

# IMF East AFRITAC News

August – October 2020



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## MACROECONOMIC CONTEXT

IMF East AFRITAC (AFE) members continue to grapple with the unprecedented crises caused by the COVID-19 pandemic. As in the rest of Sub-Saharan Africa (SSA), less external demand as the global economy slows and the effects of measures to contain infection have severely depressed growth among AFE member countries. The results for many countries have been lower revenues and higher debt-to-GDP ratios. Meanwhile, immediate needs to invest in saving lives and protecting livelihoods have put pressure on public spending and squeezed fiscal space. The IMF *Regional Economic Outlook* (REO) for SSA projects that in 2020 public debt in SSA will rise from the pre-crisis 56.7 percent of GDP to 65.6 percent. AFE capacity development has thus become even more relevant to help countries collecting revenue efficiently and effectively, ensuring that critical spending is timely, channeling limited resources to priority public investment projects, managing fiscal risks, mitigating cybersecurity risk, reinforcing risk-based supervision (RBS) of financial institutions, and compiling statistics during lockdowns.

## HIGHLIGHTS

AFE continued to adapt to remote delivery to serve member countries amid the COVID-19 pandemic and associated travel restrictions, i.e., through remote technical assistance, regional and national workshops, and attachment programs. This has heightened activity in the second quarter of FY 2021 and was made possible by member countries' acceptance to remote cooperation. However, in some cases poor or nonexistent internet connections has complicated remote delivery.

**Financial Sector Supervision and Regulation:** AFE provided support to Ethiopia, Kenya, Rwanda, Tanzania, and Uganda on strengthening cyber security supervisory processes and building cyber resilience amid the COVID-19 pandemic.

**Government Finance Statistics:** Support was provided to Malawi and Zanzibar on compiling and improving the quality of fiscal data for budgetary central and local governments; and to Uganda on improving the quality of general government fiscal and public debt data.

**Macro-fiscal Analysis:** Support to Malawi focused on existing and emerging fiscal risks during the pandemic and the resulting economic downturn; and Rwanda on modelling the macro-fiscal impact of the pandemic.

**Public Financial Management:** A workshop on budget costing and project stock taking was conducted for Kenya. Training in Malawi and Tanzania offered techniques for prioritizing project prioritization techniques. Support was also



provided to South Sudan on reinforcing the treasury single account and cash management practices; Zanzibar on drawing up a roadmap for transition to accrual-based International Public Sector Accounting Standards (IPSAS); and Uganda on creating a framework to better track COVID-19 expenditures.

**Real Sector Statistics:** Support was provided to Ethiopia on compiling an Index of Industrial Production (IIP); to Kenya on assembling the export and import price index (XMPI); and to Malawi on reviewing the expenditure weights and CPI basket using the 2017 Integrated Household Survey (IHS).

**Staff News:** A new resident advisor on forecasting and policy analysis system was recruited and is expected to start at AFE remotely in December 2020.

**Forthcoming Activities and TA Dissemination:** Table 1 (p. 8) is a calendar of forthcoming activities through end-January 2021. Table 2 (p. 11) lists TA reports disseminated on the secure website.

## Meet our new advisors



**Kenneth Ochola**, a Kenyan national, joined AFE in September 2020 as Resident Revenue Administration Advisor (Customs). Kenneth is a career customs specialist who has worked for the

Kenya Revenue Authority for 29 years, rising to the position of Acting Commissioner of Customs and Border Control. He has broad experience in customs policy, security, and operations and has served as the Head of the World Customs Organization Regional Intelligence Liaison Office for Eastern and Southern Africa. In 2014, he was seconded to the Kenya National Counter-Terrorism Centre in Nairobi for 2 years. Kenneth will be working from Kenya until he is able to travel to Dar es Salaam.



