFE Advisor); STX (Short-term expert)
South Sudan	TA Mission	Building a Public Debt Database	Sep 18 - 29, 2023	Tiviniton Makuve (AFE Advisor); Kieran Michael McDonald (STX); Lekinyi Mollel (STX)
Uganda	National Training	Debt Sustainability Analysis	Oct 23 - 27, 2023	Tiviniton Makuve (AFE Advisor); Louis Dicks- Meraux (STX)
Regional	Regional workshop	Local Currency Bond Market Development	Oct 30 – Nov 3, 2023	Tiviniton Makuve (AFE Advisor); Lazlo Búzás (STX)
Financial Sector Supervision and Regulation				
Malawi	TA mission	IFRS 17 implementation	July 17 - 21, 2023 (virtual) & September 11 - 22, 2023 (onsite)	Georgios Genimakis (AFE Advisor); Michelle Chong Tai-Bell (STX)
Malawi	TA mission	Basel III guidelines/returns on credit, operational and liquidity risk	July 31 - August 4, 2023	Georgios Genimakis (AFE Advisor); Miguel Delfiner (STX)
Regional (AFS SADC countries, incl. Malawi and Tanzania from AFE)	Workshop	Southern African Development Community (SADC) - Working with the Basel Core Principles	September 4 - 8, 2023	Benjamin Stefanou (AFS Advisor), Christopher Wilson (STX)
Regional (AFE, AFS, AFW2, METAC)	Webinar	Revised Basel Core Principles for effective banking supervision	September 13, 2023	MCM, BCBS Secretariat; World Bank; Georgios Genimakis (AFE Advisor); Benjamin Stefanou (AFS Advisor), Vitus Ukwuoma (AFW 2 Advisor); Nehmat Hantas (METAC Advisor)
Ethiopia	TA mission	Cyber risk strategy and cyber risk regulation development (Phase I)	September 25 - October 6, 2023	Georgios Genimakis (AFE Advisor); Rachid Chader (STX)
Rwanda	Professional attachment	Experience sharing with other supervisors on advanced RBS methods	October 9 - 13, 2023	Georgios Genimakis (AFE Advisor); attachés
Forecasting and Policy Analysis System				
Regional Workshop	Workshop	Interregional (AFW2/AFS/AFE) Aug FY24 Workshop on FPAS	August 7 - 11, 2023	Carel Hugo (AFE Advisor)
Rwanda	TA Mission	M1 FY24 More about the foreign forecasting framework	August 7 - 17, 2023	Eilert Husaboe (STX); Pål Bergset Ulvedal (STX); LTX MCM (AFE Advisor)
Tanzania	TA Mission	TNZ M2 FY23 - QPM evaluation and FPAS refinements	September 5 - 14, 2023	Magnus Lindskog (STX); Magnus Ahl (STX); LTX MCM (AFE Advisor)
East African Community	TA Mission	AFE support to EAC communication workshop 2023	September 18 - 25, 2023	STX MCM (TBD)
East African Community	TA Mission	EAC secretariat FY24	October 9 - 13, 2023	LTX MCM
Financial Market Infrastructures				
Kenya	Duty station	Kenya FY24 Finalization of FMI self-assessment and review of oversight framework PLACEHOLDER	September 1 - 30, 2023	Carel Hugo (AFE Advisor); Faith Angella Stewart (STX)
Tanzania	Field-Based	Tanzania FY24 MCMPI CBDC issuance and considerations	October 16-29, 2023	Carel Hugo (AFE Advisor); STX MCM (STX)
Government Finance Statistics				
Uganda	TA Mission	GFS and PSDS - Mission 1	August 8 - 18, 2023	Christelle Groenewald (AFE Advisor)

