



MEFMI

Macroeconomic and Financial Management
Institute of Eastern and Southern Africa

2019
PROSPECTUS

ACCOUNTABILITY - TEAMWORK - RESPONSIVENESS - INTEGRITY - PROFESSIONALISM - EQUALITY





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ACRONYMS

ACBF	African Capacity Building Foundation
AERC	African Economic Research Consortium
COMSEC	Commonwealth Secretariat
AFRITAC	African Regional Technical Assistance Centre
AfDB	African Development Bank
ALM	Assets and Liabilities Management
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
DMF	Debt Management Facility
DMP	Debt Management Programme
DMFAS	Debt Management and Financial Analysis System
ESAI DARM	Eastern and Southern Africa Initiative in Debt and Reserves Management
FPC	Foreign Private Capital
FSI	Financial Stability Institute
FSM	Financial Sector Management Programme
IMF	International Monetary Fund
IMFI	International Monetary Fund Institute
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MMP	Macroeconomic Management Programme
MTDS	Medium-Term Debt Strategy
RAMP	Reserves Advisory and Management Programme
TBA	To Be Advised
UNCTAD	United Nations Conference on Trade and Development
WB	World Bank
WBI	World Bank Institute



MEFMI In Brief

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned Institute currently with 14 member countries: Angola, Botswana, Burundi, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Eswatini, Tanzania, Uganda, Zambia and Zimbabwe.

The Institute was established in 1994 as the Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM) with a mandate to address entrenched problems that countries faced in debt and reserves management. This mandate was expanded in 1997 to include macroeconomic management, including broader aspects of financial sector and debt management, resulting in the birth of MEFMI.

MEFMI's mandate is to build sustainable capacity in identified key areas in the central banks and ministries of finance, planning, or equivalent technical institutions. The Institute strives to improve human and institutional capacity in the critical areas of macroeconomic and financial management, to foster best practices in client institutions and to bring emerging risks and opportunities to the fore among executive level officials. It also seeks to achieve, within its member countries, prudent macroeconomic management, competent and efficient management of public finances, sound, efficient and stable financial sectors and economies with sustained growth.

Vision

To be the centre of excellence that provides sustainable capacity building in macroeconomic and financial management.

Mission

To build sustainable human and institutional capacity and foster best practices for prudent macroeconomic and financial management in central banks, ministries of finance and of planning and other relevant institutions with the objective of supporting economic growth and poverty reduction.

Values

Shared values engender trust and deepen linkages between MEFMI and its stakeholders. These also provide a MEFMI specific identity. MEFMI upholds the following values:

- Accountability
- Teamwork
- Responsiveness
- Integrity
- Professionalism
- Equality

THE SCOPE of Mefmi Activities

The activities for 2019 are based on existing and emerging capacity needs that have been identified through extensive and continuous consultation with client institutions. The specific needs are outlined in the Phase V (2017-2021) Strategic Plan. The capacity building activities are aimed at meeting the goals of the five (5) strategic pillars of Phase V, including: 1. Programming Relevance and Effectiveness, 2. Diversification of Revenue Sources, 3. Monitoring and Evaluation, 4. Innovation and Technology, and 5. Administrative Effectiveness.

MEFMI activities focus on:

- Macroeconomic Management which deals with analysis of the economy, statistics, planning and forecasting.
- Financial Sector Management, which covers financial markets development, foreign exchange reserves management, regulation and supervision of financial institutions, payment systems and monetary policy implementation.
- Sovereign Debt Management, which encompasses debt database development and management, institutional and legal aspects, analysis, policy and strategies.
- The Fellows Development Programme which trains promising young professionals with the view to groom them into specialists / experts available to their countries and to the region.

The MEFMI target groups in all the beneficiary institutions are:

- Junior to Senior professionals
- Heads of Departments/Divisions, Senior officials
- Executives

MODES of delivery

MEFMI delivers its products and services through the following:

- Courses/workshops for professionals
- Seminars for senior professionals
- Country technical assistance missions
- E-learning courses
- Retreats for heads of relevant departments / divisions / units
- Special policy related studies
- Research and policy and seminars
- Manuals and guidelines

MEFMI also conducts Executive Forum Series for the following high level stakeholders, policy makers and leaders:

- Ministers of finance and planning and economic development and equivalent institutions
- Secretaries to the treasury and permanent secretaries for finance and equivalent and their deputies
- Central bank governors and their deputies
- Human resources managers

At these events, the policy makers exchange ideas and experiences while networking with other stakeholders such as the private sector and world class experts availed by MEFMI.



COOPERATING Partners

MEFMI's cooperating partners comprise of three categories;

Financial Cooperating Partners currently funding MEFMI's capacity building activities are:

- Africa Capacity Building Foundation (ACBF); and
- World Bank.
- Crown Agents
- Investec Asset Management

Technical Cooperating Partners provide gratis or subsidised expertise, attachments and course attendance for staff and Fellows and other in-kind support to the capacity building programmes. The technical cooperating partners are:

- The World Bank (WB) and its Institute (WBI)
- The International Monetary Fund (IMF) and its Institute (IMFI)
- The Commonwealth Secretariat (COMSEC)
- The Bank for International Settlements (BIS) and its Affiliate Committees and Financial Stability Institute (FSI)
- The African Development Bank (AfDB)
- The Christian Michelsen Institute (CMI)
- The Centre for Central Banking Studies (CCBS) of the Bank of England (BoE)
- The Eastern and Southern African Management Institute (ESAMI)
- The Federal Reserve Bank of New York and the Federal Reserve Board
- The United Nations Conference on Trade and Development (UNCTAD)
- The South African Reserve Bank
- The National Treasury of South Africa

In addition, some of the international and regional banks such as the Bank of New York, State Street Global Advisors, Standard Chartered Bank, Barclays Bank plc, Standard Bank of South Africa, Banc ABC also provide experts on gratis.

Networking Partners are organisations whose resource persons and other services are paid for by MEFMI. They include the African Economic Research Consortium (AERC), Centre for International Development (CID) at Harvard University, the Collaborative Africa Budget Reform Initiative (CABRI), Crown Agents, Eastern and Southern Africa management Institute (ESAMI) and United Nations Institute for Training and Research (UNITAR).

MEFMI Secretariat

The MEFMI Secretariat is based in Harare, Zimbabwe and is the principal vehicle for the design, delivery and administration of MEFMI programmes. An Executive Director heads the Secretariat. MEFMI draws its staff from member countries on a competitive recruitment basis.

MEFMI Business Development Unit (BDU)

The Business Development Unit (BDU) is the commercial channel through which MEFMI goes beyond its traditional mandate to contribute to the development of globally competent & responsive professionals & institutions. The ultimate objective is to support economic and financial sector stability and growth for national and regional growth and development.



The BDU provides an array of innovative, needs based, flexible, customised and accessible training, consultancy and advisory solutions for individuals and institutions in the non-member public institutions, private and civil society sectors. These solutions are delivered through a network of international subject matter expert consultants and are supported by MEFMI's enduring legacy and experience in the delivery of high quality capacity building interventions since 1994.

PRODUCTS and Services

Open Scheduled Courses: The BDU has a comprehensive portfolio of courses that have been developed and are continuously reviewed to cater for public, private and civil society sectors. The training courses are hosted at a variety of regional and international locations.

In-country/In-House and Tailored Programmes: For organisations with identified training needs of ten (10) or more individuals, a customised programme, modified from existing programmes is recommended. The advantages of a customised training programme include flexibility in course content, venue and time. It also ensures cost savings and enables trainers to provide capacity that fits an organisation as well as assurance of confidentiality of information shared during discussions.

E-Learning: On-line training compliments the face to face courses as a strategic approach to expanding reach and ensuring quality, sustainable and just-in-time training that is flexible enough to the needs of busy professionals.

Consultancy and Advisory Services: Technical assistance and customised interventions followed by the development of customised tools, frameworks and methodologies aligned to best practices.

Conferences and Seminars: Utilising our vast network of regionally and internationally recognised experts, the BDU organises conferences at different locations to stimulate dialogue and raise awareness on issues of national, regional and global importance.

COURSES and Conferences

For a full catalogue of courses and conferences offered by MEFMI's Business Development Unit, please visit

www.mefmi.org

1 MACROECONOMIC MANAGEMENT PROGRAMME

INTRODUCTION

The Macroeconomic Management Programme (MMP) activities for 2019 are based on existing and emerging capacity needs that have been identified through extensive and continuous consultation with client institutions. The Programme will continue delivering tailor-made country specific capacity building interventions. These have yielded more results as they can accommodate a large number of participants and also focus on customised interventions for each Member Country. Some of the areas that have received increased demand for technical assistance include use of macroeconomic models and forecasting skills, financial programming and policy tools and data capture methodologies in the four (4) macroeconomic accounts (i.e. System of National Accounts (SNA), Government Financial Statistics (GFS), Balance of Payments (BOP) and Monetary and Financial Statistics (MFS) and monitoring of foreign private capital flows.

In line with the forth pillar of the MEFMI Phase V Strategic Plan of Innovation and Technology, the Programme will also leverage information technology to offer 5 e-learning courses during the year. The Phase V Strategic Plan also focuses on strengthening capacity in cross cutting issues such as promotion of Anti-Corruption, Regional Integration, and Gender Equality as well as sensitising countries about HIV/AIDS. In this regard, the Programme will mainstream these issues in its capacity building activities. The Programme will also partner with other regional institutions to implement activities that foster regional integration, particularly trade and financial integration.