**Callie Hugo**, a South African national, joined AFE in October 2020 as Resident Advisor on Monetary and Foreign Exchange Operations and Financial Market Infrastructures. He worked in

a variety of capacities at the South African Reserve Bank for more than 30 years, and since May 2018 has worked as an IMF short-term expert, participating in TA missions in Africa countries focusing on applying monetary policy, financial market development, and financial sector stability issues. Callie will be working from South Africa until he is able to travel to Dar es Salaam.

## ETHIOPIA

### **Financial Sector Supervision and Regulation:**

Support was provided to Ethiopia on strengthening cybersecurity supervision and building cyber resilience. The National Bank of Ethiopia (NBE) is currently tightening up its cyber security assessment and monitoring. The changes emphasize information risk management fundamentals, information communication technology (ICT)/cyber organization, and governance; and management of ICT risks. The mission noted weaknesses in cyber risk management, recommended supervisory processes, and drafted cybersecurity guidelines the NBE can adopt.

**Real Sector Statistics:** The Central Statistical Agency (CSA) is drafting an Index of Industrial Production (IIP). Support was provided to identify weights; select sample establishments from the 2017/2018 register of manufacturing establishments; and obtain production and gross-value added data from the annual Census of Manufacturers. CSA staff were trained using step-by-step demonstrations of weighting and calculating IIPs with sample data. The training focused on methods to collect changes in inventories, including estimation methods when establishments are unable to provide monthly valuation of inventories.

## KENYA

### **Financial Sector Supervision and Regulation:**

The Central Bank of Kenya (CBK) is strengthening its processes for cyber security supervision and building cyber resilience. The emphasis is on ICT/cyber security risk management, general aspects for on-site and off-site supervision (including cyber links), and international best practices and standards. The mission noted weaknesses in the cyber risk

management and recommended supervisory processes that CBK can adopt.

**Public Financial Management:** AFE conducted a workshop on budget costing and project stock-taking for officials from the National Treasury and Planning, ministries, departments, and agencies (MDAs). The objective was to bring together the primary users of the *Budget Preparation Manual* to review and critique the draft produced in the July 2020 AFE mission. The main results from the workshop were a set of proposed recommendations to improve the current draft manual and a detailed capacity building plan, which were developed during group working sessions.

**Real Sector Statistics:** The Kenya National Bureau of Statistics was helped to plan and develop the export and import price index (XMPI) based on survey data related to effective prices of exports and imports. The new XMPI is scheduled for release in mid-2022.

**Revenue Administration:** Support was provided to Kenya to review and assess from the administrative perspective the laws related to, and the administration of, the Digital Services Tax (DST). The mission reviewed the current draft and made recommendations for both improving the draft regulations and building staff capability to administer the DST laws. The DST is a gross revenue tax with a tax base of revenues derived from a specific set of digital services delivered to users within Kenya. The DST is due for launch on January 1, 2021.

## **MALAWI**

**Government Finance Statistics:** Support was provided on compiling fiscal data for budgetary central government (BCG) and local governments. The mission and staff of Debt and Aid Division in the Ministry of Finance, Economic Planning & Development reviewed existing practices in compiling public debt statistics. Plans for expanding coverage of public debt data beyond BCG were discussed. The support aimed at improving the quality of fiscal and public debt data.

**Macroeconomic Analysis:** A remote mission worked with officials in state-owned enterprises (SOEs) to analyze new and existing fiscal risks in the context of the COVID-19 pandemic and resulting economic downturn. The mission prepared macrofiscal scenarios in the context of COVID-19; reviewed the financial health of SOEs and identified risks from the sector; and compiled information on and reviewed risks from public-private partnerships (PPPs).

**Public Financial Management:** Training was delivered to two new planning institutions on the main stages and technical tools required to operationalize a project prioritization framework. Presentations and group sessions focused on several technical tools to operationalize a project prioritization framework. The mission also drew up a plan to build the capacity of a core team of officials to become trainers of others across government on the tools and techniques presented during the training.

**Real Sector Statistics:** Support was provided to the National Statistical Office (NSO) to review the expenditure weights and the CPI basket using the 2017 Integrated Household Survey (IHS). The NSO was guided on how to undertake basket and outlet sample reviews and on conducting additional surveys to complement the HIS data.

