



MEFMI

Macroeconomic and Financial Management
Institute of Eastern and Southern Africa

REVISED
2020
MEFMI
PROSPECTUS

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ACRONYMS

AFE	AFRITAC East
AFRITAC	African Regional Technical Assistance Centre
AFS	AFRITAC South
CB	Central Banks
COVID-19	Corona Virus Disease of 2019
CTF	Counter Terrorism Financing
DC	Depository Corporations
DeMPA	Debt Management Performance Assessment
DSA	Debt Sustainability Analysis
FDP	Fellows Development Programme
GDP	Gross Domestic Product
GFS	Government Finance Statistics
IMF	International Monetary Fund
IOC	Indian Ocean Commission
IT	Information Technology
LCBM	Local Currency Bond Market
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MSMEs	Micro, Small and Medium Sized Enterprises
MTDS	Medium-Term Debt Management Strategy
ODCs	Other Depository Corporations
PCMS	Private Capital Monitoring System
PIM	Public Investment Management
PPP	Public-Private Partnerships
TBA	To Be Advised
UNSCR	United Nations Security Council Resolution

MEFMI IN BRIEF

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned organisation currently with 14 member countries: Angola, Botswana, Burundi, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, 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 the mandate to address entrenched problems that countries faced in debt and reserves management. This mandate was expanded in 1997 to include macroeconomic management, and broader aspects of the 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 ministries of finance and of planning, and central banks, 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 related institutions and to bring emerging risks and opportunities to the fore among executive-level officials. It also seeks to achieve, within its member states, 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 are what engender trust and link MEFMI. These also provide a MEFMI specific identity. MEFMI upholds the following values:

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

SCOPE OF REVISED 2020 MEFMI ACTIVITIES

While the focus of the 2020 Prospectus is largely maintained in the Revised 2020 Prospectus, the latter has been tweaked to include more on-line activities and is COVID-19 centric. The implementation of strict confinement measures in some Member States to minimise the potential spread of COVID-19 has required MEFMI to adopt a different approach to the delivery of capacity building support. In addition, MEFMI intends to support member countries in their efforts to respond to the challenges posed by the COVID-19. In this regard, MEFMI has revised the 2020 work plan to align it to the changing operating environment and priorities of Member States. This new work plan also responds to stakeholders' request for MEFMI to increase capacity building activities offered in Portuguese to cater for its Lusophone member countries.

While MEFMI is aware of and understands the challenges associated with delivering online courses, such as internet connectivity and the tools that staff require to take up online courses, to the extent possible, MEFMI plans to deliver all courses outlined in this revised Prospectus. Thus, MEFMI will continue to engage with authorities to explore feasible solutions for effective delivery of the capacity building interventions. This is in line with MEFMI commitment to continuously respond to evolving capacity needs of member countries by enhancing its delivery modes, in line with the changing operating environment.

The following activities will be conducted during the second half of 2020.

MACROECONOMIC MANAGEMENT PROGRAMME

I. INTRODUCTION TO MONETARY POLICY ANALYSIS

Dates: 4 May - 12 June 2020

Venue: Online

Duration: 6 Weeks

Language: English

BACKGROUND

The continuously evolving policy landscape provides a challenge for macroeconomic management and stability in developing and emerging countries. This changing environment makes it difficult to effectively conduct sound monetary policy and therefore requires, among others, skills to make informed choices of monetary policy frameworks and instruments that address emerging issues and support macroeconomic stability. Policymakers in the region also need to be capacitated on how to conduct better analysis in order to avoid implementing policies that may have unintended consequences. In light of this, monetary policy analysis continues to be an area that requires substantial capacity development in the region. It is in this regard that MEFMI is offering an e-learning course on Introduction to Monetary Policy Analysis in an effort to assist policymakers in ensuring that policy conduct remains consistent with the gradual changes in the policy environment. The weekly activities will bring linkages of the course content to COVID-19 and provide practical tasks on the impact of the pandemic on monetary policy conduct.

OBJECTIVES

To equip participants with skills to understand;

- i. The main concepts and measurements used in monetary policy analysis;
- ii. Monetary policy frameworks;
- iii. Monetary policy and evolving regimes;
- iv. Forecasting and Policy Analysis System (FPAS); and
- v. Monetary policy in a digital era.

CONTENT

The content of the course will cover, amongst others;

- i. The main concepts and measurements used in monetary policy analysis;
- ii. Monetary policy transmission mechanisms and transitioning frameworks;
- iii. A quantitative framework for monetary policy analysis;

- iv. The role of forecasting and policy analysis System (FPAS); and
- v. Monetary policy in a digital era.

TARGET GROUP

Junior to mid-level officials from ministries of finance and central banks who are responsible for monetary policy analysis.

2. WEBINAR ON RESPONSES TO COVID-19: MACROECONOMIC POLICY AND FINANCIAL MARKETS INFRASTRUCTURE

Dates: 11 June 2020

Venue: Online

Start time: 0900hrs CAT

Duration: 90 minutes

Language: English

BACKGROUND

The economic contribution of the micro, small and medium-sized enterprises (MSMEs) in developing countries (including the MEFMI region) cannot be overemphasised. For example, they create alternative employment and income streams for various economic agents, among other economic activities. However, the COVID-19 outbreak has led to unprecedented economic disruption across private sector entities including the MSMEs. The sudden stop in economic activity places the MSMEs at a greater risk of collapse due to various reasons including, higher levels of vulnerability and lower financial resilience owing to insufficient cash reserves to survive for a few months.

Despite swift responses from policymakers to minimise macroeconomic supply and demand imbalances, as well as ensuring stable financial systems, the nature and characteristics of MSMEs make these broader policy responses critical to address their specific challenges. This suggests that the MSMEs require a unique approach to deal with insolvency challenges, post the COVID-19 pandemic. The pandemic has also placed a unique strain on payment systems and the provision of payment instruments and services. This may also affect MSMEs that heavily rely on cash. The use of cash would likely experience large negative disruptions. This pandemic has introduced new dynamics which will call for new thinking in digital payments.

The webinar will discuss the impact of the recent lockdowns in the region on MSMEs. Against this backdrop, the webinar will discuss the implication of the macroeconomic policy responses to the COVID-19 pandemic on the MSMEs and also explore potential gaps that exist in these policy responses in an effort to shed light on how MSMEs can be assisted over and above these policies to become financially resilient. The webinar will also discuss how digitalisation (particularly payment systems), can be reshaped to address the specific issues faced by MSMEs.

To improve participants' appreciation of the impact of COVID 19 on the SME sector and in the respective member countries and proffer possible solutions to mitigate the destabilising impact of the pandemic.

The webinar is targeted at heads of research, statistics, payment systems, financial stability at the respective regulatory agencies.

3. WEBINAR ON COVID-19 IMPACT ON THE EXTERNAL SECTOR

Date: 8 July 2020

Venue: Online

Start time: 1000hrs CAT

Duration: 90 minutes

Language: English

The external sector has become a major source of economic shock for most countries in the context of the COVID-19 pandemic. Inflows of remittances to the region are expected to record a sharp decline following the shutdown of many activities in host countries where migrants have been employed. The pandemic also poses uncertainties for foreign direct investment flows, long term financing, as well as portfolio flows as investors review their investment decisions. The current account pressures coupled with expected declines in financing pose risks for exchange rate management and pressure on the official reserves.

The webinar will discuss the impact of the COVID-19 pandemic on the external sector trade with focus on trade in goods and services, remittances, foreign direct investment and other financial flows across the region. The discussions will also focus on the various policy responses that can be taken to address these challenges and explore prospects for resilience and maintaining external balance amidst these shocks.

4. WEBINAR ON THE ROLE OF CAPACITY BUILDING INSTITUTIONS DURING THE COVID-19 PANDEMIC

Date: 22 July 2020

Venue: Online

Start time: 1000hrs CAT

Duration: 90 minutes

Language: English

As the COVID-19 global pandemic rapidly evolves, capacity building remains critical as countries grapple with responses to address the pandemic and its impact on their economies.

Like other institutions, the onset of travel restrictions that were imposed globally has seen MEFMI explore options for enhancing online training and remote delivery of technical assistance. However, one of the challenges that have been noted in the MEFMI region is the lack of access to IT infrastructure outside institutions or the official places of work. This challenge remains as countries aim to follow a phased approach to re-opening and therefore delivery of training remotely will have to be done in more systematic manner. MEFMI also recognises the disruptions that have been caused in data collection during the lockdown in many countries.

