

May– July 2021



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HIGHLIGHTS

Financial Sector Supervision and Regulation: Support was provided to banking regulators in Ethiopia on strengthening oversight of domestic systematically important banks; and to South Sudan on implementing risk-based supervision for banks.

Financial Market Infrastructure and Payments: Training was delivered to Malawi on the CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI). AFE continues to provide follow-up training to the Bank of South Sudan on the operationalization of the monetary policy operating framework and on liquidity monitoring and forecasting.

Government Finance Statistics: Eritrea and South Sudan received support to improve the quality of fiscal statistics for the central government (CG). The East African Community (EAC) was assisted in the compilation of EAC-wide fiscal statistics. Training was delivered to Tanzania on concepts and compilation practices of the latest international methodologies for compilation of public debt statistics.

Public Financial Management: South Sudan benefitted from practical guidance to develop the FY2021/22 cash plan and to further improve its treasury single account (TSA) arrangements. In Uganda, guidance was provided to support the planned migration to accrual accounting and concept notes/user requirements to assist linking the integrated project databank with other PFM databases and IT systems. Kenya developed and published 18 SOE detailed financial evaluations for high risk and strategically important SOEs and updated its budget preparation manual for national government and developed a draft for county governments. Rwanda published their second annual Fiscal Risk Statement.

Real Sector Statistics: Assistance was provided to Kenya to review the results of the new benchmark for National Accounts; to Malawi to reconcile GDP by expenditure and GDP by production and update the consumer price index and to Rwanda to develop a revision policy for national accounts.

Revenue Administration: Support was provided to Zanzibar to strengthen the dispute resolution and appeals process. Rwanda was assisted to review progress in the creation of the Headquarters (HQ) function in the Rwanda Revenue Authority Domestic Taxes Department; and South Sudan was assisted in progressing the review of the domestic taxes information system upgrade and advised on the process of acquisition of new web-based tax administration system.

Staff News: AFE bid farewell to Robert Maate, Government Finance Statistics Advisor. AFE will also be bidding farewell to Courtney Christie-Veitch, the Financial Sector Supervision and Regulation Advisor, in September 2021 and also welcoming his successor, Georgios Genimakis, who will be introduced in our next newsletter.

Regional Workshops: 3 regional workshops and webinars were conducted.

Coming Activities and TA Dissemination: Table 1 (p.7) is an updated calendar of activities through October 2021. Table 2 (p. 12) lists TA reports disseminated on the secure website.

AFE 23rd Steering Committee meeting

AFE held its 23rd Steering Committee meeting virtually on July 15-16, 2021, with over 60 participants. The Steering Committee welcomed the support provided by the Center in the fight against COVID-19. Member countries shared experiences in areas that received recent technical assistance from AFE. The Steering Committee endorsed the work program and budget for FY 2022 and welcomed South Sudan as an active member of AFE (joined in May 2020).



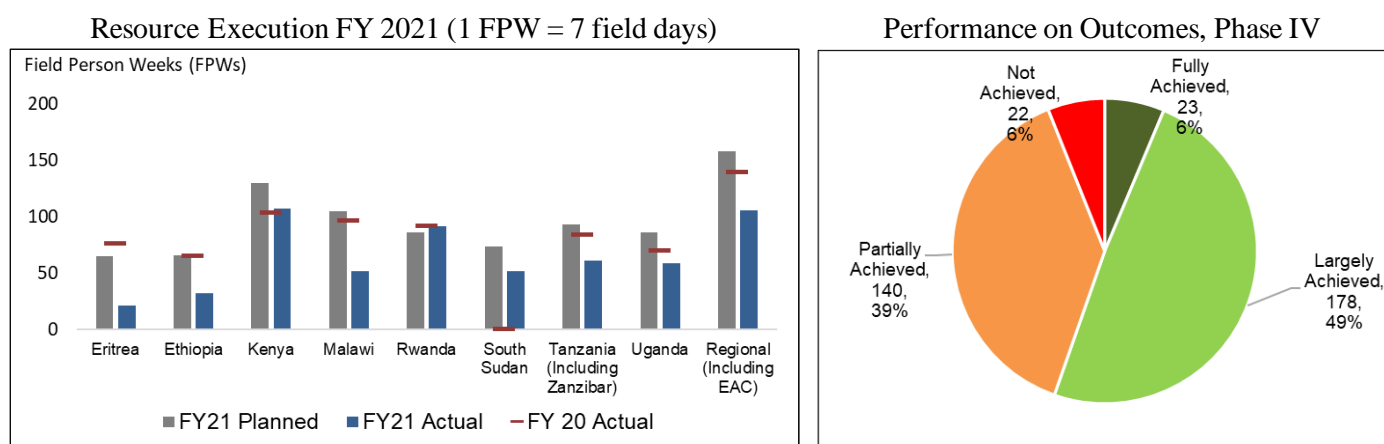
AFE Results of the Fiscal Year 2021 (May 2020 – April 2021)