**Revenue Administration:** Support was provided to Malawi to analyze the performance of Value Added Tax and assess compliance risks at sector and segment levels. The mission's hands-on approach will help the authorities to identify methods to continuously track and monitor revenue collections and underlying compliance indicators, and to choose appropriate measures to mitigate difficulties.

## **RWANDA**

**Financial Sector Supervision and Regulation:** Rwanda is building cyber resilience in commercial banks. Support was provided to the National Bank of Rwanda (NBR) on strengthening cyber security assessment and monitoring framework, including an assessment of risk management frameworks on ICT/cyber security; ICT/cyber organization and

governance; ICT/cyber risk management and regulation implementation; and general aspects of on-site and off-site supervision (including link to cyber) and international best practices and standards. The mission noted weaknesses in cyber risk management and recommended amendments to supervisory processes and a draft cyber security guideline that the NBR can adopt.

**Government Finance Statistics:** Support was provided on improving the quality of fiscal and public debt data covering the general government (GG). Fiscal data with full coverage of all entities of the GG was reviewed. Progress on the compilation of quarterly fiscal statistics covering the GG (excluding social security funds) was reviewed and data is planned to be disseminated by the end of 2020.

**Macrofiscal Analysis:** A remote workshop was conducted on modelling the macrofiscal impact of the pandemic using the IMF Fiscal Affairs Department (FAD) COVID-19 fiscal stress test module. This module allows users to generate a range of macrofiscal scenarios for 2020–22 based on the length and stringency of various lockdown scenarios. During the workshop, staff in the Macroeconomic Policy Division of the Ministry of Finance and Economic Planning customized the module with Rwandan data and calibrated it for Rwandan circumstances. The module now allows for rapid production of macrofiscal scenarios during the pandemic, which will support policy making, fiscal risk management, and production of fiscal risk statements.

**Revenue Administration:** Support, led by FAD, was provided to the Rwanda Revenue Authority to undertake a customs administration diagnostic review. The results of the mission will support the authorities as they formulate their Medium-Term Revenue Strategy.

## **SOUTH SUDAN**

**Public Financial Management:** Since September, support and guidance has been provided to South Sudan through biweekly meetings on how to strengthen the treasury single account (TSA) and cash

management practices. IMF team shared templates for cash forecasting and inventory of bank accounts with the authorities. TA mission is planned for December 2020 to provide further guidance on improving cash forecasting and expanding TSA coverage.

## **TANZANIA**

**Financial Sector Supervision and Regulation:** Strengthening supervision of cyber security and building cyber resilience is a major component of the Bank of Tanzania (BOT) strategic plan. A mission to Tanzania focused on cyber risk assessment and monitoring; ICT/cyber organization and governance; carrying out ICT/cyber risk management and regulation; and cyber incident reporting and computer emergency response. The mission noted weaknesses in cyber risk management and governance and recommended to the BOT supervisory processes and draft cyber security guidelines that can adopt.

**Public Financial Management:** A public investment management workshop introduced targeted training modules and supporting tools on project appraisal and prioritization techniques for the National Planning Division in the Ministry of Finance and Planning. Staff of the Uganda Projects Analysis and Public Investment Department also attended the workshop to share experiences of its reform process and develop a peer learning network. The outputs of the training will be used to supplement the public investment operating manual and the IT system.

**Real Sector Statistics:** Support was provided on how government finance statistics can be used in calculating GDP. The mission reviewed volume estimation for public administration and defense, education, and health activities during the pandemic. It further resolved methodological issues surrounding volume estimation of taxes on products.

## **TANZANIA (ZANZIBAR)**

**Government Finance Statistics:** Zanzibar was remotely supported on improving the quality of BCG, extrabudgetary units and local governments fiscal data. Capacity was built for staff of the Ministry of Finance

and Planning in compiling fiscal data for extrabudgetary units and local governments.