A. REGIONAL WORKSHOPS, COURSES & SEMINARS

1. Joint MEFMI/IMF Course on Government Finance and Public Sector Debt Statistics

Date: 11 – 22 March 2019

Venue: Namibia

Duration: 10 Days

BACKGROUND

MEFMI has since inception continued to prioritize capacity development in the compilation and dissemination of macroeconomic and financial information based on contemporary international standards and practices. This was not only meant to improve the quality of statistics, but also promote convergence of recording and dissemination practices, as well as enabling broader analyses to facilitate comparisons across countries. As part of ongoing efforts to improve quality and dissemination practices, MEFMI and IMF will offer a course on government finance and public debt statistics. The broad objective of this course is to provide training on IMF's Government Financial Statistics Manual 2014 (GFSM 2014) and its companion manual the Public Sector Debt Statistics Guide for Compilers and Users (PSDS Guide), with the view to facilitating their implementation for compiling and reporting fiscal and debt data. The course presents a unique opportunity for participant countries to take the lead in implementation and promotion of international statistical standards when compiling and disseminating reliable statistics.



OBJECTIVES

- To enhance participants’ capacity to collect, compile and disseminate government finance and public sector debt statistics
- To raise awareness and promote adoption of international best practice in government finance and public sector debt statistics compilation, information dissemination, transparency and accountability and
- Enhance participants’ knowledge of data submission requirements to the IMF and the World Bank PSDS and GFS databases

COURSE CONTENT

- An overview of GFS and PSDS systems and data reporting
- Coverage and accounting rules of the public sector debt statistics framework, valuation, classification, selected methodological issues, and the sources and methods used for compiling the statistics
- Debt statistics and linkages with national accounts, government finance statistics, Balance of Payments, and International Investment Position
- The GFS Balance Sheet
- Transactions and other economic flows in Assets and Liabilities
- Debt and other Balance sheet operations
- Reporting under the GFSM 2001/2014 systems and
- Dissemination of public sector debt statistics

TARGET GROUP

The main target group is junior to middle level staff responsible for compilation and reporting of debt and government finance statistics from Ministries of Finance and Central Banks, including staff from the national statistical offices.

Pre-requisites

Prior knowledge of compilation and reporting government finance and public sector debt statistics is necessary.

2. Balance of Payments and International Investment Position (BOP/IIP) Compilation and Analysis (E-Learning)

Date: 18 March – 18 April 2019
 Venue: On-line
 Duration: 5 weeks

BACKGROUND

Balance of Payments (BOP) and International Investment Position (IIP) statistics are key economic indicators to measure macroeconomic performance and they play a key role in guiding macroeconomic policy. They shed light on the size and composition of a country’s external trade in goods and services as well as its financial transactions with the rest of the world. They also provide information on the economy’s international financial asset and liability position. All these are crucial variables for assessing current and prospective developments in exchange rates and the country’s vulnerability to external shocks. It is therefore important that these statistics are accurate, relevant, consistent and compiled based on international best practice.



OBJECTIVE

To enhance knowledge of the participants in compilation and analysis of BOP/IIP statistics based on the IMF Balance of Payments and International Investment Position Manual, sixth edition (BPM6).

At the end of the course, the participants should be able to:

- Identify and comprehend the changes in BOP/IIP compilation introduced by the BPM6
- Classify and explain the standard components of the BOP/IIP and how they are compiled
- Understand the linkages between the External sector and other sectors; and be able to give an analytical interpretation of the developments in the BOP/IIP and
- Learn from the experiences of other countries on how to deal with complex methodological and compilation issues

COURSE CONTENT

The course will consist of the following:

Module 1: Conceptual Framework of the BOP/IIP

Module 2: Classification and coverage of the Current and Capital Accounts

Module 3: Classification and coverage of the Financial Accounts

Module 4: Analysis and use of the BOP/IIP and relationship with other Macroeconomic Accounts

TARGET GROUP

The intended audience includes junior to middle level staff involved in BOP/IIP compilation and analysis from Central Banks, Statistics Offices and Ministries of Finance and Planning.

3. Introduction to Macroeconomic Modelling and Forecasting (E-learning)

Dates:	April – May 2019
Venue:	On-line
Duration:	6 Weeks

BACKGROUND

Central Banks and Ministries of Finance, Planning and Development in the MEFMI region require skills in macroeconomic modelling and forecasting to formulate and implement evidence-based policies. In this regard, there is need for comprehensive operational macroeconomic models in the Member Countries. MEFMI will therefore, conducting an introductory e-learning course on Macroeconomic Modelling and Forecasting with the aim of supporting Member Countries in this regard.

OBJECTIVES

To build capacity in the area of macroeconomic modelling and forecasting.

Upon completion of the course, participants are expected to:

- Understand the need for theory in macroeconomic modelling
- Understand the interactions between macroeconomic blocks
- Describe macroeconomic blocks
- Estimate the equations in the macroeconomic blocks
- Analyse time series data
- Build a prototype model and
- Understand other forecasting models



CONTENT

- Theory in macroeconomic modelling
- Macroeconomic blocks
- Estimation of equations in the macroeconomic blocks
- Diagnosis of time series data
- Building a prototype model and
- Other forecasting models

TARGET GROUP

This course is highly recommended for junior and middle staff of Research Departments in Central Banks, Ministries of Finance/ Development/Planning and other related institutions. The course is also relevant for researchers, analysts and other individuals dealing with issues related to macroeconomic analysis, modelling and forecasting.

Pre-requisite

Participants are required to have their own copies of the E-views Software.

4. Introduction to Quarterly GDP, Economic Activity Indicators and Unobserved Economy (E-learning)

Dates:	24 June- 26 July 2019
Venue:	On-line
Duration:	5 weeks

BACKGROUND

In the MEFMI Member Countries, the non-observed economy constitutes a large proportion of economic activity but data on these activities is hardly captured comprehensively. This negatively affects the robustness of national accounts data. Furthermore, many client institutions have no scientific mechanism for estimating GDP in the interim before actual data is released by statistical offices, often with a considerable lag. Even where statistical offices meet the 90 days' international standards of producing and releasing quarterly national accounts, institutions like central banks and ministries of finance, which have forward looking monetary and fiscal policy mandates, need early estimates for a given year.

OBJECTIVE

To introduce a framework for early indicators of GDP using a set of high frequency indicators, indices of perception and non-survey methods. Secondly, to introduce a standardised method for measuring non-observed economic activities, forecasting of GDP and quarterly GDP.

COURSE CONTENT

The course will cover the construction Indicators of Economic Activity, GDP Forecasting, and the compilation of Quarterly National Accounts and Non-Observed Economy.

TARGET GROUP

The course targets middle to senior level officials involved in compilation and analysis of National Accounts, policy formulation, analysis and decision making in Central Banks, Ministries of Finance and Planning, Statistic Offices (or other agencies).



5. Course on Remittances Statistics

Dates: 1- 5 July 2019
 Venue: TBA
 Duration: 5 days

BACKGROUND

Remittances continue to be a major source of external funding for developing countries, and now exceed official development assistance received by most of these countries. However, there are still huge methodological challenges associated with the collection and compilation of remittances data and the evaluation of their impact on development. In this regard, MEFMI is offering a course on remittance statistics with aim of improving their collection and compilation and ultimately the quality of data in the region.

OBJECTIVE

To familiarize participants with concepts and practical compilation practices relating to the data on remittances in line with the IMF's Balance of Payments and International Investment Position Manual 6th Edition (BPM6).

COURSE CONTENT

The course will cover the following topics, among others:

- Recent developments in concepts and definitions of remittances and existing frameworks for compiling remittances data
- Concepts and definitions of components of remittances that include personal transfers, compensation of employees, transfers to non-profit institutions serving households (NPISHs)
- Remittance channels and
- Possible data sources and methodologies for compilation of these statistics

TARGET GROUP

The primary target group for this course is junior to middle level staff from Central Banks and National Statistics Offices responsible for the compilation and reporting of Remittances statistics. The secondary target group includes data users from Ministries of Finance and Planning.

6. Fundamentals of Transfer Pricing (E-learning)

Dates: 5- 30 August 2019
 Venue: On-line
 Duration: 4 weeks

BACKGROUND

Tax policy and administration concerning international transactions, aggressive tax planning, and tax avoidance have become a topical issue in the national and international debate in both developed and developing countries. In this context, transfer pricing, historically a subject of limited specialist interest, has been recognised amongst a broader global audience that is concerned with equitable fiscal policy and sustainable development. Abusive transfer pricing practices pose major risks to the direct tax base of many countries. Specifically, transfer mispricing has become a source of huge illicit financial flows out of the continent of Africa, with the extractive industry being particularly vulnerable. In response to the capacity building needs of the region to understand the policy and administrative issues of transfer pricing, MEFMI is offering an online course on the fundamentals of transfer pricing, which will have a special focus on the extractives industry.



OBJECTIVES

To equip participants with the knowledge and skills to understand transfer pricing issues, especially in the extractive industry, at both practical and theoretical level.

Upon completion of the course, participants will be able to:

- Explain the most recent Transfer Pricing developments like the Action Plan on Base Erosion and Profit Shifting (BEPS)
- Analyse a country’s legal framework for transfer pricing, taking into account international practice and guidance and the role of tax treaties
- Understand the arm’s length principle, the concept of comparability and the transfer pricing methods according to international guidelines
- Assess potential Transfer Pricing risks as well as potential Transfer Pricing opportunities and
- Understand the practical implementation of transfer pricing regimes in developing countries, especially in the extractives industry

COURSE CONTENT

The course will cover, among others:

- Transfer pricing in a global environment
- The international legal framework and drafting transfer pricing legislation
- Principles and policy considerations for transfer pricing design
- Practical implementation of transfer pricing regimes
- Country experiences on transfer pricing.

TARGET GROUP

The course is designed for middle to senior level officials from revenue authorities, tax policy units, revenue forecasting departments and policy analysis units in Ministries of Finance, Planning and or Economic Development.