In FY 2021, due to the restrictions imposed by the COVID-19 pandemic, capacity development activities were delivered virtually. AFE adapted new ways of working, using video conferencing together with phone calls, emails and social media groups to engage authorities and deliver support. Remote delivery has opened opportunities for more continuous virtual support, which can be used to complement in-person missions when they resume.

Faced with emergencies triggered by the pandemic, authorities had to reprioritize. Consequently, some of the planned capacity development activities had to be delayed or canceled. Unpredictable Internet accessibility and the difficulty of remote delivery of some hands-on support also impeded activities. As a result, the execution of the work plan was 73 percent (67 percent in field person weeks, FPWs). For more information about FY 2021, see our annual report:

<https://www.eastafritac.org/servlet/servlet.FileDownload?file=00P5G00000RYHONUA5>

Figure 1: Resource execution across countries and Phase IV performance on outcomes.



ERITREA

Government Finance Statistics: Support was provided to the Ministry of Finance on compilation and review of fiscal data for budgetary central government and extrabudgetary units (non-commercial state-owned enterprises) for the calendar years 2019 and 2020. Quarterly fiscal data for the calendar year 2019 and 2020 were reviewed.

ETHIOPIA

Financial Sector Supervision and Regulation: An AFE mission focused on strengthening systemic risks and oversight of domestic systematically important banks (DISBs) in Ethiopia. The National Bank of Ethiopia is currently strengthening its supervisory oversight of DSIBs. Training was provided on some of the key factors used in supervising and identifying DSIBs including size, interconnectedness, substitutability and complexity.

KENYA

Public Financial Management: Support was provided to Kenya on state-owned enterprises (SOE) financial evaluation. The mission worked with a core team of 16 officers, 11 of which were newly recruited analysts. The officers were assisted to complete 18 financial evaluation reports. The reports analyzed high risk and strategically important SOEs to identify their liquidity gap and requirements for budgetary financing in FY 2020/21 as well as the medium-term financial outlook. The mission was conducted through a series of practical training modules for each step in the development of the financial evaluations, which were published by the National Treasury. The financial evaluations will serve as basis for future SOE reforms and SOE oversight strengthening through integration into mainstream Treasury operations.

An AFE workshop reviewed and updated the draft budget preparation manual developed during previous AFE missions. The main outputs from the workshop were: (i) an updated draft manual for senior management approval; (ii) a draft manual for county governments; and (iii) a capacity building plan and supporting training materials to disseminate the manual for ministries departments and agencies

(MDAs) over the next three years. Next steps will involve sharing the manual with departments in the National Treasury, final edits, publishing, and dissemination of the manual and begin the MDA training. A full draft of the county manual is also planned to be developed through consultation with all counties.

Real Sector Statistics: Support was provided to The Kenya National Bureau of Statistics (KNBS) on reviewing the results of the benchmarking of the national accounts. The new GDP series have been recompiled for the period 2009 to 2019 with 2016 as the new base year.