**Public Financial Management:** AFE provided advice on drawing up a roadmap for transition to accrual based International Public Sector Accounting Standards (IPSAS). The mission provided guidance on developing a roadmap and implementation plan, including corporate governance and institutional arrangements, staff capacity development, an integrated financial management information system (IFMIS), chart of accounts, assets and liabilities, and the need for a dedicated project budget for the IPSAS accrual project. The mission recommended close alignment with Tanzania Mainland, which has already achieved full compliance with IPSAS accrual compliance.

Training was delivered on budget costing and expenditure prioritization. The mission helped to assist the Budget Department enhance costing techniques and develop tools for budget analysis to support medium term expenditure prioritization and estimation. The main outputs of the mission were an outline of a strategic budget submission for MDAs and a structured template to aggregate their medium term costing. These were discussed and customized through a series of remote working sessions.

**Revenue Administration:** Support was provided to Zanzibar to develop compliance risk management monitoring and evaluation. The mission emphasized building capability to create an effective monitoring strategy, undertake meaningful evaluation of compliance outcomes, and improve the drafting of compliance improvement plans.

## UGANDA

**Financial Sector Supervision and Regulation:** Uganda was assisted in strengthening cybersecurity supervision and building cyber resilience. The Bank of Uganda (BOU) is currently building up cyber security assessment and monitoring to focus on ICT/cyber organization and governance; ICT/cyber risk assessment and enforcement of regulation; general aspects of both on-site and off-site supervision

(including cyber links), and international best practices and standards. The mission noted weaknesses in Uganda's management of cyber risk and recommended supervisory processes and a draft cyber security guideline that the BOU can adopt.

**Public Financial Management:** An AFE mission helped the authorities to design a framework for better tracking COVID-19 funds. It included (1) identifying a clear working definition for COVID-19 spending; (2) adopting prerequisites and good practices for planning, budgeting, execution, and reporting; and (3) suggestions to add another output code in the chart of accounts for greater transparency. The main outputs of the mission were an Excel-based expenditure tracking tool that can be used for tracking budgeted and off-budget spending (with supporting formats) to ensure that COVID-19 spending proposals are adequately costed and detailed to form an effective and transparent anchor for tracking.

**Revenue Administration:** Support was provided to Uganda to build telecommunication sector audit capacity. The mission helped enhance the effectiveness of the audit and verification programs to ensure accurate reporting. The sector is one of Uganda's dominant revenue contributors. AFE in November 2018 provided support on strengthening capacity for auditing the telecommunication sector. This mission extended this work and examined issues emerging in the sector.

## ATTACHMENTS

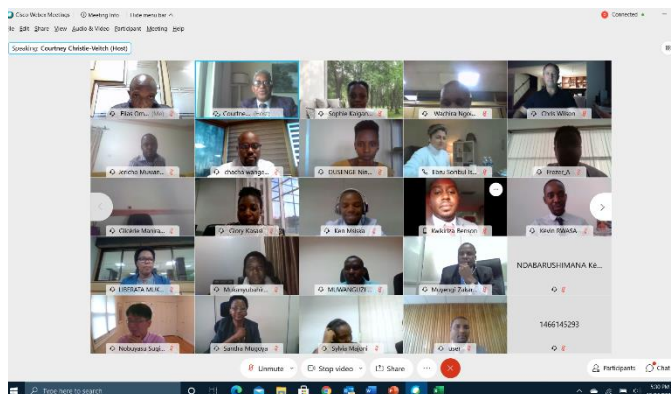
Professional attachment programs, another modality through which AFE provides capacity development to member countries, give officers of institutions served by AFE an opportunity to observe practices adopted by institutions that are considered to have made sound arrangements for specific areas of their operations.

**Revenue Administration:** Officials from the Malawi Revenue Authority participated in a virtual/remote attachment with the Kenya Revenue Authority to learn how to better promote staff integrity.