7. Joint MEFMI/IMF Regional Workshop on Macroeconomic Diagnostics

Dates:	September 2019
Venue:	TBA
Duration:	10 Days

BACKGROUND

The development of applied analytical tools that can support effective economic analysis and policy making in Central Banks and Ministries of Finance, Planning and Economic Development remains a priority in the region. In this regard, economists in the MEFMI Member Countries need to be capacitated with requisite skills to develop and understand some of these tools in order to effectively diagnose the macro economy and inform policy decisions. Only with these fundamentals embodied in their intellectual mind-set, can they better design right policies targeted at right sectors over a right time horizon. It is against this background that MEFMI and IMF are conducting a regional workshop on macroeconomic diagnostics to build capacity in this area.



OBJECTIVE

Upon completion of this course, participants should be able to:

- Analyse potential output and calculate output gaps, identify the expenditure composition of growth, measure inflation, assess sources of inflation, calculate Taylor rules, measure cyclically adjusted and structural fiscal balances, analyse public debt sustainability, calculate and interpret financial sector soundness and risk indicators, analyse the external position, examine external debt sustainability, and evaluate exchange rate misalignment
- Use different information, which may give conflicting signals, to assess the stance of current fiscal, monetary, and financial policies and diagnose the outlook for the economy
- Assess the medium-term prospects of the economy, especially the sustainability of public and external debt, and identify impediments to long-term growth and
- Discuss possible external and internal economic risks and vulnerabilities, recognize the implications these risks may have for the economy, and identify policies to deal with them

COURSE CONTENT

The course covers, amongst others, assessment of:

- The current state of the macro economy
- Fiscal and monetary policy stances
- Financial stability
- The medium-term prospects of an economy, especially the sustainability of public and external debt, possible misalignments of the exchange rate, and vulnerabilities arising in the different sectors

TARGET GROUP

This course is designed for Middle to Senior Economists in Central Banks and Ministries of Finance, Planning and Economic Development and other related institutions that are involved in macroeconomic diagnostics and projections. Participants should have an advanced degree in economics or equivalent experience, good quantitative skills, and proficiency in the use of Excel. It is highly recommended that applicants should have prior knowledge of financial programming and polices and must have previously enrolling in the segment of the online course.

8. Financial Programming and Policies (E-learning)

Dates:	7 October – 8 November 2019
Venue:	On-line
Duration:	5 Weeks

Consistent macroeconomic data are critical for evidence-based economic policy making. Where data inconsistencies exist, as is the case in some countries, this tends to limit ability to craft evidence-based economic policies. It is in this regard that Financial Programming and Policies remains a key component of capacity building in the MEFMI region. The principal features of Financial Programming, which include analysis of the four main macroeconomic accounts (National Accounts; Government Finance Statistics; Balance of Payments; and Monetary and Financial Statistics) and the interrelations between them enable comprehensive analysis of an economy. Analysis of key economic aggregates including GDP, unemployment rates, national income, price indices, and the interrelations among the different sectors of the economy (real, fiscal, external and monetary) enable a better understanding of how the whole economy functions. Development of models that explain the relationship between key variables as national income, output, consumption, unemployment, inflation, savings and investment is also key for policy making, hence the need to build capacity in this area of focus.

OBJECTIVE

To provide participants with knowledge and practical skills needed to collect, process and analyse data among the four main macroeconomic accounts (National Accounts; Government Finance Statistics; Balance of Payments; and Monetary and Financial Statistics) and the interrelations between them. It is envisaged that this will go a long way in enhancing evidence-based economic policy making in the MEFMI region, and therefore contribute to poverty reduction and economic growth.

COURSE CONTENT

The course will cover, among other key areas, analysis of the four main macroeconomic accounts, formulation of baseline and policy scenarios, including construction of Flow of Funds.

TARGET GROUP

This course targets middle to senior level officials involved in economic policy formulation, analysis and decision making in the Central Banks, Ministries of Finance and Planning, Statistic Offices (or other agencies). It is envisaged that the e-learning mode of delivery of this course will enable wider participation, given the critical importance of the subject matter of the course in MEFMI region.

B. IN-COUNTRY ACTIVITIES

In 2019, the MMP will continue to strengthen capacity of Member Countries in macroeconomic management and analysis. Indicative activities during this period are outlined below:

1. In-Country Workshops

- i Macroeconomic Modelling and Forecasting
- ii Financial Programming and Policy
- iii Fiscal Policy Analysis
- iv External Sector Statistics
- v Regional Integration

2. Country Missions

- i Macroeconomic Modelling and Forecasting
- ii Financial Programming and Policy
- iii Private Capital Monitoring System (PCMS)

C. STUDIES AND MANUALS

Financial Programming and Policies Manual

BACKGROUND

Consistent macroeconomic data is critical for evidence-based economic policy making. Financial Programming, which enables data collection, processing and analysis among the four macroeconomic accounts (National Accounts; Government Finance Statistics; Balance of Payments; and Monetary and Finance Statistics) and the interrelations between them in an integrated and consistent form, remains key in the MEFMI region. The importance of imparting financial programming and policy skills to officials in the region in a simplified and guided step-by-step process has prompted MEFMI to produce a customised Financial Programming and Policies manual for the region.

OBJECTIVE

The objective is to enhance technical skills of the target group of officials in MEFMI region to analyse the four main macroeconomic accounts (National Accounts; Government Finance Statistics; Balance of Payments; and Monetary and Finance Statistics) and the interrelations between them. It will also provide useful techniques for consistency checks between the accounts. It is envisaged that the skills acquired will go a long way in enhancing evidence-based economic policy making in the MEFMI region, which is critical for poverty reduction and economic growth.

CONTENT

The manual will cover the principal features of the four main macroeconomic accounts; provide guidelines for passive and active programs; provide guidelines to construct the baseline and policy scenarios, and the flow of funds.

2 DEBT MANAGEMENT PROGRAMME

INTRODUCTION

Over the last decade, public debt has increased substantially across developing countries, and recent debt sustainability assessments show a gradual weakening of the medium-term debt outlook for some countries in the MEFMI region. There has also been a significant shift in the composition of public debt from concessional towards semi-concessional and commercial debt. For instance, public debt is increasingly held by non-Paris Club official bilateral creditors and foreign commercial creditors, while the deepening of domestic financial markets in some countries has allowed governments to actively tap into these markets. While diversified funding sources provide governments with new opportunities and options to finance development, these shifts have also created new challenges and risks for managing such flows. In addition, the nature and modalities of engagement have changed, as governments now deal with a diverse range of stakeholders in the debt management landscape with different policies, preferences and motives.

The main thrust of the 2019 Debt Management Programme (DMP) work plan is therefore to implement activities that respond to these emerging issues as well as widening the pool of trained officials in debt management offices. The interventions are also geared towards achieving the Programme's 2019 RMF targets as articulated in the Phase V Strategic Plan. In line with this objective, the Programme has lined-up regional workshops, on-line courses and in-country training and technical advisory missions. Regional workshops remain critical for building a critical mass of trained officials in public debt management as well as providing a platform for country officials to forge professional networks and exchange diverse practical experiences and perspectives on issues facing their countries. This is useful in enriching the learning process while providing knowledge required to expand and deepen reforms in debt management. In-country capacity building activities, including training and technical advisory missions will enable the Programme to respond to specific needs of member countries.

The Programme will conduct regional workshops on Methodologies for Public Debt Sustainability Analysis; Domestic Debt Operations and Debt Markets Development; Public Sector Debt and Government Finance Statistics; Commonwealth Meridian debt management system; and the Debt Managers' Seminar. On-line courses will be conducted to enhance country officials' understanding of opportunities and challenges arising from the evolving development financing landscape and building their financial negotiation competencies to ensure that governments access finance at favourable terms and conditions. In-country activities are planned for areas such as debt data validation and

preparation of statistical bulletins; roll-out and upgrades of debt database management systems; debt sustainability analysis; debt strategy formulation and implementation; debt management performance assessments and reforms; as well as domestic debt management and financial markets operations.

For delivery of these activities, the DMP will continue to leverage on existing partnerships with IMF, World Bank, COMSEC, UNCTAD, AfDB, South African National Treasury, and FSD Africa among other partners.

A. REGIONAL WORKSHOPS, COURSES & SEMINARS

1. Joint MEFMI/IMF/World Bank Course on Debt Sustainability Analysis for Low Income Countries

Date:	11 – 15 February 2019
Duration:	5 Days
Venue:	TBA

BACKGROUND

The IMF/World Bank Debt Sustainability Framework for Low-Income Countries (LIC DSF) has been a cornerstone for assessing the risks to debt sustainability, as well as guiding countries' borrowing and creditors' lending decisions. Since the Framework was launched in 2005, several developments have occurred. For example, the development financing landscape has evolved significantly such as the emergence of new borrowing options, including international sovereign bonds and other commercial instruments. As a result, countries are increasingly exposed to a wide range of vulnerabilities, including those arising from market volatility and contingent liabilities. The Framework therefore became inadequate to assess these vulnerabilities, hence the recent review by the IMF and World Bank. The Revised DSF was approved by the Boards of the respective institutions in 2017, and the Framework was rolled-out in July 2018.

In order to disseminate the Revised DSF and impart knowledge and practical skills on its use, MEFMI will organize a regional workshop in collaboration with the World Bank and IMF.

OBJECTIVE

To disseminate and impart knowledge and practical skills on the use of the Revised Debt Sustainability Framework for Low Income Countries.

COURSE CONTENT

- Introduction to DSA for LICs and new features of the revised LIC DSF
- Definitions and coverage of public sector and public debt; macroeconomic projections and financing assumptions
- Realism tools: drivers of debt accumulation, realism of planned fiscal adjustment, fiscal adjustment and growth, and public investment and growth
- Standardized stress tests; contingent liability and other tailored stress tests (natural disaster, commodity price and market financing)
- Debt carrying capacity (composite indicator) and thresholds; risk signals (external, total public debt, and market financing pressures)
- Dealing with breaches in the DSF, domestic debt and market financing vulnerabilities, liquid financial assets and other long-term considerations
- Final risk ratings; and granularity: moderate risk category



TARGET GROUP

The target group is mid-level officials responsible for middle office functions of debt management in the Ministries of Finance, Planning and or Economic Development as well as Central Banks. In addition, this course would greatly benefit officials working in the macroeconomic planning and economic policy research departments, particularly those responsible for macroeconomic modelling and forecasting.