Against this background, MEFMI identifies the need for enhanced coordination among various capacity building institutions in the region to identify common training needs, including prioritising work on capacity building interventions aimed at addressing the emerging issues resulting from the pandemic. Furthermore, information sharing will be crucial for countries as they seek to access new or alternative data sources

to ensure continuity in the compilation of data following disruptions in data collection from traditional sources. Peer to peer exchange will also be very crucial for countries to foster rich learning experiences on how the different countries are dealing with the impact of the pandemic.

MEFMI will run a webinar that aims to discuss the role of capacity building institutions during the COVID-19 pandemic. It will involve discussions with similar capacity building institutions on how to support countries in a coordinated and sustainable approach to enhance their capacity to address the economic impacts of the pandemic at both the national and regional level.

5. WEBINAR ON BASIC MACROECONOMIC STATISTICS TO SUPPORT POLICY OPERATIONS DURING COVID-19

Date: 29 July 2020

Venue: Online via Zoom

Start time: 10:00 hrs (CAT) and 11:00 hrs (EAT)

Duration: 2 hours

Language: English

How do world-wide major pandemics such as COVID-19 affect economic activity in the short, medium to long-term? To answer this question, economists require reliable and timely disseminated macroeconomic data. COVID-19 disruptions are posing unprecedented challenges on data collection, compilation, dissemination and economic forecasting of key macroeconomic indicators. The increasing spread of the pandemic across countries has prompted most governments to introduce unprecedented measures to contain the pandemic. Among others, response measures have led to indefinite business lock downs, widespread restrictions on travel and mobility, financial market turmoil, erosion of confidence and heightened uncertainty regarding the future of economic activity. Consequently, this is posing new challenges in data collection and associated processes. It is making it difficult for forecasters to quantify the magnitude of impact of response measures to COVID-19 on economic activity.

Amid COVID-19 induced lockdowns, officials in member country national statistical offices and other government offices are working remotely. As such, collection and compilation of macroeconomic statistics, including balance of payments (BOP) and national accounts (SNA), monetary and financial statistics (MFS) and government finance statistics (GFS) has become very challenging. The COVID-19 induced data collection and production disruptions imply that among others, data on prices and production, which are critical for crafting monetary and fiscal policy responses may suffer from data timeliness and coverage or is now best estimated on incomplete information. COVID-19 has also created radical uncertainty regarding evolution of key macro-economic variables which is reducing the predictive power of forecasting tools, hence the formulation and conduct of economic policies.

Countries are looking for guidance on how to operationalize macroeconomic policies but are hampered by limited data whose collection and compilation has been worsened by COVID-19. As a capacity building institution, MEFMI seeks to assist countries to overcome these challenges, particularly as the duration and uncertainty of the pandemic deepens and proactively, discussions on the phase for economic recovery need to begin. In this regard, basic macroeconomic statistics are required to support policy operations.

Against this backdrop, MEFMI will be hosting a webinar on COVID-19 and macroeconomic statistics to support policy operations on 29 July 2020 to discuss how countries in the region are dealing with

these challenges. It will discuss how best to collect the basic macroeconomic statistics to support policy operations in this difficult environment. The webinar will constitute expert presentations and peer-to-peer sharing of information. It will cover the following issues:

- (a) Data collection challenges posed by COVID-19, especially in the context of lock downs and working remotely.
- (b) Responses to overcoming the data challenges posed by COVID-19.
- (c) Missing data implications for forecasting to support policy formulation and implementation.
- (d) Approaches to deal with missing data.
- (e) COVID-19 induced macroeconomic forecasting challenges and how they will be addressed.

Given the uncertainty over the duration of the adverse economic impact of COVID-19, it is expected that the webinar recommendations will contribute to assisting countries find ways to produce fairly reasonable and timely statistics to guide policy formulation and implementation for the coming future.

TARGET GROUP

- Junior to middle-level officials from national statistics offices, central banks and ministries of finance whose main responsibility is compiling national accounts, balance of payments, statement of government operations and depositary corporation surveys.
- Officials from government budget offices and economic forecasting units in client institutions.
- Members of national macroeconomic forecasting task forces in client institutions.
- Economic statisticians and modellers.

6. INTRODUCTION TO INTERNATIONAL TRADE IN SERVICES

Dates: 7 September - 9 October 2020

Venue: Online

Duration: 5 weeks

Language: English and Portuguese

BACKGROUND

The development of sound statistical systems is key to the implementation of evidence-based policies. While internationally agreed statistical definitions, concepts and methodologies regarding international trade statistics are long-established, implementation challenges still exist owing to deficiency of robust data collection systems, weaknesses in compilation and dissemination, and poor institutional coordination, among others. Furthermore, due to COVID-19 pandemic, the past increasing globalisation of production processes has slowed while technological advancement has risen thereby posing new methodological

challenges for compilers. In recognition of these challenges, this course aims to provide practical guidance to enhance statisticians' ability to apply the recent internationally agreed on recommendations on trade statistics, define best possible data sources, set up adequate data collection systems, and enhance trade statistics compilation and production processes. The course will draw on country experiences on compilation practices of these statistics, and will also discuss innovative data collection strategies amidst disruptions caused by COVID-19 to ensure continuity in the production of trade statistics.

OBJECTIVES

- i. To create an understanding of the scope of international trade statistics according to the balance of payments and the classification in the goods and services items;
- ii. To enhance participants' understanding of the compilation of international trade in goods and services for the balance of payments and their data sources;
- iii. To provide a platform in which participants from the region get to appreciate different country practices in dealing with complex methodological and compilation issues; and
- iv. To provide a forum in which participants discuss alternative data sources that can be used to compile trade statistics data to ensure continuity following disruptions such as those caused by the COVID-19 pandemic.

CONTENT

The content for this course will include, among others, the following:

- i. Conceptual framework;
- ii. Data sources;
- iii. Compilation methodologies for trade in goods and services statistics; and
- iv. Dissemination practices and analytical use of trade statistics.

TARGET GROUP

The target group for the course is junior to middle-level staff from Central Banks and National Statistics Offices whose main responsibility is compiling balance of payments, international merchandise trade statistics, and/or international trade in services statistics.

7 INTRODUCTION TO MONETARY AND FINANCIAL STATISTICS

Dates: September - October 2020

Venue: Online

Duration: 5 weeks

Language: English and Portuguese

BACKGROUND

The availability of monetary and financial statistics is crucial for a better understanding of the economic flows. These statistics are also useful for the development of evidence-based policymaking, which is critical for effective and prudent macroeconomic management. However, in the MEFMI region, capacity gaps in the compilation of these statistics, specifically on compiling and reporting harmonised data for central banks (CBs), other depository corporations (ODCs) and other financial corporations (OFCs), as well as cross country data comparisons, have the ability to undermine these efforts. Above all, there are significant data disruptions due to the COVID-19 pandemic which require innovative data collection methods and data sources. It is against this background that MEFMI will be conducting an e-learning course on monetary and financial statistics to build capacity in this area.

OBJECTIVES

To impart skills for compilation of monetary and financial statistics (sectoral balance sheets and surveys) for the CB, ODC, and DC sectors in accordance with international standards.

CONTENT

The content of the course will cover, amongst others;

- i. Introduction and overview of the monetary and financial statistics framework;
- ii. Institutional units & classification of financial assets and liabilities;
- iii. Stocks, flows, and accounting rules, money, liquidity, credit, and debt;
- iv. Compilation, source data, and dissemination of monetary statistics; and
- v. Financial Statistics and COVID-19.

Successful enrolment and completion of this course will form the basis of selection for participation in future regional workshops on Monetary and Financial Statistics.

TARGET GROUP

Junior-to-middle level officials from central banks responsible for compiling monetary statistics. The course is also recommended for other officials in Ministries of Finance and Economic Planning dealing with issues related to monetary and financial statistics.