MALAWI

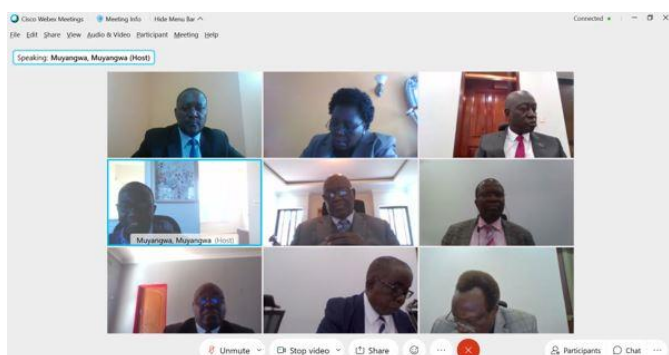
Financial Market Infrastructures and Payments: Training was delivered to Malawi on the CPSS-IOSCO Principles for Financial Market Infrastructures (PFMI). The training sought to familiarize staff of the Payments System Department with the PFMI's risk management and oversight requirements and to help enhance assessment proficiency and compliance of the financial market infrastructures (FMIs) with the global standards. AFE also assisted the Reserve Bank of Malawi (RBM) to review and update the RBM Oversight Policy Framework in order to reflect the Bank's current policy stance in relation to digital currencies and other FinTech innovations.

Real Sector Statistics: Assistance was provided to the National Statistical Office (NSO) of Malawi to reconcile GDP by expenditure and GDP by production with rebased figures for 2017–2019 considering available data sources. Possible data sources for 2020 was reviewed and recommendations to improve GDP compilation were provided.

Another TA mission assisted the NSO with updating the consumer price index (CPI). This mission was a continuation of the mission that was conducted in March 2021. CPI will be updated using expenditure data from the 5th Integrated Household Survey (IHS5), which was conducted from April 2019 to April 2020.

reviewing the domestic taxes information system (DTIS) upgrade and advise on the process of acquisition of new web-based tax administration system. The mission provided guidance to the NRA on the necessary key steps towards implementing a new robust integrated tax administration system. The NRA was further advised to implement a Wide Area Network to enable better utilization of the current DTIS across states as a data readiness measure for the new system.

AFE participated in an IMF HQ-led workshop for the NRA on establishing a revenue authority model for revenue administration and strengthening core administration functions in tax and customs. The workshop assisted the NRA to clarify the priority areas to operationalize NRA, strengthen tax and customs function and establish a supportive information and communication technology environment.



Participants in the NRA national workshop

TANZANIA

Government Finance Statistics: Staff of the Department of Public Debt in the Ministry of Finance and Planning (MoFP) were trained on concepts of the latest methodologies in compilation of public debt statistics.

TANZANIA (ZANZIBAR)

Revenue Administration: Assisted Zanzibar Revenue Board (ZRB) to strengthen the dispute resolution and appeals process. The mission suggested actions to develop a strategy and mechanism to strengthen the dispute resolution and appeal process with improved transparency and objectivity, which included (i) enhancing independence of the internal dispute resolution process; (ii) formulating dispute

resolution regulations; (iii) enhancing tax law; and (iv) embracing use of alternative dispute resolution.



Participants in the mission with ZRB

UGANDA

Public Financial Management: A remote AFE mission reviewed the policy, plans, systems and organizational change elements of the roadmap and found a number of gaps which generate significant risks for the proposed transition to accrual based International Public Sector Accounting Standards (IPSAS). The mission provided advice to support the authorities planned migration to accrual accounting by (i) reviewing the economic segment of the proposed standard chart of accounts (SCOA) in the context of transition to IPSAS accrual standards; (ii) reviewing and providing guidance on the key accrual accounting policies for IPSAS accrual implementation; (iii) reviewing the implications of the accrual implementation for the integrated financial management system (IFMS) and related systems; and (iv) provided guidance on developing a detailed roadmap for transition to IPSAS accrual.