Pre-requisites

Prior knowledge of and experience in the use of LIC DSF, macroeconomic forecasting as well as proficiency in Microsoft excel is a key requirement. Officials who attended the dissemination workshop in 2018 are encouraged to attend.

2. Development Financing Options (E-learning)

Date:	18 February – 29 March 2019
Duration:	6 Weeks
Venue:	On-line

BACKGROUND

Over the last decade, the development financing landscape facing developing countries, including those in the MEFMI region, has changed considerably. New borrowing opportunities have emerged because of increased access to international capital markets, the deepening of domestic financial markets in some countries, and the increased lending activities of non-OECD bilateral development partners. At the same time, new mechanisms such as PPPs are becoming increasingly common in financing infrastructure projects. This has widened the scope for governments to tap into an array of new alternative financing options in place of the declining concessional financing from traditional creditors. This, however, has increased the complexity of the international development financing landscape, which calls for a better understanding of how developing countries can best exploit the opportunities of this diversity of resources, while managing the associated costs and risks more effectively.

In this regard, MEFMI will offer an online course on Development Financing Options to enhance member Countries officials' understanding of existing and emerging options for financing development, the associated costs and risks as well as opportunities, challenges and complexities of mobilising these resources to achieve development goals.

OBJECTIVES

- To enhance participants' understanding of the magnitude of development financing requirements as well as implications of the Sustainable Development Goals (SDGs) and Africa Agenda 2063 for scaling-up development finance
- To enhance participants' understanding of the opportunities and challenges arising from the evolving development finance landscape and
- To identify main sources of and trends in development financing options (public, private, domestic and international), associated costs and risks as well as highlighting opportunities, challenges and complexities associated with allocating and channelling them to fulfil continental and global goals



COURSE CONTENT

- Understanding sustainable development and development financing
- Domestic resource mobilisation
- Domestic debt markets
- Emerging non-traditional creditors
- Traditional bilateral and multilateral sources
- Islamic Finance
- Public-Private Partnerships and
- Other Innovative financing options

TARGET GROUP

The course targets middle and senior officials in debt management offices of Ministry of Finance, Planning and or Economic Development, and those from Central Banks, particularly those responsible for mobilising resources for Governments.

Pre-requisites

Prior knowledge of and experience in resource mobilisation is necessary.

3. Debt Managers' Seminar

Date:	6 – 8 May 2019
Duration	3 Days
Venue:	TBA

BACKGROUND

In recognition of the dynamic debt management landscape, MEFMI continues to implement initiatives aimed at ensuring that heads of relevant departments in client institutions are abreast with pertinent developments in macroeconomic and financial management, including public debt management. The aim is to raise awareness among senior officials in the member countries, with the ultimate goal of fostering adoption of sound practices. The Debt Managers Seminar offers an opportunity for heads of debt management units to discuss and exchange views on topical or emerging issues on public debt management. The 2019 seminar will focus on contingent liabilities management which has become a pertinent issue is public debt management due to the increase in such liabilities and associated costs and risks in most MEFMI member countries.

OBJECTIVES

- To create awareness on topical issues, developments, and opportunities that are key enablers for the attainment of best practices in sovereign debt management.
- To create a platform for sharing countries' experiences amongst debt managers in the region

COURSE CONTENT

- Concepts and types of contingent liabilities
- Identification of contingent liabilities
- Management of contingent liabilities
- Reporting contingent liabilities



TARGET GROUP

The Seminar is targeted at heads of debt management offices and their deputies.

4. Joint MEFMI/World Bank/MEFMI Course on Domestic Debt Operations and Debt Markets Development

Date: 10 – 21 June 2019

Venue: TBA

Duration: 10 days

BACKGROUND

As concessional external financing flows to developing countries continue to dwindle, domestic debt markets are increasingly becoming important sources for funding development priorities. As a result, the development of local currency debt markets is becoming a priority, as there is need to enhance their capacity to support public sector financing requirements. Despite considerable progress in establishing domestic financial markets in the region, they have remained undeveloped relative to those in other emerging economies. The markets are still characterized by lack of liquidity due to instrument fragmentation and narrow investor base, and this has resulted in high risk premiums. In addition, lack of liquidity in the secondary market inhibits development of a reliable yield curve that could provide a risk-free benchmark for other corporate borrowers.

In this regard, this workshop is designed to develop practical skills needed to effectively manage domestic debt and drive reforms in financial markets. It will focus on strategies for meeting government financing needs while enhancing market development. The knowledge and skills acquired is expected to enhance officials' capacity to drive reforms in the domestic financial markets and manage debt within the framework of fiscal prudence and macroeconomic stability.

OBJECTIVES

- To develop practical skills needed to effectively manage domestic debt and enhance efficiency in the primary issuance of government securities and their trading in the secondary market and
- To design actionable reform plans to guide domestic market development

COURSE CONTENT

The course content will include the following:

- Money Market instruments and operations
- Repo Market, liquidity management, forecasting and the role of central bank and Government
- Pricing Treasury Bills and Bonds
- Debt issuance techniques and processes
- Liability Management Operations (Buybacks and Exchanges)
- Key Players and their Role in a Primary Dealership System
- Market Interactions and Developing Investor Relations: Disclosure, investor protection
- Development and Maintenance of an Efficient Primary Market for Government Securities
- Strategies for Building Strong and Active Investor Base
- Sequencing of Measures to Develop Government Securities Market
- Developing a Domestic Debt Issuance Plan
- Overview of the Government Securities Market Development Toolkit and
- Developing a Reform Plan

TARGET GROUP

The course is targeted at middle to senior officials in the area of domestic debt management and financial markets departments in Ministries of Finance, Economic Planning and Development and Financial Markets departments of Central Banks. Officials handling fiscal and debt analytical functions in the research departments of central banks and security exchange commissions or capital markets authorities will also find the course very useful.

PRE-REQUISITES

Prior knowledge of and experience in domestic debt and financial markets operations is necessary.

5. Foundations of Public Debt Management (E-learning) in English and Portuguese

Date:	July- August	2019
Venue:	On-line	
Duration:	6 Weeks	

BACKGROUND

The need to achieve and maintain sustainable levels of public debt remains the main objective of most governments in developing countries. The past decade has seen a significant change in the financing environment, characterised by the decline in concessional sources of funding and an increase in non-concessional sources as well increased reliance on domestic debt markets.

These developments necessitate building capacities of debt management offices and related institutions in the MEFMI region to enhance their knowledge of these complex and dynamic issues in public debt management. In this regard, this course aims to address the high staff turnover and capacity gaps in debt management institutions in member countries, as well as widen the pool of skilled and knowledgeable officials in the area of public debt management. In addition, this courses serves as a refresher training to experienced debt management officials to enable them keep abreast with the emerging issues in public debt management.

OBJECTIVES

- To introduce participants to the key tenets of public debt management
- To refresh the knowledge and skills of experienced debt management practitioners

COURSE CONTENT

- Introduction to public debt management
- External Debt Management
- Domestic debt management
- Debt Restructuring
- Introduction to debt sustainability analysis and medium term debt management strategy and
- Legal and institutional arrangements for public debt management

TARGET GROUP

This course targets junior to middle level staff from Ministries of Finance and Central Banks especially those that are relatively new to sovereign debt management. It will also benefit experienced staff who require a refresher on key principles and practices in public debt management



PRE-REQUISITES

None.

6. Joint MEFMI/COMSEC Course on Commonwealth Meridian

Date:	19 – 23 August 2019
Duration:	5 Days
Venue:	TBA

BACKGROUND

Comprehensive debt database and accurate statistics are important for enhancing transparency and accountability of public debt management operations. In addition, the availability of accurate debt data provides a platform for effective and efficient debt management operations. In recognition of this, MEFMI has continued to collaborate with developers of debt recording and management systems such as the Commonwealth Secretariat (COMSEC) in building capacity of member countries on debt database management.

The system developers have continued to update the systems to ensure that they are in line with developments in the debt management landscape while also addressing the users' needs. It is against this background that the COMSEC has developed a new debt management system known as Commonwealth Meridian, which incorporates advanced and improved functionalities to better address emerging debt management issues whilst also leveraging on technological advancements. The new web-based system caters for more instrument types and offers a comprehensive solution that promotes effective public debt management. It provides for the recording, management and analysis of public and publicly guaranteed debt, lending portfolios as well as private sector external debt. In addition, it provides a platform for information flows between various entities involved in public debt management operations and also ensures that real data is always available through remote access.

MEFMI will therefore organise a training jointly with the COMSEC to build capacity among member countries currently using the CS-DRMS on the Meridian debt management system.

OBJECTIVES

- To introduce participants to the modules, functionalities and features of the Meridian; and
- To equip the IT staff with technical skills to enable them to support the Meridian users onsite.

COURSE CONTENT

- Meridian Overview – (Overview, Key Differences with CS-DRMS)
- Recording/ uploading market & time series reference data
- Using the dashboard to view and monitor reference data
- Using Meridian to record and manage loans
- Using instrument templates
- Using Meridian for Disbursement Management and Revisions
- Using Meridian to record and manage securities
- Debt servicing in Meridian
- Using Meridian for aggregate recording of instruments
- Introducing Reports in Meridian
- User access rights and Workflow Management in Meridian
- IT Administration- Installing Meridian, Server Tools and upgrading
- Database Merging, Importing and uploading data; and
- System and User Security- Audit Trails

TARGET GROUP

The workshop targets CS-DRMS users, especially the back, middle and front offices staff from debt management departments in the Central Banks and Ministries of Finance, Economic Planning and Development as well as from IT departments, particularly those supporting CS-DRMS. The participants targeted are from the MEFMI countries that use CS-DRMS namely, Botswana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Swaziland and Tanzania.