## REGIONAL WEBINARS

### Financial Sector Supervision and Regulation:

AFE member countries are reinforcing their approach to oversight and supervision of financial technology (Fin Tech) and monitoring the development of supervisory technologies (SupTech) and Regulatory Technology (RegTech). Supervisors representing 7 of the 8 member countries participated in a virtual seminar on tightening up FinTech supervision and approaches to SupTech and RegTech.



Participants in the FinTech webinar

The Central Bank of Kenya, National Bank of Rwanda, and Insurance Regulatory Authority of Kenya shared experiences during the peer-to-peer learning component of the webinar that spanned two days.

**Government Finance Statistics:** A regional webinar was conducted, in collaboration with HQ, on enforcing the EAC guidelines on compilation of fiscal and public debt data. The webinar was designed to facilitate the compilation of comparable fiscal and public debt data necessary for the EAC monetary union. The webinar provided a platform for sharing experiences on good practices for compiling GFS and public sector debt statistics (PSDS) and implementing the EAC guidelines.

**Macroeconomic Analysis:** AFE conducted a remote regional workshop on preparing macrofiscal scenarios for the pandemic, in collaboration with the FAD, the African Training Institute (ATI), and AFRITAC South. The workshop addressed changes in risk since COVID-19; forecasting techniques suitable for the current environment; contingent liabilities and

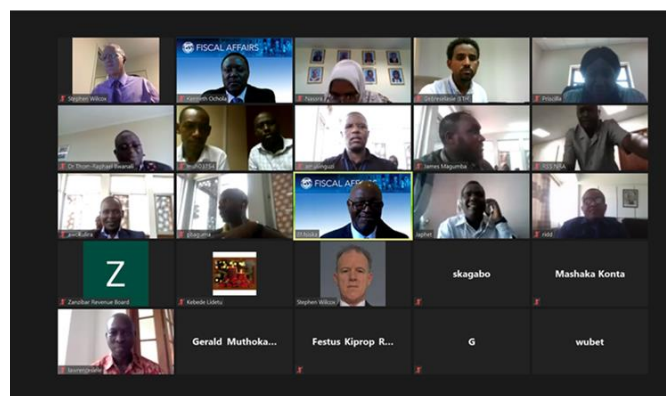
scenarios; and how to use IMF tools to support the analysis of the macrofiscal impact of the pandemic.

**Public Financial Management:** AFE participated in a virtual regional workshop offered by the ATI to share experiences on fiscal risk management under previous crises and implications for policy making during the current COVID-19 pandemic.

AFE also participated in a virtual workshop on the risks to national budgets in Africa posed by contingent liabilities and public private partnerships (PPPs); it was offered by the Collaborative Africa Budget Reform Initiative (CABRI). Participants shared experiences on managing contingent liabilities and improving oversight of the State-Owned Enterprises (SOEs).

**Revenue Administration:** A remote workshop updated member countries on the International Survey of Revenue Administration (ISORA) 2020. Coordinators from AFE members participated. The workshop equipped participants with capabilities and knowledge necessary to complete ISORA 2020 Forms A to G.

Another remote workshop assisted AFE member countries in drawing up compliance improvement plans and strategies for monitoring and evaluation. Participants were given further training on putting together end-to-end compliance risk management processes, with a focus on improving measurement and evaluation of treatment strategies.



Participants in the compliance improvement workshop

## **AFE STAFF NEWS**

### **Farewell to Paul Seeds, PFM Advisor**

As he leaves the Center Paul shares his recollections of his time at AFE.



Paul Seeds has been at East AFRITAC since January 2016 as Public Financial Management Advisor. He has more than 30 years of PFM experience in 18 countries, many in East Africa.

### **1. Tell us about your experience working at East AFRITAC**

It has been an absolute honor to have worked at AFE for almost 5 years. When I first arrived in January 2016, it was a bit of a homecoming to East Africa for me, having worked for several years spanning the millennium in Kenya, strengthening the Treasury and implementing the IFMIS. It was in Kenya that I was dubbed “Mbegu.” (“seeds” in Swahili) a moniker that survives to this day. I had also, in different guises, visited most of the member countries (including South Sudan) before joining AFE. It was a delight to reestablish old contacts and work with such interesting countries again, to build upon earlier reform efforts.