8. E-PUBLIC FINANCE

Dates: October - December 2020

Venue: Online

Duration: 3 Weeks

Language: English and Portuguese

BACKGROUND

With the technological revolution and the rise in electronic data based economies and platforms, the need for digitalisation in government operations is imperative. Therefore, to remain relevant and to conduct business effectively and efficiently, governments need to reshape public finance in a manner that is consistent with the technological developments. This requires transforming data collection, processing and dissemination, as well as revamping the entire public finance management system, among others. It is against this background that MEFMI is planning to conduct an e-learning course on introduction to e-public finance during the fourth quarter of 2020. It is envisaged that the course will help participants to reconfigure public finance in a way that helps reap the benefits of digitalisation.

OBJECTIVES

- i. To create an understanding of the role of technological digital innovations in public finance management;
- ii. To create awareness of the concept of digitalisation in modern tax policy and government expenditure management as well as the nexus between public finance and digital money; and
- iii. To enable participants to understand how e-public finance can enhance government services during pandemics such as the current COVID-19.

CONTENT

The content of the course will cover, amongst others;

- i. Revamping Public Finance;
- ii. Fiscal Policy and Digitalisation; and
- iii. E-Public Finance and COVID-19.

TARGET GROUP

Junior-to-mid-level officials of Ministries of Finance and Economic Planning responsible for public finance management. The course is also relevant for Central Banks and Statistics officials dealing with issues related to public finance management.

9. PRIVATE CAPITAL MONITORING SYSTEM USER TRAINING

Dates: TBA

Venue: Online

Duration: 5 days

Language: English

BACKGROUND

The Private Capital Monitoring System (PCMS) is a web-based application developed by MEFMI in 2008 to assist member countries to effectively monitor private capital flows into their economies. Since its roll-out, MEFMI has continually upgraded the system to keep abreast with the dynamic user needs. In 2019, MEFMI began another upgrade of the system which involved redesigning the user interface and enhancing the system functionalities. The key objective of this upgrade is to deliver a more robust system that supports electronic data reporting by countries in order to compile high frequency data. It also aims at supporting the availability of mirror statistics as part of ongoing efforts to contribute to the firming of intra-regional trade and investment data. Against this background, MEFMI will carry out a User Training on the upgraded system.

OBJECTIVES

- i. To impart knowledge and skills to compilers of private capital flows on the functionalities of the upgraded PCMS;
- ii. To impart skills to IT staff on the system architecture and administration required for IT support; and
- iii. To provide a platform for evaluating the system's functionalities and compliance with user reporting requirements through rigorous user testing.

CONTENT

The workshop will cover a step by step demonstration of the system functionalities, followed by a robust stress testing of the system by the participants.

TARGET GROUP

The primary target group for this activity is junior to middle level staff responsible for compiling and reporting foreign investment statistics in Central Banks and National Statistics Offices. The workshop also targets IT administrators to support the system.

10. JOINT MEFMI/AFS SEMINAR ON FISCAL RISKS ANALYSIS & MANAGEMENT UNDER COVID-19

Venue: Online

Dates: TBA

Duration: 5 days

Language: English

BACKGROUND

The COVID-19 pandemic has put a strain on the macroeconomy and impacted public finances by increasing spending, lowering revenue, and turning contingent liabilities into actual liabilities. Macroeconomic policy responses towards this pandemic have the potential to create new fiscal risks or amplify the existing ones. This requires governments to understand the implications of such risks on the current fiscal positions and makes the need to understand COVID-19 related fiscal risks an urgent policy agenda in the region. An effective analysis, mitigation and management of fiscal risks stemming from this pandemic will play a key role in restarting the growth engine in the outer years and allow progress towards the sustainable development goals. It is in this regard that MEFMI in collaboration with IMF AFRITAC South will conduct a seminar on fiscal risks analysis and management under COVID-19 pandemic with a view of providing practical suggestions to this effect.

OBJECTIVE

To help in the effective identification, analysis and management of fiscal risks under the COVID-19 pandemic

CONTENT

The seminar will discuss topics such as the;

- i. Main fiscal risks and contingent liabilities and identify their key characteristics;
- ii. Approaches to analysing fiscal risks and possible mitigating measures;
- iii. Standards for the disclosure of fiscal risks;
- iv. Contents of a fiscal risk statement; and
- v. Institutional arrangements required for effective fiscal risk monitoring and management.

TARGET GROUP

Mid-level to senior officials from fiscal risk units, public investment units, budget, Treasury and macro-fiscal departments from the MEFMI member states and IMF AFS member countries.

II. JOINT MEFMI/AFS/IOC SEMINAR ON BUILDING RESILIENCE TO NATURAL DISASTERS AND CLIMATE CHANGE

Dates:	TBA
Venue:	Online
Duration:	5 days
Language:	English and Portuguese

BACKGROUND

Natural disasters around the world cause significant physical and economic costs, with consequent adverse implications for external and fiscal balances owing to post-disaster relief and recovery efforts. The Western Indian Ocean and the MEFMI region are no exceptions. These regions are economically and geographically affected by climate-related shocks. The vulnerability of these regions to natural disasters places governments under tremendous pressure to finance the costs of rebuilding the country after a disaster, notwithstanding their limited fiscal space and weak growth. This could result in accumulating higher public debt as governments borrow to rebuild damaged infrastructures. In response to this situation, some countries in the region have undertaken Climate Change Policy Assessments which seek to assess the readiness of their policy frameworks to possible climate change events. In light of this, MEFMI in collaboration with IMF AFS and the Indian Ocean Commission (IOC) will conduct a seminar on building resilience to natural disasters and climate change.

OBJECTIVE

To share knowledge on how to manage risks from natural disasters and how to build resilience to climate change.

CONTENT

The course content will evolve around pre-disaster preparedness, what to do when the natural disaster occurs and the post disaster recovery cover.

TARGET GROUP

Mid-level to senior officials from fiscal risk units, public investment units, budget, Treasury and macro-fiscal departments from the MEFMI member states, IMF AFS member countries IOC member countries.

12. JOINT MEFMI/AFS SEMINAR ON PUBLIC INVESTMENT MANAGEMENT

Dates: 2 – 6 November, 2020

Venue: Online

Duration: 5 days

Language: English

BACKGROUND

Public Investment Management Units (PIM units) have been established across the region in recent years. These intend to serve more effective project appraisal, selection and implementation of capital projects, in light of increased infrastructure spending and alternative actors in service provision (PPPs, SOEs, non-concessional financing).

To undertake this role effectively, PIM units require cross dimensional skills (planning, appraisal, budgeting, monitoring and evaluation) with functions that cut across different stages of the PFM cycle and require close coordination with more standard Ministry departments such as macro, budget, cash planning and the accountant general's department. Close coordination is also required for departments responsible for externally financed projects, PPPs and SOE oversight. To support these functions, many PIM units are adopting IT systems often referred to as an Integrated Bank of Projects to track a project in every stage of the cycle from inception to ex-post evaluation.

PIM units are at different stages of maturity across the region. Their ability to play the sole gatekeeping function for all capital projects has been mixed. In some countries, quite complex appraisal models and practices have been attempted, but are not having much traction to influence budget decision making. These have tended to concentrate on new projects, but fiscal space limitations, restrict the use of these skills. Integration of both IT systems development and the functional relationship between PIM units and mainstream Ministry IT systems and departments remains largely in flux and there are signs of a duplication of roles and responsibilities in some countries.

OBJECTIVE

To share lessons in their reform transition and recalibrate their reform plans based on lesson learning and a collegial link across the continent.

CONTENT

Discussion during the seminar will attempt to provide guidance on pertinent issues such as how to:

- i. Determine how much public resources should be allocated to investments;
- ii. Ensure that the most beneficial investment projects are selected;
- iii. Implement investment projects in a manner that yields the expected results;
- iv. Implement macroeconomic and institutional settings for public investment;

- v. Manage fiscal risks from PPPs; and
- vi. Improve transparency and public investment management capacity.
- vi. Improve transparency and public investment management capacity.

TARGET GROUP

Mid-level to senior officials from the MEFMI member states, selected East and West African countries with relatively mature PIM units

13. JOINT MEFMI/AFS BEGINNERS SEMINAR ON BASIC NATIONAL ACCOUNTS COMPILATION METHODS AND PRACTICES

Dates: TBA

Venue: Online

Duration: 5 Days

Language: English and Portuguese

Good quality data is essential for policymaking, especially in times of crisis such as the current COVID-19 pandemic. The disruptions from COVID-19 have posed unprecedented challenges on national accounts compilation including, data collection, measurement and methodological concerns. However, these statistics remain hugely important in informing policymakers as well as comparison of economic growth and references of other indicators to GDP. Due to the increase in the rate of staff turnover and influx of new officials in traditional MEFMI client institutions, there is a need for a beginners' course on basics of national accounts compilation methods and practices. It is against this background that MEFMI in collaboration with AFRITAC South will conduct a virtual seminar for beginners.