PRE-REQUISITES

Current users and IT administrators of CS-DRMS.

7. Financial Negotiations Skills and Techniques (E-Learning)

Date:	October – November 2019
Duration:	6 Weeks
Venue:	On-line

BACKGROUND

A country's negotiating capacity has a direct bearing on the terms, conditions and cost of borrowing. Through adequate preparation and appropriate negotiation skills and strategies, governments can effectively influence the outcome of loan agreements. This requires putting in place negotiation teams that have the necessary competencies for effective negotiation. Effective negotiation is based on understanding the other side's strengths, weaknesses and needs. It aims to ensure a win-win situation which meets the legitimate interests of each party to the extent possible as well as building relationships. This understanding is partly enhanced by conducting thorough research before the negotiation takes place. However, governments in developing countries face the challenge of ensuring the appropriate mix of skills to undertake effective negotiations. It is therefore imperative to train officials on loan negotiation techniques and strategies taking into account the dynamics of the financing landscape.

This E-learning will provide an opportunity for officials to be exposed to the concepts of negotiation, international negotiation practices, practical negotiations skills and key considerations in negotiating loan agreements

OBJECTIVES

- To enhance participants' understanding of the global negotiating environment
- To highlight key aspects of financial negotiation, focusing on what negotiation is and is not
- To expose participants to a variety of financial agreements, especially the terms and conditions of various creditors including the development areas they cater for
- To enhance participants' capacity to evaluate and compare different financing options and
- To ensure that participants understand the role of different players in negotiations, including lawyers, sector ministries, Ministries of Finance and Economic Planning, and Central Banks

COURSE CONTENT

- Introduction: Loan cycle
- Negotiation theory and practice
- Evaluating sources of financing and donor and government procedures
- Anatomy of project and legal agreements
- Debt renegotiation

TARGET GROUP

The course is targeted at middle to senior level officials responsible for financial negotiations in Central Banks, Ministries of Finance, Planning, and Justice or Attorney General's Chambers.

PRE-REQUISITES

None.

B. IN-COUNTRY ACTIVITIES

Indicative activities programmed for 2019 are outlined below:

In-Country Workshops

- i Data Validation and Statistical Bulletin Using DMFAS
- ii Data Validation and Statistical Bulletin Using CS-DRMS
- iii Debt Sustainability Analysis Updates
- iv Medium Term Debt Management Strategies
- v Domestic Debt Management and Debt Markets Development

Country Missions

- i Debt Management Performance Assessments (DeMPA)
- ii Roll-out of Commonwealth Meridian
- iii DMFAS Data Quality Review

3 FINANCIAL SECTOR MANAGEMENT PROGRAMME

INTRODUCTION

In 2019, the Financial Sector Management Programme (FSM) will continue to ensure that its capacity building initiatives reach more people in a cost effective way. This means that there will be a strategic reduction of regional activities to more cost effective online offerings. In that regard, e-Learning courses will increase from three (3) per year to nine (9) in 2019. The E-learning courses will continue to address new strategic frontiers of financial sector management that include non-bank regulation and supervision, sovereign reserves management, financial and capital markets development, payment systems and monetary policy implementation. E-learning has the distinctive advantage of reaching a wider audience while offering every participant an opportunity to contribute during discussions, share experiences and evaluate themselves which is not always the case in regional activities.

Regional activities will be reduced from seven (7) in 2018 to three (3) in 2019. The regional activities to be offered are: the annual Implementation Policy Meeting for Heads of Bank Supervision which is a collaboration with the BIS' Financial Stability Institute (FSI), the Retreat for Heads for Payment Systems which will focus on new developments and innovation in payment systems; and the retreat for heads of financial markets running under the theme of Reforms and Innovations Impacting Domestic Financial Markets Development.

The annual event in collaboration with the World Bank's Reserves Advisory and Management Program (RAMP) program will be conducted jointly with MEFMI on a theme and date to be advised.

The Programme will deliver at least twelve (12) in-country interventions to address country specific capacity building needs. These will include six (6) in-country workshops in areas such as financial

markets development, bank supervision, and supervision of non-banks, payment systems operations and payment oversight respectively as well as reserves management and six (6) in-country implementation missions respectively.

A. REGIONAL WORKSHOPS, COURSES & SEMINARS

1. Regulating Securities markets: Fundamentals (E – learning)

Date:	1 – 30 March 2019
Venue:	On-line
Day:	5 weeks

BACKGROUND

While many economies in the MEFMI region are “bank-led”, securities markets also provide an alternative avenue to raise capital for the private sector and government. Indeed, in some countries the non-bank financial institutions could play a significant role in the financial sector due to their larger asset base than deposit taking banking institutions. Building and maintaining confidence in the markets as well as protecting investors is a primary objective of securities markets regulation. Therefore, the regulation of stock companies, listed entities and firms that operate on those markets is a key aspect for financial regulators.

The regulators of securities markets exercise oversight on listing arrangements, capital markets where trading takes place, the initial and continuing requirements for an entity to be listed. It is also vital for regulators to understand the unfolding trends impacting the Institutional investors, retail investors like Collective investment schemes and the trading and settlement infrastructure.

OBJECTIVES

- To familiarise participants with securities markets business entities, securities markets regulatory models, regulatory global best practice and outlook for securities markets, and regional trends and challenges.

COURSE CONTENT

The course will cover:

- the main regulatory models for Securities markets
- the key aspects of a functional securities market
- the key provisions as stipulated by Global securities markets regulatory associations, (IOSCO standards from IOSCO, IFRS from IFAC)
- The rationale and impact of Investor education drives and
- Regulatory due diligence for licensees (including broker dealers, stock exchanges, listed companies, asset management companies.)

TARGET GROUP

Junior to middle level professionals responsible for securities markets at the respective regulatory institutions.



2. Fundamentals of Payment Systems (E-Learning)

Dates:	1 May – 8 June 2019
Venue:	On-line
Duration:	6 Weeks

BACKGROUND

Financial infrastructure is the foundation for a country's financial system and enables intermediation, lenders' evaluation of risk and borrowers access to credit, insurance and other financial products at competitive terms. It includes institutions, technologies, information, rules, standards, and its quality determines, to a large extent, the efficiency of the financial system. The development of robust elements of financial infrastructure, such as payment, remittances and securities settlement systems, collateral registries and credit bureaus, supported by a sound legal framework, is fundamental for the attainment of financial stability.

Payment systems are key elements of financial infrastructure, as they facilitate the development of more inclusive financial systems and promoting access to finance. A weak payment system can become fertile ground for systemic crises and hamper economic development. Similarly, activities in securities markets usually consist of large values of transactions which are transmitted and settled through the payment system. The intricate linkage between these two elements therefore calls for greater safety and efficiency in their operations.

OBJECTIVES

- To introduce participants to key aspects of financial infrastructures, the role of payment systems in an economy, risks in payments systems and standards for financial infrastructures.

COURSE CONTENT

- Payment, clearing, securities and settlement systems basics
- Types of payment systems
- Risks inherent in payment systems
- Clearing and settlement processes
- Securities Settlement Systems and
- International standards for Financial Infrastructures

TARGET GROUP

This course is mainly targeting new staff in the payment systems departments of central banks. Officials from other stakeholder departments like Bank supervision, financial stability, legal, financial markets, banking and currency who may need training on payment systems are encouraged to enrol. In addition officials from other institutions, like ministries, securities commissions, capital market authorities, dealing with modernisation of national payment systems, may benefit from the course.



3. Fundamentals of Regulating Microfinance Institutions (E-learning)

Dates: 1 June – 30 June 2019
 Venue: On-line
 Duration: 4 Weeks

BACKGROUND

The past few years have seen a rapid increase of microfinance business across the region. The microfinance business has in theory been linked to low income families or poor village primary level societies that are agro based. Microfinance institutions (MFIs) play a critical role in poverty alleviation and economic empowerment of marginalized communities in our region. MFIs started as microcredit programs to supply credit to the poor. However, they have quickly evolved into market-orientated providers of demand-driven financial services including savings, micro-insurance, consumption loans, leasing products, and other services.

As they have become a significant component of the financial sector, MFIs are systemically important and can exacerbate the fragility of the financial system particularly where there is lack of effective regulation. It is therefore important for these institutions to be properly regulated. While the growth of MFIs and NBFIs in general has been phenomenal in the region, the regulation and supervision framework is not yet fully developed.

OBJECTIVES

- To introduce participants to the fundamentals of regulating microfinance institutions.

COURSE CONTENT

- Definition of microfinance business in the region
- The unique features of MFIs
- Risks associated with MFIs
- Influence of modern technology in improving operations of MFIs
- The regulation and supervisory frameworks for MFIs
- Other rural financing strategies other than MFIs and their influence on financial stability

TARGET AUDIENCE

The target group for this course is junior to middle level staff responsible for regulation of microfinance from Ministries of Finance, Economic Planning and Development; Central Banks, and the non-bank financial institutions regulatory authorities.

4. Fundamentals of Reserves Management (E – learning)

Dates: 1 July – 9 August 2019
 Venue: On-line
 Duration: 6 Weeks

BACKGROUND

Official foreign exchange reserves of countries, including MEFMI member countries, have continued to grow over the years, requiring prudent management in current global investment climate which is plagued by uncertainty. The trinity of capital preservation, liquidity provision and return generation remain the guiding principles for reserve managers.



This e-learning course is an introduction to the management of official foreign exchange reserves. It introduces the pillars of official foreign exchange reserves management and delves into various factors under each of the pillars.