Support was also provided on linking the integrated project databank with other PFM databases and IT systems. The mission provided technical guidance to integrate the integrated bank of projects with other public financial management databases and IT systems. Mission outputs included three concept notes, which outlined integration requirements for developing (i) the multiyear commitment statement; (ii) project selection criteria for new and ongoing projects; (iii) project monitoring as part of the broader National Development Plan III (NDP III) monitoring framework and ongoing revisions to the SCOA. The three concept notes developed as part of the mission

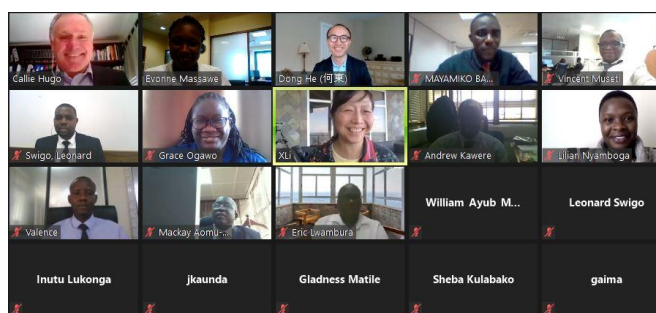
will be internalized by the Ministry of Finance, Planning and Economic Development and updated and discussed with other stakeholders involved in IBP integration.

EAST AFRICAN COMMUNITY

Government Finance Statistics: The EAC Secretariat received support in developing the EAC Fiscal Statistics Reporting Form (EAC-FSRF) that will be used by EAC member states in reporting fiscal statistics to the EAC Secretariat. The statistics are for use in monitoring the EAC convergence program. The EAC member states were facilitated in updating the EAC-FSRF to generate EAC-wide fiscal statistics for the Monetary Union.

AFE WORKSHOPS/WEBINARS

Financial Market Infrastructure and Payments: AFE hosted a virtual regional webinar on FinTech innovations, regulatory challenges and constraints to further development. To unlock the fintech potential, it is essential to deepen the authorities' understanding of the Fintech landscape and to enable them to identify the constraints to the growth of fintech and its contribution to inclusive growth.



Participants in the Fintech webinar

Financial Sector Supervision and Regulation: AFE in collaboration with the IMF Monetary and Capital Markets Department provided a webinar on the unwinding of COVID-19 regulatory measures. This webinar facilitated and encouraged regional coordination and discussion on (i) the impact of the pandemic on households, corporates, and the banking system; (ii) measures introduced in response to the pandemic; (iii) main principles that should be considered in deciding to unwind policy measures and consequences of unwinding COVID-19 measures too

early; (iv) and observations from measures that have already been unwound and plans to unwind measures that remain in place. Most central banks in the region attended the webinar.

AFE also organized a virtual regional training focusing on strengthening systemic risks and oversight of DSIBs in the region. The training covered methodologies to identify and supervise DSIBs. Discussions focused on the key factors used in identifying DSIBs including size, interconnectedness, substitutability and complexity. Additionally, the training focused on enhanced supervisory processes applicable to DSIBs, including board and senior management oversight, risk management oversight and internal controls.

AFE STAFF NEWS

Farewell to Robert Maate, Government Finance Statistics (GFS) Advisor.



Robert Maate joined the Center as GFS Advisor in April 2017. Before joining AFE, he was head of the Statistics Department of the EAC Secretariat. He was AFE's key counterpart in the design and

implementation of the successful capacity building program in government finance statistics in EAC countries.