OBJECTIVE

The main objective is to provide capacity on the basics of national accounts compilation practices and advise the national statistics officers and other data users on how to compile national accounts and price statistics in an environment where data collection and compilation will be severely impeded.

TARGET GROUP

Beginners from statistics offices, central banks and ministries of finances who are responsible for compilation, dissemination and users of national accounts statistics.

14. E-LEARNING COURSE ON INTRODUCTION TO GOVERNMENT FINANCE STATISTICS SYSTEM

Dates:	TBA
Venue:	Online
Duration:	5 Weeks
Language:	English and Portuguese

BACKGROUND

Government Finance Statistics (GFS) is a macroeconomic accounting framework developed by the International Monetary Fund (IMF) to measure the activities of the government in an economy and to support fiscal analysis. Most countries in the region require an integrated system of institutional sectoral accounts. There is also a need for operational economic and accounting frameworks which assist in compiling the statistics and guidelines for presentation of fiscal statistics within an analytic framework that includes appropriate balancing items provided in the manuals. The GFS system, therefore, applies to all types of economies irrespective of the institutional or legal structure of a country's government, the level of development, the type of statistical framework, or the organization of the state.

OBJECTIVES

- i. To provide an understanding of compilation of GFS statistics in accordance with international standards;
- ii. To provide participants with a detailed account of compilation, source data and dissemination of government statistics; and
- iii. To create an appreciation of GFS implications on the changing economic landscape.

CONTENT

- i. Introduction to GFS;
- ii. Accounting Rules and Definitions;
- iii. Structure of the Statement of Government Operations;
- iv. Analytical Measures and Fiscal Indicators;
- v. Stock Indicators and Sustainability;
- vi. Detailed account of compilation, source data and dissemination of government statistics; and
- vii. GFS implications on the changing economic landscape.

TARGET

Junior to senior-level economists in the Ministries of Finance and Economic Planning, Central Banks and Statistics Offices who are involved in the compilation and analysis of GFS.

A. ON-LINE IN-COUNTRY ACTIVITIES

In 2020, MEFMI through the Macroeconomic Management Programme (MMP) will continue to strengthen the capacity of Member Countries in macroeconomic management and analysis. Some of the indicative activities during this period are outlined below:

a) In country workshops

- i. Macroeconomic Modelling and Forecasting;
- ii. External Sector Statistics;
- iii. Financial Programming and Policy;
- iv. Fiscal Policy Analysis; and
- v. PCMS User Training.

b) In country missions

- i. Macroeconomic Modelling and Forecasting; and
- ii. Financial Programming and Policy

DEBT MANAGEMENT PROGRAMME

I. WEBINAR ON IMPLICATIONS OF COVID-19 ON PUBLIC DEBT AND RESPONSES

Dates: 5 June 2020

Venue: Online

Start time: 1000hrs CAT

Duration: 2 hours

Language: English

BACKGROUND

The COVID-19 pandemic has led to increased public expenditure, arising from the containment measures and efforts to address the health and socio-economic impacts of the disease. At the same time, economic activity remains subdued due to the lockdown measures implemented in many countries across the world. The IMF's World Economic Outlook (WEO) of April 2020 indicates that the global economy may experience the biggest recession since the great depression of the 1930s and projects global growth to contract by 3 percent in 2020 while growth in Sub-Saharan Africa is projected to shrink by 1.6 percent. Furthermore, commodity prices have fallen sharply in recent months while currency depreciations have been recorded in most countries. Consequently, government revenues and foreign exchange receipts are projected to decline sharply, thereby aggravating the macroeconomic imbalances. These developments are expected to elevate the debt vulnerabilities of most developing economies because the matrices used to measure debt repayment capacity have worsened.

There remains uncertainty around how the pandemic will unfold and its implications on the macroeconomic performance as well as its related financial and commodity markets. This calls for a greater role of policymakers to continue to adopt and implement economic policies and measures to minimise the impact of the pandemic and promote recovery. In response to the above developments, MEFMI will conduct a Webinar on the Implications of Covid-19 on Public Debt and the Proposed Responses to address the associated challenges. The objective is to create awareness on the debt implications of the pandemic, highlight the alternative financing options and how best governments can explore these opportunities while minimizing the associated risks. Discussions will also centre around options available to governments to restructure their debt.

2. WEBINAR ON IMPLICATIONS OF COVID-19 ON DOMESTIC BOND MARKETS AND POLICY RESPONSES

Date: July 2020

Venue: On-line

Start time: 1000hrs CAT

Duration: 2 hours

Language: English

BACKGROUND

As the COVID-19 crisis continues to evolve, it is creating an urgent need for governments to raise additional financing to help mitigate the pandemic's adverse health and economic impact. In the near term, the likely fall in revenue from expected economic contraction will further constrain fiscal space, thereby increasing the need for raising additional financial resources. Despite significant efforts by the IMF and other development partners such as the World Bank Group and African Development Bank in ramping up financing, SSA governments still face a significant residual financing gap of at least US\$44 billion for 2020 (IMF, 2020). Thus, the case for borrowing to bridge this shortfall is overwhelming.

With financial conditions as tightened as they are now and risk aversion increasing, accessing the global debt market may prove costly if not impossible for most sovereign issuers in the region. Hence, governments may have to step up issuance of local currency debt to meet part of the COVID-19-induced expenditure increases, and external debt service obligations that may also have increased due to currency depreciation.

In the local currency bond market, governments may also be confronted with several challenges, including lack of market liquidity, less diversified investor base, and higher funding costs. Demand for longer maturity instruments may evaporate quickly, particularly for countries with a large share of nonresident investors, who may pull back from the market during periods of risk aversion such as the current volatility around COVID-19 pandemic. For countries with liquid bond markets, issuance plans may require adaptation to meet near-term financing needs. Others could seek to address near-maturity securities by using liability management operations such as bond exchanges. In all this, enhanced market communication and consultation is key to ensure investors' understanding of debt manager's decision-making process.

The crisis may require governments to undertake measures that create a departure from sound debt management practices. This webinar will provide an opportunity for debt managers to explore alternative strategies that ensure governments' financing requirements are met while supporting orderly functioning of primary and secondary bond markets. It will discuss the impact of COVID-19 crisis on SSA domestic debt markets, assess different policy actions policy makers have taken in response, and outlines key considerations to help alleviate market access challenges arising from the crisis.

3. WEBINAR ON IMPLICATIONS OF COVID-19 ON DEBT RESTRUCTURING

Date: August 2020

Venue: On-line

Start time: 1000hrs CAT

Duration: 2 hours

Language: English

BACKGROUND

The COVID-19 pandemic has created debt service pressures for most developing countries, which may require debt restructuring. It has reduced the capacity of countries to repay their debt due to decline in domestic revenues induced by subdued economic activity, a slump in commodity prices and tax measures adopted to stimulate economic activity. Meanwhile, Government expenditures on health and social protection services have increased, leading to increased financing needs and borrowing. In view of the limited fiscal space, most countries would not be able to mobilise enough cash to meet debt-service obligations as they fall due. Moreover, the crisis has affected the debtor's capacity to meet debt obligations in the medium term, which is a debt sustainability issue. Therefore, countries would require debt relief in the short to medium term in order to contain the debt service pressures.

The International Monetary Fund the IMF reviewed the Catastrophe Containment and Relief Trust (CCRT) and adopted a set of reforms to enable the Fund provide immediate debt service relief for its poorest and most vulnerable members affected by the pandemic. The World Bank Group also announced a US\$160 billion package, of which \$50 billion will be in either grants or highly concessional terms for the poorest countries. On its part, the G20 announced a temporary halt to debt payments by the world's poorest nations as they struggle to deal with the pandemic.

As part of its capacity building efforts, MEFMI is organizing this Webinar on the alternative debt restructuring options available to countries. The objective is to raise participants' awareness on the alternative debt restructuring options and how countries could explore these opportunities, both domestically and externally.