OBJECTIVES

- To equip participants with an understanding of the best practice for official foreign exchange reserves management
- To introduce the pillars of reserves management

COURSE CONTENT AND STRUCTURE

Module 1: Organisational Structure and Governance

Module 2: Strategic Asset Allocation (SAA)

Module 3: Investment Policy Statement and Guidelines

Module 4: Portfolio Management

Module 5: Risk Management

Module 6: Performance Measurement and Evaluation

Module 7: Reporting & Compliance

Module 8: Settlement and Accounting

Module 9: External Fund Managers (EFM) and Custodians

Module 10: Supporting Information Technology (IT) infrastructure

TARGET GROUP

New and junior officials responsible for official foreign exchange reserves management in the Central Bank, mainly the front, middle and back office staff. In addition, officials in the finance, internal audit, risk management and legal counsel departments are encouraged to enrol.

5. Retreat for Heads of Payment Systems

Dates: 6- 8 August 2019

Venue: Zimbabwe

Duration: 3 days

BACKGROUND

Payment systems and market infrastructure are a core element of the financial infrastructure. The payments landscape has undergone dramatic changes with the position of traditional financial service providers being significantly challenged by the entrance of new players.

The 2019 Retreat for Heads of Payment Systems will address the relevant concerns, challenges, and opportunities facing Central Banks and their evolving role in the Payments and market infrastructure.

OBJECTIVES

- To provide a centre stage for valuable and practical exchange of ideas that can lead to transformative approaches and initiatives for payments.

COURSE CONTENT

The seminar will use group discussions, roundtable forums and panel sessions to deliberate on the following:

- New developments and innovations in payment systems
- Achieving interoperability in payment systems
- Cyber security
- Cross-border payment systems
- Cryptocurrencies and Block chain technologies
- FinTech and RegTech

TARGET GROUP

The seminar targets Heads of Payment Systems in the central banks and other authorities working in divisions responsible for the development, modernisation and reform of payment systems.

6. Financial Inclusion (E-learning)

Dates:	1 September – 11 October 2019
Venue:	On-line
Duration:	5 Weeks

BACKGROUND

Financial Inclusion remains an important and topical aspect worldwide. Globally, about 2 billion adults have no access to formal or semi-formal financial services. Governments all over the world have put in place strategies aimed at increasing access to financial services for the masses.

Although these strategies and various technological advancements have succeeded in reducing the number of people who are financially excluded, challenges still exist within member countries. Countries still struggle to balance inclusion with the other important goals of integrity and stability. Also, financial inclusion measures and indicators remain ambiguous and incomparable across countries; while men still dominate women across every measure of financial inclusion such as account ownership, access to credit, and access to savings.

This online course provides an introduction to financial inclusion, discusses the dimensions and measures of financial inclusion, the challenges faced by countries in advancing financial inclusion and provides possible recommendations.

OBJECTIVES

- To introduce participants to the theoretical and regulatory concepts of Financial Inclusion.

COURSE CONTENT

- Overview of Financial Inclusion
- Balancing inclusion, integrity and stability
- Dimensions of Financial Inclusion
- Measuring Financial Inclusion
- Pillars of Financial Inclusion
- Developing National Financial Inclusion Strategies
- Gender Aspects of Financial Inclusion
- Digital financial Services and Financial Technology



TARGET AUDIENCE

The course is targeting staff working in Financial Inclusion Units and are responsible for developing policies, regulations strategies pertaining to financial inclusion. Officials from other stakeholder departments like Bank supervision, payment systems, financial stability, legal, financial markets, who may need training in financial inclusion are encouraged to enrol.

7. Retreat for Heads of Financial Markets

Theme: Reforms and Innovations Impacting Domestic Financial Markets Development

Dates: 11 – 13 September 2019

Venue: Zimbabwe

Duration: 3 Days

BACKGROUND

The domestic financial markets are in a state of perpetual development, impacted by continuous market reforms and innovations. Thus, it is essential that Financial Market Heads in the various regulatory institutions be at the fore of the curve to take note of arising regulatory challenges and opportunities and adequately prepare appropriate policy interventions.

OBJECTIVES

- To highlight the various reforms largely driven by the regional integration agenda and highlight innovations impacting the development of the financial markets;
- To highlight the regulatory challenges and opportunities, and necessary policy responses/ interventions.

COURSE CONTENT

The retreat will be practical in nature with country experiences for peer-to-peer learning, online polls and round-table discussions with a focus on:

REFORMS

- Innovations
- Arising regulatory challenges and opportunities
- Practical policy recommendations for member countries

TARGET GROUP

The primary target is heads of financial markets departments at central bank; capital markets authority/regulator; retirement benefits authority/pension regulator; senior officials from the ministries of finance and or economic planning responsible for domestic market policy formulation.

8. Joint MEFMI – FSI –Implementation Meeting and Seminar on The Modern Way of Forward-Looking Supervision Implementation

Date: 15 – 17 October, 2019

Venue: Gaborone, Botswana

Day: 3 days

BACKGROUND

Effective bank supervision is a critical part of maintaining financial stability by promoting sound, stable, and resilient banks positioned to meet the productive credit needs of their customers, which is necessary to achieve economic growth. Reliable access to bank credit and



risk intermediation services is especially important in MEFMI member Countries' economies where capital markets are still developing. In the aftermath of the global financial crisis, standard setters continue to encourage supervisory authorities to adopt forward looking supervisory intervention mechanisms to promote financial stability by reducing the probability of a bank failure. There is also a common recognition that for supervision to operate effectively, early identification and intervention are critical to prevent problems from becoming dire.

As this is a policy meeting, the first day will be a meeting to discuss the implementation of the forward looking supervision particularly risk based supervision and early supervisory intervention. This will be followed by a seminar on the second and last day. Topics of discussion will be sent in due course. The output for the meeting will be action plans for implementation in the region.

OBJECTIVES

- To discuss the business model analysis as an early indicator as well as early intervention as a response to forbearance
- To enhance participants' understanding of the revised Basel III standardised approach to credit risk and proportionality in bank regulation and supervision
- Designing a proportionality framework and proportional implementation of Basel standards in non BCBS countries
- To create an environment where senior supervisors can share ideas on supervisory challenges and policies.

COURSE CONTENT

- Forward looking supervision: the SREP experience in European, African and Latin American countries
- Prompt Corrective Action (PCA) frameworks for weak banks
- Basel III Proportionality for banks around the world
- The revised standardised approaches
- Supervisory action plan for the region going forward.

TARGET GROUP

This is a high level meeting and seminar. Participation will be strictly for Deputy Governors in charge of bank supervision along with Directors of Bank Supervision, Directors of Financial Stability units and other senior officials responsible for setting supervisory policies.

9. Fundamentals of Financial Markets (E-learning)

Dates:	21 October – 29 November 2019
Venue:	On-line
Duration:	4 Weeks

Financial markets facilitate the efficient allocation of resources within the economy. Through organized and regulated exchanges, economic agents trade financial securities, commodities, and other fungible items of value at low transaction costs and at prices that reflect supply and demand. The financial markets provide businesses and governmental entities access to capital.

This course serves as an introduction to the financial system. It distils and describes the financial system into the financial institutions, financial markets, financial instruments and financial services.



The components are given much attention because of the central theme they play – the different players, markets and instruments.

OBJECTIVES

- To provide participants with the relevant knowledge on the financial system;
- To highlight the different financial markets and their components;
- To equip participants on fundamental quantitative skills on pricing of different instruments in the different markets.

COURSE CONTENT AND STRUCTURE

- **Module 1:** Introduction to Financial System, Structure and Functions
- **Module 2:** Financial market players
- **Module 3:** Financial markets
- **Module 4:** Financial market instruments

TARGET GROUP

New staff responsible for domestic financial markets in the Central Banks, Ministries of Finance/Economic Planning and or Development, Capital Market regulators, Securities Exchange, Insurance regulators and Pension regulators. Officials from other stakeholder departments like Legal, Financial sector supervision, financial stability, research, and payment systems departments are encouraged to enrol.

10. Fundamentals of Money and Capital Markets Development (E-learning)

Dates:	21 October – 29 November 2019
Venue:	On-line
Duration:	6 Weeks

BACKGROUND

Financial markets are the cornerstone of an economy, providing efficient allocation of resources. Further, well-developed financial markets promote savings and investments and balanced economic growth. Consequently, financial market regulators work in concerted effort to ensure the development of the financial markets.

This course serves as an introduction to the development of both money and capital markets. It highlights definitions, interactions between markets, functions and roles and the key role of all players. Further, the course delves into the building of a benchmark bond programme and touches on digital financial services in the domestic financial markets.

OBJECTIVES

- To provide participants with the relevant knowledge on the development of money and capital markets;
- To highlight the role of government and regulators in developing and implementing financial market policies and regulations in money and capital markets; and
- To equip participants with quantitative skills on the pricing of money market instruments and bonds.



COURSE CONTENT

- Building blocks for the development of domestic financial markets;
- Development of the money markets;
- Development of the capital markets – both debt and equity.
- Building a benchmark bond programme
- Reforms and Innovation in the domestic financial markets
- Digital financial services
- Pension and life assurance reforms

TARGET GROUP

Officials responsible for domestic financial markets in the Ministry of Finance, Planning and or Economic Development; Central Bank, Capital Market regulators, Securities Exchange, Insurance regulators and Pension regulators.

11. Fundamentals of Monetary Policy (E-learning)

Dates:	21 October – 29 November 2019
Venue:	On-line
Duration:	6 weeks

BACKGROUND

Monetary policy is the set of procedures and measures taken by monetary authorities to influence the quantity, cost and availability of liquidity to achieve certain economic objectives. The pursuit of these objectives rests on a series of choices regarding the strategies, approaches and policy instruments implemented. Furthermore, in understanding the effectiveness of monetary policy it is critical to understand the monetary policy structure within the framework of its goals, instruments and objectives.