It has been a pleasure to work with such a dedicated team of experts and administrative staff at AFE—this has fostered an environment of a big, happy, conscientious family. I loved my time in Tanzania, being a regular at the yacht club and making the most of the opportunities for safaris to see the magnificent and diverse wildlife and scenery. I will miss the many friends I have made in Tanzania—I will definitely be back when time affords, though in a leisure rather than working capacity.

### **2. What are your views on and expectations for current capacity-building efforts in the region?**

When one is dealing with reforms on a daily basis it is often difficult to recognize just how much progress has been made. However, when stepping back a little and reflecting, the true extent of the progress becomes very clear. I can look back over a couple of decades and see just how far PFM has come within the whole

region. The capacity levels now are unrecognizable from those 20 years ago. Also, during my five-year tenure at AFE I have noted many significant advances in all PFM areas. Most countries now have modern legislative frameworks; the coverage and functionality of financial systems continue to progress; financial reporting has been strengthened through the adoption of international standards; and budget execution and control are now much more effective. These reforms have been underpinned by strong institutions—I expect member countries to continue this progress into the future.

### **3. What is next for you now?**

I have now moved on to PFTAC, the Pacific Island equivalent of AFE, based in Fiji. My doors are always open to accept visitors, and I am hoping that international travel will return on the agenda in 2021. I look forward to a similarly rewarding role in the Pacific, with a variety of countries at different stages in their PFM reforms. I wish our member country counterpart colleagues all the best with further reform efforts and hope the pandemic-related crises can pass quickly in 2021.

**Table 1. East AFRITAC: Forthcoming Activities, November 2020 – January 2021**

<b>Financial Market Infrastructures and Payments</b>				
<b>Country</b>	<b>Type</b>	<b>Subject</b>	<b>Date</b>	<b>Experts</b>
Rwanda	National Training	PFMI training in country	January 25–27, 2021	Carel Hugo (AFE Advisor)
<b>Financial Sector Supervision and Regulation</b>				
Kenya	TA Mission	Strengthening RBS for microfinance firms	November 16–27, 2020	Courtney Christie-Veitch (AFE Advisor); Short-Term Expert (STX, TBD)
Uganda	TA Mission	AFE: Virtual TA (COVID) to assist the authorities in integrating RBS processes for securities	December 1–11, 2020	Courtney Christie-Veitch (AFE Advisor)
Kenya	TA Mission	Basel Core Principles (BCP) implementation	December 7–18, 2020	Courtney Christie-Veitch (AFE Advisor); STX (TBD)
Tanzania	TA Mission	Strengthening RBS for securities firms - Enhancing Micro Stress Testing framework	January 4–15, 2021	Courtney Christie-Veitch (AFE Advisor); STX (TBD)
<b>Government Finance Statistics</b>				
Uganda	TA mission	Improving the quality of general government fiscal and public debt data	November 9–13, 2020	Robert Maate (AFE Advisor)
Tanzania	National Training	Sessions on GFSM 2014 framework for GFS compilers in the Ministry of Finance	November 30 - December 4, 2020	Robert Maate (AFE Advisor)
Rwanda	TA mission	Expansion of coverage to the public sector	January 11–15, 2020	Robert Maate (AFE Advisor)
<b>Macrofiscal Analysis</b>				
Rwanda	TA Mission	Analyzing and Managing Fiscal Risks from State-Owned Enterprises	November 9–27, 2020	Bryn Battersby (IMF HQ Staff); Imran Aziz (AFE Advisor); Matthew Quillinan (AFE Advisor); Amra Srdanovic (AFE Advisor)
<b>Monetary Policy and Operations</b>				
South Sudan	TA Mission	Scoping/diagnostic mission for initial engagement	January 18–22, 2021	Carel Hugo (AFE Advisor)