Table 1. East AFRITAC: Activities, August – October 2021

Country	Type	Subject	Date	Experts
Financial Market Infrastructure and Payments and Monetary Policy and Operations				
South Sudan	National Training	MPO Strategy & Liquidity Forecasting	Aug 18 - 31, 2021	Hugo, Carel Johannes (AFE Advisor)
Tanzania	TA Mission	Monetary and Foreign Exchange Operations	October 18-29, 2021	Callie Hugo (AFE Advisor); Short-term expert, STX (TBD)
Tanzania	Regional Workshop	EAC FPAS workshop	Aug 23 - 27, 2021	Hugo, Carel Johannes (AFE Advisor)
Financial Sector Supervision and Regulation				
Ethiopia	TA Mission	Basel II Strengthen internal capital adequacy assessment process (ICAAP) for banks.	Aug 29 – Sept 10, 2021	Christie-Veitch, Courtney N. (AFE Advisor); STX (TBD)
Rwanda	TA Mission	Risk-based supervision - Procedure for review of IT risks, consistent with RBS	Sept 13 - 24, 2021	Christie-Veitch, Courtney N. (AFE Advisor); STX (TBD);
Uganda	TA Mission	Basel II - Strengthening supervisory review process (ICAAP)	Oct 4 - 15, 2021	Christie-Veitch, Courtney N. (AFE Advisor); STX (TBD);
Forecasting and Policy Analysis				
Tanzania	TA mission	Reviewing and enhancing the FPAS tools and models at the bank of Tanzania	August 4-13, 2021	Carina Selander (AFE Advisor), Magnus Lindskog and Magnus Åhl (STXs)
EAC FPAS Workshop	Workshop	Developing FPAS – A central Bank's Safari	August 23-27, 2021	Carina Selander (AFE Advisor), David Vestin, Nils Maehle (STXs)
Rwanda	TA mission	Enhancing the nowcasting framework	September 14-24, 2021	Carina Selander (AFE Advisor), Jan Vlcek (STX)
Government Finance Statistics				
Uganda	TA Mission	Government Finance Statistics and Public Sector Debt Statistics	August 2-11, 2021	Johann Bjorgvinsson (STX)
Rwanda	TA Mission	Government Finance Statistics and Public Sector Debt Statistics	August 23-31, 2021	Nadine Aboukhaled (IMF HQ staff), Johann Bjorgvinsson (STX)
Tanzania (Zanzibar)	TA Mission	Government Finance Statistics and Public Sector Debt Statistics (timing yet to be confirmed)	September 1-10, 2021	Roderick O'Mahony (STX)
Tanzania (Mainland)	TA Mission	Government Finance Statistics and Public Sector Debt Statistics (timing yet to be confirmed)	September 20-October 1, 2021	Roderick O'Mahony (STX)

Country	Type	Subject	Date	Experts
Public Financial Management and Macro-fiscal Analysis				
Kenya	TA mission	Strengthening TSA and Cash Management practices	August 25 - September 10, 2021	Amra Srdanovic (AFE Advisor), Per-Olof Jönsson (STX)
Eritrea	TA mission	Detailed coding of institutions according to functional classification (COFOG)	September 15 – 29, 2021	Amra Srdanovic (AFE Advisor), Peter Murphy (STX)
Rwanda	TA Mission	Assessment of the IPSAS implementation roadmap; identifying gaps and advising the way forward	October 18 – 29, 2021	Amra Srdanovic (AFE Advisor), Peter Murphy (STX), Wayne Bartlett (STX)
Malawi	TA Mission	Strengthening Project Appraisal and Selection	August 16-31, 2021	Imran Aziz (AFE Advisor), Martin Darcy (STX), Gertrude Besiima (STX) and William Wakuganda (AFE Economist)
Malawi	TA Mission	Integrating Performance Budgeting and IT systems	September 1-17, 2021	Imran Aziz (AFE Advisor), Rehemah Namutebi (STX) and Gerhard Steger (STX)
Kenya	TA Mission	Improving fiscal risk analysis of SOEs, PPPs and updating the fiscal risk statement	September 1-30, 2021	Matthew Quillinan (AFE Advisor), Imran Aziz (AFE Advisor), STX (TBC)
Ethiopia	TA Mission	Linking Budgeting and Project Appraisal	October 4 – 21, 2021	Imran Aziz (AFE Advisor) and Martin Darcy (STX)
South Sudan	TA Mission	Training on macro-fiscal forecasting and analysis	October 11 – October 15, 2021	Matthew Quillinan (AFE Advisor)
Ethiopia	TA Mission	Scoping the development of the macro-fiscal forecasting framework	October 18 – October 22, 2021	Matthew Quillinan (AFE Advisor)
AFE, AFW2 and AFS	Regional workshop	Peer Learning workshop on performance based budgeting	October 25-29, 2021	Imran Aziz (AFE Advisor), Kubai Khasiani (AFW 2 Advisor), Robert Clifton (STX), Rehemah Namutebi (STX), Nompumelolo Radebe (STX), Edwin Vela-Moyo (STX) and Gerhard Steger (STX)