4. COURSE ON DOMESTIC DEBT MANAGEMENT AND LOCAL CURRENCY BOND MARKET DEVELOPMENT

Date: August – September 2020

Duration: 6 Weeks

Venue: On-line

Language: English and Portuguese

BACKGROUND

Local Currency Bond Markets (LCBM) are a vital source of stable and sustainable government financing. Despite the manifold benefits of deep and liquid LCBM, countries across Africa, and the MEFMI region in particular, often struggle to develop them. As a result, these markets have remained illiquid due to instrument fragmentation and narrow investor base, and this has resulted in high-risk premiums. In addition, a lack of liquidity in the secondary market tends to inhibit the development of a reliable yield curve that could provide a risk-free benchmark for corporate borrowers. Such inefficiencies limit price discovery, and the private sector pays a high premium for capital, reducing potential investment, job creation and economic growth. Potential investors are deterred by high transaction costs and risk, leaving a big part of household savings in the informal sector. The low savings and financial exclusion partly explain governments' inability to fully implement development programs using domestic resources.

As concessional external financing flows to developing countries continue to dwindle, the need for concerted efforts to develop LCBM to make them stable and sustainable source of financing development projects becomes apparent. In this regard, MEFMI will offer an online course on domestic debt and LCBM to support Member countries' endeavours to develop the capacity for managing domestic debt and drive reforms in domestic financial markets.

OBJECTIVES

- i. To impart knowledge and 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
- ii. To provide a platform to identify, prioritize, and guide implementation of reforms necessary to support the development of the domestic financial markets.

CONTENT

The course will cover the following topics:

- i. Developing Government Securities - Preconditions and Sound Market Practices;
- ii. Primary Market for Government Securities;
- iii. Secondary Market for Government Securities;
- iv. Government Securities Market Ecosystem;
- v. Pricing of Government Securities; and
- vi. Developing a Reform Plan – Sequencing Considerations.

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.

5. DEBT SUSTAINABILITY ANALYSIS FOR LOW INCOME COUNTRIES

Date: August - September 2020

Venue: On-line

Duration: 6 Weeks

Language: English

BACKGROUND

The financing landscape for developing countries, including the MEFMI region, has evolved significantly in the recent decade. Notably, there has been a reduction in foreign grants and concessional loans while new borrowing opportunities have emerged. These include lending facilities offered by non-traditional external creditors, local currency bond markets, international capital markets, and Public-Private Partnerships. These developments have brought a wider set of vulnerabilities, ranging from market volatility to contingent liabilities thereby increasing the risks to long term debt sustainability.

Therefore, it is important for governments to conduct Debt Sustainability Analyses (DSAs) regularly in order to assess the sustainability of existing public debt and future borrowing given the macroeconomic impact of COVID-19 pandemic. In this regard, MEFMI will offer an e-learning course on the use of the IMF and World Bank Debt Sustainability Framework for Low-Income Countries (LIC DSF) as a basis for advising policymakers.

OBJECTIVE

To impart knowledge and develop skills on the use of Debt Sustainability Analysis under the IMF/World Bank Debt Sustainability Frameworks for Low-Income Countries.

CONTENT

The course will cover the following topics:

- i. Introduction to DSA for LICs;
- ii. Inputs and Realism Tools in the LIC DSF;
- iii. Stress Tests in the LIC DSF;
- iv. Debt Carrying Capacity in the LIC DSF; and
- v. Risk Signals and Granularity in the LIC DSF.

TARGET GROUP

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

PRE-REQUISITES

Participants in this course should have relevant experience in public debt management, projection of macroeconomic variables and design of macro-fiscal policies. Participants should be proficient in the use of Microsoft Excel.

6. MEDIUM TERM DEBT MANAGEMENT STRATEGY

Date: September - October 2020

Venue: Online

Duration: 6 Weeks

Language: English

BACKGROUND

Sound practice requires that Governments develop and implement debt management strategies to guide their debt management operations and minimize the associated costs and risks. The experiences of recent debt crises illustrate that the absence of public debt management strategies can lead to poor choices and thus aggravate the risks associated with public sector borrowing. It is, therefore, important for Governments to actively manage their debt portfolios through formulation and effective implementation of debt management strategies.

This course, therefore, focuses on how to develop a debt management strategy, including identifying the medium-term strategic objectives and scope for debt management, identifying funding sources, and assessing the costs and risks associated with alternative borrowing strategies. The course illustrates how a medium-term debt management strategy can be developed, taking into account a country's macroeconomic constraints and market environment especially in this difficult time countries are facing economic pressures induced by COVID-19.

OBJECTIVES

- i. To improve participants' competence in the use of the Medium Term Debt Management Strategy (MTDS) analytical tool; and
- ii. To identify debt management strategies which apply to the specific needs of countries in MEFMI.

CONTENT

The course will cover the following topics:

- i. Introduction and Overview of the MTDS;
- ii. Debt Data Preparation;
- iii. The Cost and Risk Indicators;
- iv. Debt Management and Macroeconomic Framework;
- v. Potential Sources of Funding and Investor Base; and
- vi. Designing alternative strategies and the MTDS Document.

TARGET GROUP

The target group is middle-level officials from Ministries of Finance and of Economic Planning as well as from Central Banks responsible for middle and front office functions of debt management. The participants should be computer literate, especially in the use of Microsoft Excel.

7. FOUNDATIONS OF DEBT MANAGEMENT

Date: September - October 2020

Duration: 6 Weeks

Venue: Online

Language: English and Portuguese

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 as 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 the 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 course serves as a refresher training to experienced debt management officials to enable them to keep abreast with the emerging issues in public debt management.

OBJECTIVES

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

CONTENT

The course will cover the following topics:

- i. Introduction to public debt management;
- ii. External debt management;
- iii. Domestic debt management;
- iv. Debt Restructuring;
- v. Introduction to debt sustainability analysis and medium term debt management strategy; and
- vi. Legal and institutional arrangements for public debt management.

TARGET GROUP

The 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.

8. MANAGING CONTINGENT LIABILITIES

Date: October - November 2020

Duration: 6 Weeks

Venue: Online

Language: English

BACKGROUND

Contingent liabilities are one of the largest sources of fiscal risks in most countries. The global average fiscal cost of realised contingent liabilities was about 6% of GDP between 1990 and 2014 (IMF, 2017). The materialisation of contingent liabilities has direct adverse consequences on a government's fiscal position. These fiscal costs are invisible until they are triggered, thus they represent a hidden subsidy, blur fiscal analysis and can drain government financing by increasing debt service obligations.

It is therefore imperative for governments to adopt frameworks for identifying, measuring, mitigating and managing the risks of contingent liabilities in order to avoid unnecessary adjustments to government budgets. Identifying, determining and measuring the risk emanating from the realisation of contingent liabilities on public finances can help guide fiscal authorities on the size of buffers that may be needed to avoid unplanned or untimed budget adjustments. In addition, it also provide the authorities with information on where risk management efforts should be directed.

This e-learning course aims to build capacity of officials managing contingent liabilities.

OBJECTIVES

- ii. To equip participants with requisite knowledge on managing contingent liabilities, including identifying, measuring and mitigating the associated risks; and
- iii. To enhance skills to carry out credit risk assessment.

CONTENT

The course will cover the following topics:

- i. Introduction to contingent liabilities;
- ii. Explicit contingent liabilities;
- iii. Implicit contingent liabilities;
- iv. Risk management framework for explicit contingent liabilities;
- v. Legal and institutional arrangements for contingent liabilities management; and
- vi. Disclosure of contingent liabilities.

TARGET GROUP

The target group is middle level officials from Ministry of Finance, Planning and or Economic Development as well as Central Banks responsible for managing contingent liabilities.

9. COURSE ON PUBLIC DEBT AUDIT

Dates: Nov - Dec 2020

Venue: Online

Duration: 6 weeks

Language: English

BACKGROUND

Public debt in Sub-Saharan Africa has increased significantly in the last decade, raising concerns among policymakers, international financial institutions and other stakeholders of another looming debt crisis. According to the IMF World Economic Outlook of April 2020, the public debt-to-GDP ratio was estimated at 53.5 percent by end of 2017 from about 34.3 percent of GDP in 2011. The debt service associated with high debt accumulation has reduced the fiscal space for implementing poverty reduction and development interventions. In addition, countries are likely to have debt sustainability challenges in the medium to long term.