Public Financial Management				
Country	Type	Subject	Date	Experts
Rwanda	TA Mission	Review of the Organic Law on State Finances and Property	October 19–November 19, 2020	Yugo Koshima (IMF HQ Staff); Amra Srdanovic (AFE Advisor); Benoit Chevauchez (STX)
Rwanda	TA mission	Analyzing and Managing Fiscal Risks from State-Owned Enterprises	November 9–23, 2020	Bryn Battersby (IMF HQ staff), Imran Aziz (AFE Advisor); Mathew Quillinan (AFE Advisor); Amra Srdanovic (AFE Advisor); Phil Barry (STX)
Regional (with AFW2 and AFS)	Regional Webinar	Peer Learning Workshop on Public Investment Management	November 2–6, 2020	Imran Aziz (AFE Advisor)
AFRITAC East	Regional Workshop and Webinar	Webinar and Regional Peer Learning workshop to review IT systems to support performance-based budgeting	November 16–20, 2020	Imran Aziz (AFE Advisor); Sam Moon (STX)
Kenya	TA Mission	Follow up Mission: Support to Budget Costing and Project Appraisal	November 23–December 5, 2020	Imran Aziz (AFE Advisor); Gerhard Steger (STX); Sam Moon (STX)
South Sudan	TA Mission	Strengthening TSA and Cash Management	November 30–December 16, 2020	Amra Srdanovic (AFE Advisor); Per Olof Jonsson (STX)
AFRITAC East	Regional Workshop and Webinar	Budget Baseline Costing	December 7–11, 2020	Imran Aziz (AFE Advisor); Gerhard Steger (STX)
Rwanda	National Training	Strengthening the Medium-Term Budget Framework	January 11–15, 2021	Imran Aziz (AFE Advisor); Gerhard Steger (STX)
Ethiopia	National Training	Risk-based and performance audit	January 11–21, 2021	Amra Srdanovic (AFE Advisor); Bill Rafuse (STX)
Real Sector Statistics				
Uganda	TA Mission	Prices: Finalizing the update of construction cost price indices	November 2–13, 2020	Pegler Katherine (STX)
South Sudan	TA Mission	National accounts: Developing estimates of agricultural activities	November 16–27, 2020	Anthony Silungwe (IMF HQ Staff)

Country	Type	Subject	Date	Experts
Uganda	TA Mission	AFE: Prices: Updating and improving Production Price Index (PPI) for food and accommodation services	November 16-27, 2020	STX (TBD)
Ethiopia	TA Mission	AFE: National Accounts: Reviewing QGDP-E estimates and training on compilation methods	December 7–11, 2020	Anthony Silungwe (IMF HQ Staff)
Tanzania (Zanzibar)	TA Mission	Prices: Zanzibar - Developing methodology for compiling agriculture PPI	January 11–22, 2021	STX (TBD)
Tanzania	TA Mission	National Accounts: Improving use of VAT and income tax data to compile quarterly and annual GDP	January 18–22, 2021	LTX (TBD)

### Revenue Administration

Uganda	National Training	Develop data-matching capacity within tax and customs	December 1– 18, 2020	Berlin Msiska (AFE Advisor); Rob Tait (STX)
South Sudan	TA Mission	Review and Redesign Customs Clearing Controls and Procedures	December 2–15, 2020	Kenneth Ochola (AFE Advisor); Lawrence Dean Robert (STX)
Rwanda	TA Mission	Develop Capacity in Auditing Manufacturing Sector for both Customs & tax	January 5–18, 2021	Kenneth Ochola (AFE Advisor); Michelo Haangoma Sigande Ernest (STX)
Kenya	TA Mission	Review and Redesign of the High Net Worth Individuals Function	January 11–28, 2021	Berlin Msiska (AFE Advisor); John Buchanan (STX)
Kenya	TA Mission	Develop capacity for Customs monitoring of oil exports.	January 18-28, 2021	Montagnat-Rentier Gilles (IMF HQ staff); Bernard Swanya (IMF HQ staff); Kenneth Ochola (AFE Advisor)
Kenya	Attachment	Developing Capacity in Digital Services Tax	December 7-11, 2020	Berlin Msiska (AFE Advisor)