Country	Type	Subject	Date	Experts
Real Sector Statistics				
Kenya	TA Mission	National Accounts	September 27-October 8, 2021	Graversen, Timmi Rolle (AFE Advisor)
Tanzania	TA Mission	Consumer Price Index	October 4-15, 2021	STX (TBD)
Uganda	TA Mission	Updating and improving PPI for food and accommodation services	October 4-15, 2021	STX (TBD)
Malawi	TA Mission	Designing new IIP and PPI bulletin	October 11-15, 2021	STX (TBD)
Ethiopia	TA Mission	Review of annual and quarterly GDP Expenditure	October 25-November 5, 2021	Graversen, Timmi Rolle (AFE Advisor)
Revenue Administration				
Ethiopia	Attachment	Administration of Excise Tax	September 13-17, 2021	Berlin Msiska (AFE Advisor)
Tanzania	TA Mission	Strengthening the Filing and Payment Processes	September 1-14, 2021	Berlin Msiska (AFE Advisor) Alice Owuor (STX)
Regional Workshop	Training	Developing capacity in Risk Management and Intelligence	September 6-10, 2021	Kenneth Ochola (AFE Advisor) Jacqueline Penfold (STX)
Tanzania (Zanzibar)	National Training	Develop Capacity in Investigation Methods and Techniques (Zanzibar)	September 6-17, 2021	Berlin Msiska (AFE Advisor) Joseph Musumba (STX)
Tanzania	National Training	Developing Debt Management and Collection Capacity	September 14-27, 2021	Berlin Msiska (AFE Advisor) Dean Lawrence (STX)
Kenya	TA Mission	Review penalty regime and develop sanctions map	September 14-27, 2021	Anita Henderson (STX)
Rwanda	Attachment	Audit of Manufacturing Sector	September 20-24, 2021	Berlin Msiska (AFE Advisor)
Uganda	TA Mission	Developing Capacity in the Extractive Industries (EI) Sector	September 20-October 15, 2021	Gilles Montagnat-Rentier (IMF HQ Staff) Bernard Sanya (IMF HQ Staff) Robert Kokoli (IMF HQ Staff) Kenneth Ochola (AFE Advisor)

Country	Type	Subject	Date	Experts
Eritrea	TA Mission	Develop registration policies, procedures, roles and responsibilities for HQ and operational units	October 6-19, 2021	Berlin Msiska (AFE Advisor) Alice Owuor (STX)
Uganda	Attachment	Transfer Pricing	October 11-15, 2021	Berlin Msiska (AFE Advisor)
Malawi	TA Mission	Review Customs procedures and automation	October 12-25, 2021	Kenneth Head (STX)
Kenya	National Training	Capacity Building in Debt Management	October 19 – November 1, 2021	Berlin Msiska (AFE Advisor) Dean Lawrence (STX)

IMF ONLINE COURSES

Available to government officials, and in some cases the general public, through <https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL> and <https://www.edx.org/school/imfx>. Forthcoming and ongoing online courses include:

Table 2: Some of the IMF Online Courses

Start Date	End Date	Session No.	Course Title	Language
September 1, 2021	December 31, 2021	OL 21.161	Online: National Accounts Statistics	English
September 1, 2021	September 22, 2021	OL 21.25	Virtual Training to Advance Revenue Administration : Reform Management Specific Topics - Managing A Reform Program	English
September 1, 2021	September 22, 2021	OL 21.24	Virtual Training to Advance Revenue Administration : Reform Management Fundamentals - Setting Up a Reform Program	English
September 1, 2021	December 31, 2021	OL 21.159	Virtual Training to Advance Revenue Administration - Strategic Management Module	English
September 1, 2021	December 31, 2021	OL 21.144	Financial Programming and Policies, Part 1: Macroeconomic Accounts & Analysis (FPP.1x)	English
September 1, 2021	December 31, 2021	OL 21.162	Financial Programming and Policies, Part 2: Program Design (FPP.2x)	English
September 1, 2021	December 31, 2021	OL 21.143	Financial Market Analysis (FMAx)	English
September 1, 2021	December 31, 2021	OL 21.148	Model-Based Monetary Policy Analysis and Forecasting (MPAFx)	English
September 1, 2021	December 31, 2021	OL 21.139	Balance of Payments and International Investment Position Statistics (BOP-IIPx)	English
September 1, 2021	December 31, 2021	OL 21.141	Public Debt, Investment, and Growth: The DIG and DIGNAR Models (DIGx)	English

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

These reports, which have been cleared for dissemination by country authorities, are available to Steering Committee members who have signed a confidentiality agreement. AFRITAC East is transitioning to a new report repository system, please let the Center know if you cannot access the reports.

Country	Title	Mission Dates	Extranet FY
AFRITAC East	Use of appropriate technologies to improve tax administration	April 26- 30, 2021	FY 21
East African Community	Progress on harmonization of fiscal and debt data	July 27-31, 2020	FY 21
Ethiopia	Develop Capacity on use of Tools and Techniques for Big Data Analytics	April 12-25, 2021	FY 21
Kenya	Repeat TADAT	March 3-17, 2021	FY 21
Kenya	Assessment of tax expenditures compliance management	April 7- 20, 2021	FY 21
Kenya	Developing Capacity in Mirror Data Analysis within Customs	January 27-February 13, 2021	FY 21
Malawi	National Training (in-country): Improving Quality of GG Fiscal Data	October 22-30, 2020	FY 21
Malawi	Develop effective strategies to address the informal sector	February 3-16, 2021	FY 21
Malawi	Developing a capital budget baseline and project prioritization tool	April 26-May 7, 2021	FY 21
Rwanda	GFS & PSDS	February 22 - 26, 2021	FY 21
Rwanda	Undertake the assessment of the draft PBB Annex to the Finance Law	April 21-30, 2021	FY 21
South Sudan	Appraisal Compilation Practices for GFS and Public Sector Debt Statistics	July 13 -17, 2020	FY 21
South Sudan	In-Country Training: Government Finance Statistics	February 8 – 12, 2021	FY 21
South Sudan	Improving the Integrity of the Taxpayer Register	February 15-March 4, 2021	FY 21
South Sudan	Review of the Information Technology System Upgrade	April 04-21, 2021	FY 21
Tanzania	Training (in-country): Government Finance Statistics	February 15-19, 2021	FY 21
Tanzania	Strengthening construction sector audit capacity	February 15-March 4, 2021	FY 21
Uganda	Reviewing forecast performance and FPAS components	March 1-5, 2021	FY 21
AFRITAC East	Use of appropriate technologies to improve tax administration	April 26- 30, 2021	FY 21
East African Community	Progress on harmonization of fiscal and debt data	July 27-31, 2020	FY 21



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Forecasting and Policy Analysis: Carina Selander

Government Finance Statistics: Robert Maate

Macro-fiscal Analysis: Matthew Quillinan

Monetary Policy and Operations: Callie Hugo

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