To address this, there is need to put in place sound macroeconomic policies, robust debt management strategies, greater controls, transparency and accountability in the use of the borrowed resources. The latter requires strengthening the oversight roles of internal and supreme audit institutions.

Despite the important role of the audit function in enhancing transparency and accountability in public debt management, the Debt Management and Performance Assessments (DeMPA) conducted in MEFMI member countries during 2012 to 2019 indicated the existence of gaps in this area, especially in performance and compliance auditing of public debt management. It is noted that most of the audit offices in MEFMI member countries do not have capacity to audit debt management operations due to limited knowledge of debt management operations and issues.

To address the identified capacity gaps, MEFMI will offer a 5-week course on Public Debt Audit.

OBJECTIVES

- i. To equip audit staff with practical skills required to conduct comprehensive and knowledgeable auditing of public debt management operations; and
- ii. To introduce participants to the conceptual and practical issues in sovereign debt management procedures, performance standards and sound practices in auditing public debt.

CONTENT

The course will cover the following topics:

- i. Introduction to Public Debt Management;
- ii. Debt Management Performance Assessment (DEMPA);
- iii. Public Debt Audit;
- iv. Auditing Debt Management Frameworks, Systems and Processes; and
- v. Designing Operational Risk Management Framework for Public Debt.

TARGET GROUP

This course is intended for participants responsible for internal or external audits of public debt management. The target audience is junior to senior audit staff from Supreme Audit Institutions (the Auditor-Generals' Offices) as well as Government and Central Bank internal audit departments.

IN-COUNTRY ACTIVITIES

- Debt Sustainability Analysis;
- Medium Term Debt Management Strategy;
- Debt Statistical Bulletin/Reports;
- Debt Management Procedures Manuals; and
- Debt Restructuring.

FINANCIAL SECTOR MANAGEMENT PROGRAMME

I. WEBINAR ON COVID-19 AND BANK SUPERVISION

Date: 10 June 2020

Venue: Online

Start time: 0900hrs CAT

Duration: 1 hour 30 minutes

Language: English

BACKGROUND

Like in other parts of the world, COVID-19 is causing unprecedented challenges for bank supervisors in the MEFMI region. There is a risk that rising non-performing loans will trigger widespread distress among financial institutions. These developments call for a strong and effective response from banks and regulators to ensure a quick recovery and protect the financial system from the unfolding crisis whose impact may be worse than the Global Financial Crisis.

It is against this background that MEFMI will partner with renowned financial sector experts, to deliver a webinar focusing on how banks and regulators in the region are responding to the COVID-19 pandemic and the strategies they can implement to mitigate its impact on the banking sector.

To improve participants' appreciation of the impact of COVID 19 on the global banking sector and in the respective member countries and proffer possible solutions to mitigate the destabilising impact of the pandemic.

The webinars are targeted at heads of bank supervision at the respective regulatory agencies.

2. WEBINAR ON COVID-19 AND RESERVES

Date: 12 June 2020

Venue: Online

Start time: 0900hrs CAT

Duration: 1 hour 30 minutes

Language: English

BACKGROUND

The impact of the COVID-19 pandemic is still unfolding and is felt in both developed and developing countries. The challenges facing all parts of the global economy in dealing with the economic, humanitarian and social consequences of this crisis are historic indeed. For African economies some of the traditional

reserves accumulation strategies especially through exports and from tourism will be hampered. This is happening at a time when the domestic currencies may face heavy pressure.

Against this backdrop, this webinar will seek to help participants identify insights in the global investment environment as they seek to play their role as sovereign asset managers. MEFMI will use this opportunity to recap on recent US-dollar-liquidity pressures and subsequent key drivers of interest rates, FX rates, sovereign yields and credit spreads, volatilities, correlations, equities market reactions and total returns. In addition, the webinar will also will discuss the impact of the COVID-19 crisis on the reserves management process.

To improve participants' appreciation of the impact of COVID 19 on reserves management and in the respective member countries and proffer possible solutions to mitigate the destabilising impact of the pandemic.

The webinars are targeted at heads of sovereign reserves management at the respective regulatory agencies.

3. PANDEMICS AND FINANCIAL INCLUSION

Dates: 17 August - 18 September 2020

Venue: Online

Duration: 4 Weeks

Language: English

BACKGROUND

Financial inclusion remains a powerful development tool to improve access to finance and to support vulnerable individuals and households during the coronavirus or COVID-19 crisis. The impact of the COVID-19 pandemic is global and an increasing number of countries have imposed measures to prevent the potential spread of the virus and turning the COVID-19 crisis into a humanitarian crisis.

Although actions are being taken as the coronavirus pandemic escalates, more is still required in promoting financial inclusion as measures such as lockdowns have a profound impact on the lives of millions of vulnerable people who live on a low-income and rely on daily earnings to survive. High levels of financial inclusion can help to mitigate the negative effects of economic crisis on poor households thus improving their welfare.

This course takes participants through the impact of pandemics on financial inclusion and the sectors of the economy that are vital to promoting financial inclusion. It introduces the innovations evolved during COVID -19 and how crisis management should be considered in future.

OBJECTIVES

To enhance participants with an understanding of the;

- Impact of COVID-19 on the financial inclusion;
- Role of financial institutions and innovations in promoting financial inclusion in times of crisis; and
- Policy approach taken to respond to the crisis.

CONTENT

The course will cover the following topics:

- i. Overview of financial inclusion;
- ii. The impact of COVID-19 on financial inclusion;
- iii. Implications of the pandemic on furthering financial inclusion;
- iv. Roles of players in the financial inclusion during and in the aftermath of COVID-19;
- v. Innovations, challenges and risks in promoting financial inclusion during COVID-19 period; and
- vi. Emerging Policy Approaches/regulatory interventions to mitigate the impact of COVID-19 on financial inclusion in the MEFMI region.

TARGET AUDIENCE

The course is targeted at staff responsible for developing policies, regulations, strategies pertaining to financial inclusion and crisis management. Officials from other stakeholder departments like bank supervision, payment systems, financial stability, legal, audit and financial markets, who may need training in financial inclusion are encouraged to enrol.

4. IMPACT OF COVID-19 CRISIS ON RESERVES MANAGEMENT

Dates: 1 September – 2 October 2020

Venue: Online

Duration: 5 Weeks

Language: English

BACKGROUND

Official foreign exchange reserves of countries, including MEFMI member countries, require prudent management. This is challenging in the current global investment climate which is plagued by uncertainty. The spread of the Coronavirus has become the biggest threat to the vitality of the financial markets and the global economy. The evolution of the disease and its economic impact is highly uncertain which makes it difficult for policymakers to formulate appropriate macroeconomic policy responses. However, the trinity of capital preservation, liquidity provision and return generation remain the guiding principles for reserves managers amid this pandemic.

The course will explore the impact of COVID 19 pandemic on reserves management process, risk management process, challenges faced in managing foreign exchange reserves and the necessary interventions taken thereof. It will provide a platform to share and learn the best practice guidelines for official foreign exchange reserves management in the wake of the COVID-19 pandemic.

OBJECTIVES

To equip participants with an understanding of the impact of COVID-19 on the reserves management process, risks in managing foreign exchange reserves, challenges facing reserves managers and lessons learnt from interventions taken.

CONTENT

The course will cover the following topics:

- i. Organizational Structure and Governance;
- ii. The impact of COVID-19 on reserves management process;
- iii. The impact of COVID-19 on triple objectives of managing reserves;
- iv. The impact of COVID-19 on the Investment policy and SAA;
- v. Implication of COVID-19 on performance measurement and evaluation;
- vi. The impact of COVID-19 on trade settlement; and
- vii. Implication of COVID-19 on risk management process.

TARGET AUDIENCE

The course targets staff responsible for official foreign exchange reserves management in central banks, mainly the front, middle and back office staff. In addition, officials who sit in the investment committees from finance, internal audit, risk management, economic research and legal counsel departments are encouraged to enrol.