Country	Type	Subject	Date	Experts
Tanzania (Zanzibar)	TA Mission	Expand fiscal statistics	–October 9 - 18, 2023	Christelle Groenewald (AFE Advisor)
Regional Workshop	Workshop	Regional Workshop	October 2 - 6, 2023	Christelle Groenewald (AFE Advisor); Foyzunnesa Khatun (IMF HQ Staff)
Monetary Policy Operations				
Regional Workshop	Workshop	AFE/AFS/AFW2 Hybrid Workshop on Forecasting, Policy Analysis Systems	August 7-11, 2023	Carel Hugo (AFE Advisor)
Tanzania	TA Mission	FX Foreign Operations and FX Policy Mission	August 14 - 18, 2023	Carel Hugo (AFE Advisor); STX MCM (STX)
Rwanda	TA Mission	Rwanda Aug FY24 Diagnostic Assessment of the Foreign Exchange Market	August 21 - September 1, 2023	Carel Hugo (AFE Advisor)
Kenya	TA Mission	Kenya May FY24 Scoping Mission to Assess Monetary and Foreign Exchange Operations	September 4- 8, 2023	Carel Hugo (AFE Advisor)
Kenya	TA Mission	Kenya - Modernization of the operational framework in a price-based monetary policy regime	September 18 - 29, 2023	Carel Hugo (AFE Advisor); Sylvain Choquette (STX); Istvan Veres (STX)
Public Financial Management and Macro-Fiscal Analysis				
Regional Workshop	Workshop	Annual EAC Workshop FY24	August 2 - 4, 2023	Matthew Quillinan (AFE Advisor); Amra Srdanovic (AFE Advisor)
Ethiopia	TA Mission	Strengthening TSA and Cash Management (FY24)	August 7 - 18, 2023	Per-Olof Jonsson (STX); Amra Srdanovic (AFE Advisor)
Ethiopia	TA Mission	Updating the fiscal risk statement and fiscal risk registry FY24	August 7 - 18, 2023	STX FAD (STX); Matthew Quillinan (AFE Advisor)
Uganda	TA Mission	Strengthening the Multi-year commitment Statement	August 7 - 18, 2023	Robert Henry Muwanga (STX)
Tanzania	TA Mission	ZANZIBAR - Migration from cash basis to Accrual basis of Accounting	August 16 - 29, 2023	Amra Srdanovic (AFE Advisor); Francois Van Schaik (STX); Peter F. Murphy (STX)
Kenya	TA Mission	Training on Macroeconomic Forecasting and Analysis	August 21 - 21, 2023	Matthew Quillinan (AFE Advisor); STX FAD (STX)
Tanzania	TA Mission	Strengthening the oversight of SOE investments	August 21 - September 1, 2023	Matthew Quillinan (AFE Advisor); Kennedy Ogendi Ondieki (STX)
Rwanda	TA Mission	Review of MTEF and baseline costing exercise	September 4 - 15, 2023	Gerhard Steger (STX)
Tanzania	Attachment	Attachment on QA process and consolidation tools for production of Annual Financial Statements (from FY21)	September 4 - 15, 2023	Amra Srdanovic (AFE Advisor)

Country	Type	Subject	Date	Experts
Ethiopia	TA Mission	Roadmap for improving financial reporting and implementing IPSAS accrual standards	September 4 - 19, 2023	Peter F. Murphy (STX); Amra Srdanovic (AFE Advisor)
Regional Workshop	Workshop	2023 Workshop 1 - Fiscal Risks Tools	September - 8, 2023	Matthew Quillinan (AFE Advisor)
Uganda	TA Mission	C-PIMA & Q-Craft	September 6 - 19, 2023	Matthew Quillinan (AFE Advisor)
Malawi	TA Mission	Expanding the SOE oversight and introduction to SOE Stress Test Tool (FY24)	September 11 - 26, 2023	Matthew Quillinan (AFE Advisor); Amra Srdanovic (AFE Advisor)
Eritrea	TA Mission	National training - challenges of IFMIS introduction and implementation	October 2 - 6, 2023	Amra Srdanovic (AFE Advisor); Peter F. Murphy (STX); Placide Mukwende (STX)
Uganda	TA Mission	Reviewing and updating the Fiscal Risk Statement	October 2 - 13, 2023	Matthew Quillinan (AFE Advisor); STX FAD (STX)
Uganda	TA Mission	Developing an SOE oversight reporting framework	October 2 - 13, 2023	Matthew Quillinan (AFE Advisor);
Real Sector Statistics				
Kenya	National Training	National Accounts training of new staff	August 14 - 18, 2023	Timmi Graversen (AFE Advisor)
Tanzania	TA Mission	Institutional Sector Accounts	August 28 – September 8, 2023	Timmi Graversen (AFE Advisor)
Rwanda	National Training	National Accounts training of new staff	September 11 - 15, 2023	Timmi Graversen (AFE Advisor)
Kenya	TA Mission	PPI- Further development of XMPI	September 18 - 29, 2023	Katherine Pegler (STX)
Uganda	TA Mission	TA - Institutional Sector Accounts	October 2 - 13, 2023	Timmi Graversen (AFE Advisor)
Malawi	TA Mission	Further development of XMPI	October 16 - 27, 2023	STX STA (STX)
South Sudan	National Training	GDP - Expenditure and Production	October 23 – November 3, 2023	Timmi Graversen (AFE Advisor); Christopher James Hinchcliffe (STX)
Revenue Administration				
Regional workshop	Workshop	ISORA workshop 2023	August 14 - 14, 2023	Rameck Masaire (AFE Advisor)
Malawi	TA Mission	Develop ICT strategy implementation plan	August 21 - September 1, 2023	Yakomba Yavwa (STX); George Muraguri Chiuri (STX); Rameck Masaire (AFE Advisor)
Uganda	TA Mission	Review of the IT Function- GovTech	August 23 - September 5, 2023	Yakomba Yavwa (STX)