### IMF ONLINE COURSES

Available to government officials and, in some cases, the general public through <http://imf.smartcatalogiq.com/en/current/Catalog/Online-Learning-OL> and <https://www.edx.org/school/imfx>. Forthcoming and ongoing online courses include:

**Table 2: IMF Online Courses**

Start Date	End Date	Course Title	Language
May 1, 2020	April 15, 2021	RA-GAP: Tax Gap Analysis (VGAPx)	English
May 1, 2020	April 30, 2021	Public Financial Management (PFMx)	English
September 1, 2020	April 30, 2021	Macroeconomic Management in Resource-Rich Countries (MRCx)	English
September 1, 2020	April 30, 2021	Energy Subsidy Reform (ESRx)	English
November 11, 2020	March 3, 2021	Balance of Payments and International Investment Position Statistics (BOP-IIPx)	English

**Table 3: East AFRITAC Technical Assistance Reports Posted on the IMF Extranet**

The following final TA reports prepared by East AFRITAC have recently been posted on the secure IMF extranet site. 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	Extranet FY
Eritrea	Provide training to the authorities on implementing RBS for banks	April 23–27, 2018	FY 18
Kenya	PIM - follow up on PIMA	February 7–21, 2019	FY 19
Ethiopia	A Medium-Term Reform Strategy to Modernize Customs Administration	November 26–December 7, 2018	FY 19
Uganda	Oil Revenue Management	July 23–August 5, 2019	FY 20
Kenya	Improving the quality of fiscal and public debt data in Kenya	October 7–16, 2019	FY 20
Ethiopia	Review of the Information Technology Strategy	November 11–29, 2019	FY 20
Uganda	Reporting project commitments for better decision making	January 2–February 7, 2020	FY 20
Rwanda	Expansion of coverage of fiscal and debt data to the public sector	January 13–17, 2020	FY 20
Ethiopia	Facilitating Compliance and Mobilizing Revenue for the Mid-Term	February 12–25, 2020	FY 20
Malawi	Government Finance Statistics: Compilation of EBUs and PSDS quality improvement	February 10–14, 2020	FY 20
Uganda	Expanding TSA Coverage and Strengthening Cash Management	April 16–29, 2020	FY 20
Kenya	Strengthening Customs Post Clearance Audit Risk Management and Case Selection	April 15–28, 2020	FY 20
Kenya	Strengthening Domestic Taxes Risk Management & Audit Case Selection	April 22–28, 2020	FY 20

Country	Title	Mission Dates	Extranet FY
Kenya	IPSAS implementation including development of IFMIS for accrual accounting	May 18–29, 2020	FY 21
Rwanda	Next steps in Performance Based Budgeting	May 1–20, 2020	FY 21
Rwanda	Designing changes to the Citizens Guide to the Budget	May 21–31, 2020	FY 21
Rwanda	Developing financial institutions audit capacity	May 25–June 9, 2020	FY 21
Rwanda	Training for developing financial institutions on audit capacity	May 25–June 9, 2020	FY 21
Eritrea	Development of explanatory notes for the draft Income Tax Law	June 29–July 8, 2020	FY 21
Kenya	Budget Preparation Manual	June 15–July 9, 2020	FY 21



Member Countries

Eritrea  
Ethiopia  
Kenya  
Malawi  
Rwanda  
South Sudan  
Tanzania  
Uganda

External Donors

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**Center Coordinator**

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Financial Market Infrastructures and Payment: Callie Hugo

Financial Sector Supervision: Courtney Christie-Veitch

Government Finance Statistics: Robert Maate

Macroeconomic Analysis: Matthew Quillinan

Monetary Policy and Operations: Callie Hugo

Public Financial Management: Amra Srdanovic, Imran Aziz

Real Sector Statistics: Anthony Silungwe (interim)

Revenue Administration: Berlin Msiska; Kenneth Ochola

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European Union



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Federal Ministry of Finance

Germany