5. COURSE ON PENSIONS AND PANDEMICS

Dates: 1 – 30 September 2020

Venue: Online

Duration: 5 weeks

Language: English

BACKGROUND

The role of pensions regulators to act in the best interests of pension scheme members has become more pronounced in recent years. Pensions play an important role in poverty alleviation of the elderly, one of the most vulnerable groups in African societies. Pension schemes are major long term institutional investors globally, holding huge amounts of securities and other financial assets. In the MEFMI region, as in much of Africa, pension coverage is very low. However, pensions especially social security schemes, are emerging as significant providers of capital for long term investment. The challenge for pension schemes globally remains the mismatch between pension assets and pension liabilities. With the outbreak of the COVID-19 pandemic, asset prices continue to fall thus worsening the funded status of most pension funds. In the region, a number of jurisdictions have legislated pension regulation in order to protect the interests of pension contributors. Widespread retrenchments resulting from the pandemic may affect the maturity

profiles of pension liabilities and lead to liquidity challenges. This may be exacerbated by low contributions as more businesses find it hard to stay afloat.

This course takes participants through the models, processes and challenges involved in the regulation of pensions; the role of pensions in improving financial inclusion; and the implications of the COVID-19 pandemic on pensions.

OBJECTIVES

The course aims to enhance participants' knowledge of the economic role of pensions, the role, objectives and functions of pension regulators as well as appreciation of recent initiatives towards holistic and inclusive pension systems

CONTENT

The course will cover the following topics:

- i. The roles of Regulators, Trustees and other stakeholders in pensions;
- ii. The pivotal role of pensions in contemporary economies;
- iii. Performance of pension scheme assets and investment managers;
- iv. Strategic initiatives to increase participation in pension schemes in the MEFMI region;
- v. The wider stewardship role of pension schemes in the future;
- vi. The impact of COVID-19 on pensions; and
- vii. The necessary regulatory interventions to mitigate the impact of COVID-19 on pensions in the MEFMI region.

TARGET AUDIENCE

The course targets junior and middle level officials who are responsible for regulating pensions at their respective regulatory agencies. Officials responsible for macro-prudential analysis are also encouraged to enrol.

6. COURSE ON FUNDAMENTALS OF INSURANCE REGULATION

Dates: 1 – 31 October 2020

Venue: Online

Duration: 5 weeks

Language: English and Portuguese

BACKGROUND

The insurance sector is a significant part of the global financial system, accounting for a growing portion of assets in the financial system. As such, the performance of the insurance sector has a huge bearing on financial stability. Insurers also support capital market development as they are traditionally big institutional investors. They aggregate capital and channel it into long term investments. However, in many countries of the MEFMI region, penetration levels of the insurance sector are much lower compared to banks.

This course provides an overview of conceptual and operational issues related to insurance regulation and supervision. The course covers discussions and exercises on concrete applications and approaches used by supervisors, including the design of supervisory plans and determination of supervisory priorities. Participants are expected to actively provide their perspectives on and experience with the issues covered in the course.

OBJECTIVES

To improve participants' knowledge of the main aspects of the regulatory framework for the insurance sector.

COURSE CONTENT

The course will cover the following topics:

- i. Core elements of micro- and macro-prudential supervision;
- ii. Insurance Core Principles;
- iii. Insurance regulation developments;
- iv. Basic actuarial concepts;
- v. The pricing of products;
- vi. Assessment of insurers' financial condition (review of insurance company balance-sheet and technical provisions, estimation of liabilities and valuation of assets);
- vii. Operational risks in Insurance (pricing, underwriting and reinsurance); and
- viii. Regulation of the conduct of insurers.

TARGET GROUP

The course targets junior to middle level officials with a basic understanding of the insurance business who are responsible for regulation and supervision of insurance companies.

7. COURSE ON FINANCIAL STABILITY AND PANDEMICS

Dates: 1 November – 15 December 2020

Venue: Online

Duration: 5 weeks

Language: English and Portuguese

BACKGROUND

The COVID-19 pandemic has triggered serious health challenges and sharp economic contractions across the globe. The widespread economic slowdown arising from the necessary containment measures that are being implemented by governments has worsened vulnerabilities of the financial sector. The measures being implemented to limit the spread of the virus are having serious effects on the real sector which threaten the stability of MEFMI member countries' respective financial systems. The impact of the pandemic on bank profitability and accessibility of credit to the productive sectors need to be addressed. These developments require effective policy and regulatory responses from regulators and policymakers to preserve financial stability in the wake of the pandemic. The pandemic requires a strong policy response to address health concerns, protect the productive capacity of the real sector and preserve the stability of the financial system.

The course will explore the basics of monitoring financial stability and macro-prudential policy as well as the impact of COVID-19 pandemic and the necessary interventions.

OBJECTIVES

- i. To enhance participants' understanding of systemic risks and tools used to monitor financial stability; and
- ii. To provide a platform for identifying and prioritising measures that need to be put in place to preserve financial stability in the wake of the COVID-19 pandemic.

CONTENT

The course will cover the following topics:

- i. Macro-financial linkages;
- ii. Financial and business cycles;
- iii. Understanding and monitoring systemic risk;
- iv. Diagnostic tools for monitoring financial stability;
- v. Macro-prudential policy design, implementation and evaluation;

- vi. Impact of COVID-19 on financial stability;
- vii. Interventions necessary to mitigate the impact of COVID-19; and
- viii. Financial crisis management.

TARGET GROUP

The course is targeted at junior to middle-level officials responsible for financial stability at their respective institutions.

8. FUNDAMENTALS OF RESERVES MANAGEMENT

Dates: 2 November – 15 December 2020

Venue: Online

Duration: 6 Weeks

Language: English and Portuguese

BACKGROUND

The management of sovereign foreign exchange reserves has evolved over the past years as the environment in financial markets goes through changes. Although the events in global financial markets have impacted the investment policies, asset allocation and returns, the objectives of managing reserves remain even beyond uncertainties.

COVID-19 pandemic is among the major challenges for both developed and developing countries including the MEFMI region. Foreign investments have been significantly impacted by disrupted market liquidity and disorderly functioning of financial markets which have suffered from volatility and thin liquidity conditions, thereby disrupting financial conditions that are necessary for investments. This course is fundamental for effective sovereign foreign exchange reserves management in the region

OBJECTIVES

To equip participants with an understanding of the

- i. Reserves management process;
- ii. The pillars of reserves management;
- i. Challenges facing reserve managers; and
- ii. The best practice guidelines for official foreign exchange reserves management.

CONTENT

The course will cover the following topics:

- i. Reserves management process;
- ii. Organizational Structure and Governance;

- iii. Investment Policy Statement;
- iv. Strategic Asset Allocation (SAA) and Investment Guidelines;
- v. Portfolio Management;
- vi. Performance Measurement and Evaluation;
- vii. Risk Management;
- viii. Reporting & Compliance;
- ix. Settlement and Accounting;
- x. The role of Information technology on managing reserves; and
- xi. Pandemics effects on reserves management.=

TARGET AUDIENCE

The course is targeting new and junior officials responsible for official foreign exchange reserves management in Central Banks, mainly the front, middle and back office staff. In addition, officials in the finance, internal audit, risk management, balance of payment and legal counsel departments are also encouraged to participate.

THE FELLOWS DEVELOPMENT PROGRAMME

The Fellows Development Programme (FDP) is designed to create a critical mass of regional expertise in the priority areas of financial and macroeconomic management including debt and external services management. The programme aims at ensuring sustainable availability of well-trained professionals at regional level to support member countries' capacity building efforts. The 18 months long training and mentoring of fellows is preceded by a rigorous and competitive recruitment and selection process followed by an orientation workshop for the selected candidates.

I. RECRUITMENT OF THE 11TH COHORT OF MEFMI CANDIDATE FELLOWS

Date: 1 June - 6 August 2020

Venue: Online

Duration: 8 weeks

Language: English

MEFMI will recruit the 11th Cohort of Candidate Fellows from its client's institutions in the member countries in the following areas of speciality;

i. **Macroeconomic Management Programme**

- a) International Trade in Services Statistics
- b) Data Quality Assurance and Dissemination Standards

ii. **Debt Management Programme**

- a) Management of Contingent Liabilities
- b) Local Currency Bond Markets Development

iii. **Financial Sector Management Programme**

- c) Insurance Regulation
- d) Fintech and Financial Inclusion

TARGET GROUP

This programme targets qualified officials from client institutions in member countries. The successful candidates will be trained for 18 months and thereafter graduate as experts in various areas of speciality and will be available to provide facilitation and consultancy services to MEFMI and its client institutions. Graduates will go through an apprenticeship programme for one year before they are certified as MEFMI Accredited Fellows.