Country	Type	Subject	Date	Experts
Uganda	TA Mission	DRMS Review and ICT Support to URA	August 23 - September 5, 2023	Dumisani Masilela (AFE Advisor), Faith Mazani (HQ staff)
Uganda	TA Mission	Develop Compliance Improvements Plan for specialized sectors	August 23 – September 5, 2023	Rameck Masaire (AFE Advisor), Cameron John Smith (STX)
Regional workshop	Workshop	AfCFTA Regional workshop	August 30 – September 1, 2023	Kenneth Ochola (AFE Advisor)
Regional workshop	Workshop	Regional Workshop on Developing Audit Capacity - Governance	September 4 - 8, 2023	A14 (IMF HQ Staff); Rameck Masaire (AFE Advisor); Joseph Christopher Musumba Mwogeza (STX); Andrew Gathuo Chege (STX); Willie Shumba (STX)
East African Community	TA Mission	Customs staff visit	September 5 - 6, 2023	Kenneth Ochola (AFE Advisor)
Uganda	TA Mission	MTRS LTX- Desk Review -MTRS	September 5 - 15, 2023	Dumisani Masilela (AFE Advisor)
Tanzania	TA Mission	TADAT Assessment 2023	September 6 - 19, 2023	Rameck Masaire (AFE Advisor); Maureen Kidd (STX); Jane Wambui Muguchu (STX)
Tanzania	TA Mission	Customs diagnostic mission	September 6 - 19, 2023	Telita Johanna Snyckers (STX); Gabriel Muthiani Kitenga (STX); Kenneth Ochola (AFE Advisor)
Ethiopia	TA Mission	AFE Training on customs intelligence management	September 25 -29, 2023	Kenneth Ochola (AFE Advisor); Jacqueline Ann Penfold (STX); Brian Patrick Collins (STX)
Uganda	TA Mission	Attachment to Nigeria	September 25 – 9, 2023	Rameck Masaire (AFE Advisor)
Kenya	TA Mission	Mirror Data Analysis (II) follow up	October 2 - 6, 2023	Kenneth Ochola (AFE Advisor); Emilie Caldeira (STX); Anne-Marie Geourjon (STX)
Kenya	TA Mission	Develop Capacity in Data Analytics	October 9 - 18, 2023	Rameck Masaire (AFE Advisor); Stephen Harold Wilcox (STX); Francois Bertrand Akoa (STX)
Uganda	TA Mission	Strengthening Enforcement Techniques and Reforms	October 16-20, 2023	Kenneth Ochola (AFE Advisor); Brian Patrick Collins (STX)
Tanzania	TA Mission	Data Matching and Analysis	October 23- November 3, 2023	Kenneth Ochola (AFE Advisor); Stephen Harold Wilcox (STX)

Table 2: AFRITAC East Technical Assistance Reports on the Institutional Repository

These reports, which have been cleared for dissemination by country authorities, are available to Steering Committee members who have signed a confidentiality agreement.

Country	Title	Mission Dates
Eritrea	Training on Budget Costing and Macroeconomic forecasting	March 6 - 10, 2023
Ethiopia	Strengthening Post Clearance Audit	November 7 - 18, 2022
Ethiopia	Basel II/III implementation - Pillar I	January 23 - 31, 2023
Rwanda	Climate sensitive selection and appraisal (FY23)	April 11 - 20, 2023
South Sudan	Review and Redesign of the ICT Function (Governance)	May 21 - July 8, 2022
South Sudan	Developing fiscal statistics	October 24 - November 4, 2022
South Sudan	Support to expenditure forecasting and budget costing LTX delivery	January 30 - February 10, 2023
South Sudan	Regulatory and supervisory approaches regarding cyber risks	February 20 - 24, 2023
Uganda	Insurance regulatory authority - adapting prudential framework for IFRS 17	October 10 - 21, 2022
Uganda	HQ Mission: Public Investment Management Assessment	June 16 - 29, 2022
Uganda	Strengthening SOE oversight peer learning visit (Seychelles)	April 17 - 28, 2023
Regional	Regional Workshop: Budget Baseline Costing Regional Guidelines	December 5 - 9, 2022
Regional	Regional Workshop: Artificial Intelligence in Customs	December 5 - 9, 2022



Member Countries

Eritrea
Ethiopia
Kenya
Malawi
Rwanda
South Sudan
Tanzania
Uganda

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