Monetary policy primarily indirectly influences economic activity, via the price and quantity of money. Countries have abandoned the use of direct instruments, such as credit control, interest rate ceilings and sometimes directed credit and regulation; and adopted indirect instruments, which include Open Market Operations (OMO), statutory reserve requirements, foreign exchange market operations and repurchase agreements (repos).

OBJECTIVES

- To introduce participants to the fundamentals of monetary policy operations. Different approaches to monetary policy and the draw backs of each approach will also be discussed.

COURSE CONTENT

- Monetary Policy Frameworks
- Instruments and tools of monetary policy
- Monetary policy transmission mechanisms
- Coordination of monetary policy and macroeconomic policies
- Challenges in implementing monetary policy

TARGET GROUP

This course is mainly targeting staff in the relevant departments responsible for the formulation and implementation of monetary policy.



12. Regulating Microfinance Institutions – Advanced (E-learning)

Dates:	1- 30 November 2019
Venue:	On-line
Duration:	4 Weeks

BACKGROUND

Sub-Saharan Africa (SSA) has the lowest level of access to finance compared to other regions in the world, with an average banked population of only 24 percent (Findex 2012). The region's banking systems are small in both absolute and relative size, and the microfinance sector has been relatively slow to expand. In this regard, MEFMI member countries have aggressively employed various strategies for extending the reach of microfinance, including the transformation of existing institutions, the creation of stand-alone greenfield microfinance institutions (MFIs) with and without a centralized management or holding structure, to encourage growth of the sector.

As the microfinance sector is poised for growth, it is also important for financial sector regulators and supervisors to upgrade their regulatory and supervisory skills in this area to be able to effectively support its growth and impact in economic growth.

This e-learning course is a follow up to the Fundamentals of Regulating Microfinance course which MEFMI will run in June 2019.

OBJECTIVES

- The course is meant to pick up some of the topics that were introduced in the fundamentals of regulating microfinance institutions and discuss them at advanced level, providing detailed case studies and course work to ensure understanding of concepts.

COURSE CONTENT

- The business of Microfinance – Latest Regional Developments
- Regulatory Framework and Supervisory Trends
- Accounting and Financial analysis from the Regulator's point of view
- Examine the influence of modern technology in improving operations of microfinance business
- Evaluate other rural financing strategies other than MFIs and their influence on financial stability.
- Role of Financial Literacy and Consumer protection in Microfinance regulation;
- Microfinance Outlook (direction/way forward)

TARGET AUDIENCE

The target group for online learning is junior to middle level staff responsible for regulation of microfinance from Ministries of Finance, Central Banks, and the non- bank financial institutions regulatory authorities.

B. IN-COUNTRY ACTIVITIES

The program will continue to assist Member Countries through country specific interventions in various financial sector technical areas. These interventions will be delivered as follows:

In-Country Workshops

- Reserves Management – Implementation of Internal Credit Risk Analysis Tool (ICRAT)
- Reserves Management – Strategic Asset Allocation (SAA)
- Market Conduct Regulation and Supervision
- Bank Supervision
- Financial Stability and Stress testing

- Monetary Policy Implementation
- Payment System Oversight

Country Missions

- Domestic Financial Markets Development – Situation Analysis, Angola
- Reserves Management – Implementation of Internal Credit Risk Analysis Tool (ICRAT)
- Bank Supervision
- Non-Banking Financial Institutions
- Cross border payment systems
- Payment System Oversight
- Securities Settlement
- Official Foreign Exchange Reserves Management – Strategic Asset Allocation (SAA)

4 MULTI-DISCIPLINARY ACTIVITIES (MDA)

INTRODUCTION

The Multi-Disciplinary Activities (MDA) transcend the three (3) major operational Programmes of MEFMI, namely: Macroeconomic Management, Financial Sector Management and Debt Management. These activities aim at strengthening the coordination and management of MEFMI's programmes including the Fellows development programme, the integrated Monitoring and Evaluation System, executive Fora as well as maintaining sustainable communication and public relations for MEFMI.

EXECUTIVE FORUM SERIES

MEFMI conducts annual Executive Fora for high level officials comprising Central Bank Governors and Deputy Governors, Ministers of Finance, Planning and/or Economic Development as well as their Permanent Secretaries. These forum series are presented below.

1. Combined Forum

Date:
 Duration: ½ Day
 Venue: Washington DC

The Combined Forum targets Central Bank Governors, Ministers of Finance, Planning and or Economic Development and their Permanent Secretaries. The Forum is held back to back with the IMF/World Bank annual meetings. The MEFMI Combined Forum provides a platform for engaging top policy makers on emerging issues, implementation of best practices, and the management of change, in their respective institutions. In addition, the Combined Forum is the platform created and nurtured by MEFMI where all policy makers dealing with financial and economic matters converge in one room to discuss and strategies on issues of mutual interest, that are paramount to the continued growth of the MEFMI region. The Forum is also provides opportunities for policy makers to network with both regional and international peers.



2. Governors' Forum

Date:	TBA
Duration:	½ Day
Venue:	Basel, Switzerland

The Governor's Forum targets Governors of Central Bank and or Reserve Banks of member countries. The Forum is usually held back to back with the BIS annual meetings. The Forum provides a platform for engaging the executives on emerging issues, implementation of best practices, and the management of change, in their respective institutions. In addition, it provides a platform for the Governors to harmonise strategies as well as address any common challenges and matters of mutual interest that are paramount to the continued growth of the MEFMI region. The Forum is also provides opportunities for governors to network with both regional and international peers.

3. Deputy Governor's and Deputy Principal Secretaries Series

Date:	7 – 8 May
Duration:	1 ½ Days
Venue:	Zimbabwe

The annual Deputy Governor's and Deputy Principal Secretaries Forum targets Deputy Governors of Central Banks in the MEFMI region as well as Deputy Permanent Secretaries.

The respective themes and topics for the Fora are determined during the first quarter of the year.

OBJECTIVES:

- To enable policy makers to understand the critical, as well as, emerging risks and opportunities in international and regional development in macroeconomic and financial management;
- To provide a platform for discussing of country experiences and exchange of views among policy makers and technical experts;
- To generate practical approaches for prudent, competent and efficient management of economies in the MEFMI region;
- To stimulate the establishment of partnerships and collaboration among Client Institutions and stakeholders involved in macro-economic and financial management as a conduit for successful regional integration.

FELLOWS DEVELOPMENT PROGRAMME

The Fellows Development Programme is an accelerated, cost-effective expert formation endeavour which is unique to MEFMI. The Programme aims to increase the cadre of experts to ensure sustainability and availability of adequate support in building and maintaining capacity in the region. The carefully selected professionals from client institutions are put through an intensive training and professional exposure to upgrade their competence in the three core Programme areas of MEFMI.

OBJECTIVES

- To develop a critical mass of regional expertise in the priority areas of sovereign debt, macroeconomic and financial sector management, as a means to gaining sustainable and self-generating capacity;
- To create sustainable regional capacity for delivery of MEFMI capacity building products and



- services to answer the concerns about sustainability of the Institute’s activities; and
- To create regional capacity for complementing MEFMI’s capacity building efforts at in-house level in MEFMI member Countries’ institutions.

4. Fellows Facilitation and Consulting Skills Workshop

Date: 4 – 12 March 2019
 Venue: Harare, Zimbabwe
 Duration: 8 Days

BACKGROUND

In 2017, MEFMI recruited its 10th In-take of Candidates drawn from client institutions of its member Countries. The Candidates are expected to graduate as experts in various areas of specialisation, hence expected to provide facilitation and consultancy services to MEFMI and its client institutions.

OBJECTIVE

To impart Candidate Fellows with the requisite skills and knowledge required to effectively conduct and manage consultancies, facilitate and present at MEFMI regional in-country activities.

Specifically the course is meant to:

- Train Candidate fellows on how to provide consultancy and facilitation services to Client Institutions within the region, and
- Provide a platform for Fellows to share experiences and lessons obtained during the Programme.

Course Content

- Consultancy Skills
- Understanding Consultation – Concepts
- Consultancy cycle and processes
- Consultancy Framework
- Techniques and Tools
- Interviewing and Negotiating Consultancies
- Assessing and meeting client needs
- Developing Consultancy Strategy
- Key Consultancy Skills- focus on Researching and Reporting
- Responding to Expressions of Interest
- Code of Conduct of Consultants
- Developing and managing clientele

FACILITATION SKILLS

- Understanding facilitation - roles and responsibilities
- Characteristics of a good facilitator
- Planning Facilitations
- Developing Facilitation Objectives
- Techniques and Tools
- Delivering Effective Facilitations
- Effective preparation and delivery of powerful presentation
- Code of Conduct of Facilitators
- Managing challenging audiences



TARGET GROUP

10th in-take of MEFMI Candidate Fellows.

5. Fellows Assessment for Graduation and Accreditation

Date:	1 – 5 July
Venue:	On-line
Duration:	5 Days

BACKGROUND

After recruitment, Fellows undergo comprehensive training and mentorship to develop their technical papers for graduation. The Fellows are also attached to various institutions to understudy and experience work processes related to their technical papers. Fellows who pass the assessment of their training in 2019 will be awarded certificates at the graduation ceremony. Fellows that will complete their apprenticeship by successfully facilitating at least three (3) workshops related to their area of specialisation and furthermore, complete their discussion papers will be accredited and awarded certificates.

OBJECTIVE

To assess the Candidate and Graduate Fellows for graduation and accreditation respectively.

TARGET GROUP

Candidate and Graduate Fellows in training and apprenticeship.