2. 11TH COHORT OF CANDIDATE FELLOWS ORIENTATION AND RESEARCH WORKSHOP

Date: 17-21 August 2020

Venue: Online

Duration: 5 days

Language: English

Following the recruitment and selection process, the 11th Cohort of Candidate Fellows will undergo the orientation programme to provide them with a platform to enhance their research skills as they prepare to become experts in their various fields of specialization. The orientation and research workshop will mark the beginning of the Candidate Fellows' 18 months journey of training and mentoring.

OBJECTIVES

To impart Candidate Fellows with the requisite skills and knowledge about the FDP process, conduct effective research, write quality technical papers and build networking among candidate fellows. Specific objectives are to:

- i. Enhance Fellows' understanding of the Fellows Programme Policy, procedures and guidelines;
- ii. Improve the Fellows' competence in conducting effective research;
- iii. Enhance Fellows' understanding of MEFMI's standards for writing a Technical Paper; and
- iv. Promote interaction, networking and sharing experiences amongst Candidate Fellows.

CONTENT

- i. Overview of MEFMI Fellows Development Programme;
- ii. Implementation of Fellows Development Programme;
- iii. Development of Customised Training Plans: Overview of Approaches to Skills Gap Analysis;
- iv. Introduction to Research Methods; and
- v. MEFMI Guide to Writing a Technical.

TARGET GROUP

The target for this workshop are candidates that will have emerged successful following the competitive recruitment and selection process into Fellows Development Programme.

BUSINESS DEVELOPMENT UNIT

I. E-LEARNING COURSE ON CYBER FINANCIAL SECURITY IN THE FINANCIAL SERVICES SECTOR

Dates: August 2020

Duration: 4 weeks

Venue: Online

Language: English

BACKGROUND

Cyber risk has emerged as a systemic concern, particularly following cyber incidents like the Wannacry in May 2017 or NoPetya in June 2017. A report by the United States Federal Bureau of Investigations (FBI) indicates that internet-based crimes are increasing despite efforts to contain them, noting that 2019 saw both the highest number of complaints and the highest dollar losses reported since 2000. The report further indicates that the most prominent crimes were phishing, vishing, smishing, pharming, non-payment/non-delivery, extortion, and personal data breaches.

Research shows that the financial services sector has been the main target of cyber-attacks, mainly due to the increasing digitalization of financial services. Use of third-party service provider's providers has increased the sector's online footprint, broadening the surface for possible cyber-attacks. At the same time, the COVID-19 has increased the vulnerabilities of cybercrime as businesses and individuals are increasingly using ICT to transact. It is therefore important for financial service providers to be aware of the threats posed by cyber-attacks and put in place appropriate risk management policies and frameworks.

OBJECTIVES

To raise participants' awareness on the motives and methods driving cyber financial crimes and equip them with tools for detection, judicially valid and admissible investigations, reporting and prevention techniques as well as necessary internal and external controls management.

CONTENT

- i. Current and emerging cyber financial crime threat landscape and fraud topologies, including the impact of COVID-19;
- ii. Impact of cyber financial crimes on firms and the financial services sector;
- iii. Relevant legislation;
- iv. Key security methods used to prevent cyber financial crime;
- v. Warning signs of cyber financial crime;
- vi. Ethical considerations in financial fraud prevention;
- vii. Anti-fraud measures;

- viii. Investigating suspected fraudsters;
- ix. Investigations into social media, malware, viruses, and ransomware; and
- x. Detection and prevention of Money Laundering.

TARGET GROUP

Senior and middle level professionals in the following departments/units: internal audit, risk management, security, legal, regulatory compliance, operations and finance.

2. COURSE ON STRUCTURED TRADE FINANCE

Dates: September 2020

Duration: 4 weeks

Venue: Online

Language: English

BACKGROUND

The nature and complexity of international trade have changed dramatically over the decades. Africa is in the process of becoming the new frontier for emerging market investors as large-scale projects and global supply chains reach deeper into the continent. The trade finance landscape in Africa has thus evolved in terms of the overall size of bank-intermediated trade finance, unmet demand, and the performance of banks' trade finance portfolios.

These prevailing trends in international trade have created the need for financing solutions that are more robust and can mitigate most of the risks associated with complex trade initiatives involving riskier markets. Structured trade finance has emerged to support these initiatives by addressing risks related to the performance or completion of a transaction, rather than more traditional reliance on the financial soundness of the parties to a transaction.

Importantly, banks need to build their capacity and improve skills to be able to apply the various structured finance tools effectively.

OBJECTIVES

- i. To enhance competencies of trade finance professionals and corporate bankers in structured trade financing; and
- ii. To unpack the interplay between global trade finance product concepts, applicable supply chains and financing structures to enable participants to tailor-make and execute specific structured trade finance transactions to meet the needs of their clients.

CONTENT

- i. Introduction to International Trade;
- ii. Supply Chain and Commodities Trade Finance;
- iii. Trade Finance Solutions;
- iv. Structuring Trade Transactions and Contracts;
- v. Key Documentation;
- vi. Risk Considerations and Mitigation;
- vii. Warehousing; and
- viii. Insurance.

TARGET GROUP

Trade Finance and Treasury Professionals, Commercial and Investment Bankers, International Traders, Risk Managers, Legal Advisors, Credit and Risk Officers, Relationship Managers, Internal Auditors.

3. COURSE ON COMBATING MONEY LAUNDERING

Dates: October 2020

Duration: 4 weeks

Venue: Online

Language: English

BACKGROUND

Money laundering and the financing of terrorism are financial crimes that divert resources away from economically and socially productive uses, thus negatively impacting the global and local financial sector. Regulators have responded to money laundering and financing of terrorism by adopting relevant laws, guidelines, directives and recommendations at both local and international levels. These require financial sector players to develop and effectively implement programmes that mitigate the adverse effects of criminal economic activity and promote integrity and stability in financial markets.

OBJECTIVE

To impart knowledge to participants on the major facets of Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) and how they can identify, report and prevent money laundering and financing of terrorism and thus protect themselves and their institutions against the associated risks.

CONTENT

- i. Overview of Money Laundering and Terrorist Financing;
- ii. International context of AML and CTF;

- iii. International and Local Anti-Money Laundering Legislation;
- iv. Risk Based Approaches;
- v. Compliance Strategies;
- vi. Recognising and Reporting Suspicious Transactions;
- vii. Money Laundering Detection Techniques;
- viii. Roles and Responsibilities of Accountable Institutions;
- ix. AML Topologies;
- x. Customer Due Diligence;
- xi. Records Management;
- xii. Implementation of UNSCR Regulations; and
- xiii. Case studies.

TARGET GROUP

Junior and middle level staff from Banking, Mobile Financial Services, Wealth Management institutions such as middle and Back Office Personnel, Front Office Personnel, Compliance and Risk Officers , Regulators, Investigations, Security Management.

4. COURSE ON ENTERPRISE RISK MANAGEMENT (ERM)

Dates: November 2020

Duration: 4 weeks

Venue: Online

Language: English

BACKGROUND

Organizations face a myriad of risks emanating from cybersecurity threats, globalization and the geopolitical environment in which they operate. Other risk forces include technological innovations and disruptions, the ever-changing and increasing demands for customized products and services and the need to comply with various local and international regulations.

Well-managed organizations have always had some focus on risk management using traditional risk managing approaches. However, these ad hoc, fragmented and ineffective risk management process led to the underestimation of the biggest risks and overestimation of others resulting in uncontrolled risks and unnecessary costs. This has a negative impact on shareholder value. Enterprise Risk Management (ERM) takes an integrated and holistic perspective of how the various organizational units interact and relate, and, how risks cut across the departments by systematically identifying all significant risks, quantifying and ranking all the identified risks and appropriately controlling all risks for the benefit of the stakeholders. As part of ongoing efforts to strengthen risk management within organisations, MEFMI has embarked on a programme that will assist organisations to strengthen.

OBJECTIVE

To enhance participants' skills in integration of risk management in daily business operations and decision making across all parts of the institution for business continuity and sustainable business performance.

TARGET GROUP

Risk Analysts, Internal Auditors, Compliance Officers, Finance Officers, Officials involved in Risk Management.

IN-COUNTRY ACTIVITIES

1. E-learning Courses on Cyber Financial Security in the Financial Services Sector;
2. Workshop on Bond Issuance And Trading; and
3. Any other course or activity that is required by an institution.



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