ANNEXURE

Annex 1: Mefmi 2019 Work Programme – Regional Activities

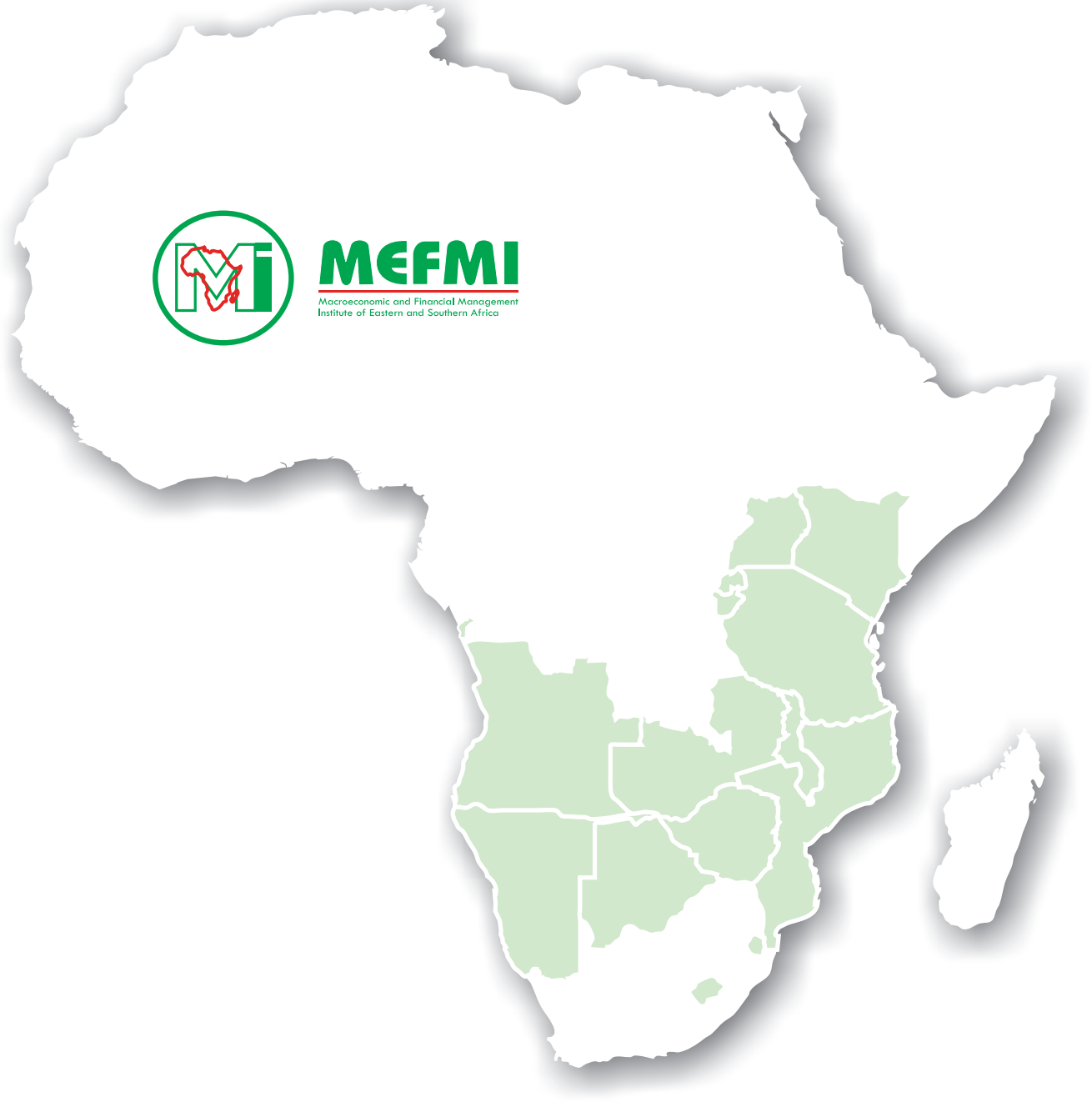
MACROECONOMIC MANAGEMENT PROGRAMME																
ACTIVITY	TYPE	DURATION	VENUE	DATES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Joint MEFMI/IMF Course on Government Finance and Public Sector Debt Statistics	Course	10 Days	Namibia	11 – 22 Mar			11-22									
Balance of Payments and International Investment Position (BOP/IIP) Compilation and Analysis	Course	5 Weeks	On-line	18 Mar – 18 Apr			18 Mar-18 Apr									
Introduction to Macroeconomic Modelling and Forecasting (E-learning)	Course	6 Weeks	On-line	Apr-May				Apr-May								
Introduction to Quarterly GDP, Economic Activity Indicators and Unobserved Economy (E-learning)	Course	5 Weeks	On-line	24 Jun – 26 Jul						24 Jun – 26 Jul						
Course on Remittances Statistics	Course	5 Days	TBA	1-5 Jul						1-5						
Fundamentals of Transfer Pricing	Course	4 Weeks	On-line	5 – 30 Aug								5-30				
Joint MEFMI/IMF Regional Workshop on Macroeconomic Diagnostic	Course	10 Days	TBA	Sept									Sept			
Financial Programming and Policies (E-learning)	Course	5 Weeks	On-line	7 Oct – 8 Nov										Oct-Nov		
DEBT MANAGEMENT PROGRAMME																
ACTIVITY	TYPE	DURATION	VENUE	DATES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Joint MEFMI/World Bank/IMF Course on Debt Sustainability Analysis for Low Income Countries	Course	5 Days	TBA	4 - 8 Feb		11 - 15										
Joint MEFMI/IMF Course on Government Finance & Public Sector Debt Statistics	Course	10 days	Namibia	11 – 22 Mar			11 - 22									
Development Financing Options (E-learning)	Course	6 Weeks	On-line	18 Feb – 29 Mar			18 Feb – 29 Mar									
Debt Managers' Seminar	Seminar	3 Days	TBA	6 – 8 May					6 – 8							
Joint MEFMI/World Bank Course on Domestic Debt Operations and Debt Markets Development	Course	10 Days	TBA	10 – 21 June						10 - 21						
Joint MEFMI/COMSEC Course on Commonwealth Meridian	Course	5 Days	TBA	19 – 23 Aug								19 - 23				
Foundations of Debt Management (E-learning) in English and Portuguese.	Course	6 weeks	On-line	15 Jul – 31 Aug							15 Jul – 31 Aug					
Financial Negotiation Skills and Techniques (E-learning)	Course	6 Weeks	On-line	14 Oct – 22 Nov										14 Oct – 22 Nov		
FINANCIAL SECTOR MANAGEMENT																
ACTIVITY	TYPE	DURATION	VENUE	DATES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Regulating Securities Markets: Fundamentals (E-learning)	Course	5 weeks	On-line	1 – 30 Mar			1-30									
Fundamentals of Payment Systems (E-Learning)	Course	6 Weeks	On-line	1 May – 8 Jun					1 May – 8 Jun							
Fundamentals of Financial Markets (E-Learning)	Course	4 weeks	On-line	6 May – 7 June					6 May – 7 June							

ACTIVITY	TYPE	DURATION	VENUE	DATES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	
Fundamentals of Regulating Microfinance Institutions (E-Learning)	Course	4 weeks	On-line	1 – 30 Jun						1-30							
Fundamentals of Reserves Management (E – Learning)	Course	6 weeks	On-line	1 Jul – 9 Aug							1 Jul – 9 Aug						
Fundamentals of Monetary Policy (E-Learning)	Course	6 weeks	On-line	1 Jul – 9 Aug							1 Jul – 9 Aug						
Retreat for Heads of Payment Systems	Course	3 Days	Zimbabwe	6-8 Aug							6-8						
Financial Inclusion (E-Learning)	Course	5 Weeks	On-line	1 Sept – 11 Oct									1 Sept - 11 Oct				
Retreat for Heads of Financial Markets	Course	3 Days	Zimbabwe	11 – 13 Sept										11-13			
Fundamentals of Money and Capital Markets Development (E-learning)	Course	6 Weeks	On-line	21 Oct – 29 Nov										21 Oct-29 Nov			
Heads of Bank Supervision - Joint MEFMI – FSI –Implementation Meeting on Supervisory Approaches	Course	3 Days	Botswana	15 – 17 Oct										15-17			
Regulating Microfinance Institutions – Advanced (E-Learning)	Course	4 Weeks	On-line	1 - 30 Nov											1-30		
MULTI-DISCIPLINARY ACTIVITIES																	
Finance and Audit Committee	Governance	1 day	Zimbabwe	TBA Mar			Mar										
Executive Committee Meeting	Governance	1 Day	Zimbabwe	TBA Mar			Mar										
Fellows Facilitation and Consulting Skills Workshop	Course	8 Days	Zimbabwe	4 - 12 Mar			4-12										
Deputy Governors and Deputy Principal Secretaries/Permanent Secretaries Forum	Executive Forum	1 ½ Days	Zimbabwe	TBA					7-8								
Governors' Forum	Executive Forum	½ Day	Basel, Switzerland	TBA						TBA							
Assessment of Fellows for Graduation and Accreditation	Fellows	5 Days	Zimbabwe	Jul							1-5						
Finance and Audit Committee Meeting	Governance Meeting	1 Day	Zimbabwe	TBA Aug								TBA					
Executive Committee Meeting	Governance Meeting	1 Day	Zimbabwe	TBA Aug								TBA					
Board of Governors Meeting	Governance Meeting	½ Day	Washington DC, USA	Oct										TBA			
Combined Executive Forum	Executive Forum	½ Day	Washington DC, USA	Oct										TBA			





MEFMI
Macroeconomic and Financial Management
Institute of Eastern and Southern Africa



9 Earl Road, Alexandra Park
P. O. Box A1419, Avondale, Harare, Zimbabwe
Tel: +263 242 745988/ 89/ 91 -4
Email: capacity@mefmi.org
Twitter: @mefmiorg

www.mefmi.org

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