

AFS FY18 Annual Report—Information Annex

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| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|---------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 2 | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Assess feasibility of compiling QGDD in current prices | 4 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Compilation of quarterly estimates | | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Development of methodologies | 4 | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Dissemination of QGDP P | | 2020 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Improve methodologies and compile new benchmark estimates | 2 | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Publish improved estimates | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|----------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Review methodologies | 4 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2019 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Prepare draft price indices | 2 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review of data collection strategy and methodology | 2 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: 1. XMPI | 3 | 2018 |
| Real Sector Statistics | Angola | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: PPI | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|----------|---|---|---|---------------------|----------------------|
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Compilation of improved quarterly estimates | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Development of methodologies | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Dissemination of QGDP P | | 2020 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Review methodologies and data sources | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review draft PPI | 2 | 2019 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review methodologies | 3 | 2018 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on PPI | 2 | 2018 |
| Real Sector Statistics | Botswana | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on PPI | | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Improved timeliness of data made available internally and/or to the public (shorter delays) | Compile estimates for recent years | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|---------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Improved timeliness of data made available internally and/or to the public (shorter delays) | Disseminate annual GDP estimates for recent years | 2 | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 2 | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 2 | 2018 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | The number of staff trained to compile and/or disseminate stats increased to 2 | 4 | 2018 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Improve methodology | 2 | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on CPI | 2 | 2018 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on CPI | | 2019 |
| Real Sector Statistics | Comoros | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on CPI | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|---------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of system weaknesses and future technical maintenance | 4 | 2018 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Decision made to move to another compilation environment unless a sustainable technical solution is found for future maintenance | 3 | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 4 | 2018 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Assessment of data sources available for QGDP-P | 4 | 2018 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Development of QGDP-P | 3 | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Development of methodologies | 2 | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Dissemination of QGDP-P estimates | | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assess data sources (including an updated Business Register) | 3 | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Develop methodologies | 4 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2019 |
| Real Sector Statistics | Lesotho | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on PPI | 4 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | . Assessment of deviations to the SNA 2008 and relevant changes needed | 3 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 2 | 2019 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of methodological weaknesses | 4 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Disseminate rebased estimates | | 2020 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Methodologies improved during the rebase | 2 | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Macroeconomic data sets used by policy-makers have been made more intersectorally consistent (reduced discrepancies) | Relative to the baseline, national accounts statistics contain smaller data inconsistencies or better reconciliation compared with monetary and financial statistics in the financial accounts | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the coverage and scope of the latest manual/guide | Dissemination of sectoral quarterly financial accounts and financial balance sheets | | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the coverage and scope of the latest manual/guide | Improve the quality and address data gaps of the published tables for the annual sectoral financial balance sheets for 2011 and 2012 | 3 | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the coverage and scope of the latest manual/guide | Start compilation of sectoral quarterly financial accounts and financial balance sheets; begin series from March quarter 2017 | 3 | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of monthly data sources available | 4 | 2018 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Dissemination of rebased national accounts estimates | | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Improvement of annual methodologies | 2 | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Assessment of data availability | 4 | 2018 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Engagement with data providers | 4 | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Methodologies improved during the rebase to incorporate improved data sources | | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|--|---|---------------------|----------------------|
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 3 | 2018 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2019 |
| Real Sector Statistics | Mozambique | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Rebase of national accounts | | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 3 | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Assess the feasibility of compiling QGDP based on existing resources and data sources | 4 | 2018 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Compilation of quarterly estimates | | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Development of methodologies | 3 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|---|---------------------|----------------------|
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Dissemination of QGDP | | 2020 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Assessment of data quality of tax data | 3 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Implementation of a working group for monitoring and review | 4 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Incorporation of annual corporate income tax data for the compilation of annual GDP estimates | 2 | 2019 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of methodological weaknesses | 4 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Consistency checks are developed and incorporated in the compilation system | | 2019 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Methodologies improved during the rebase | 4 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2019 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|--------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2019 |
| Real Sector Statistics | South Africa | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Provision of training for 2 staff during statistical seminars | 4 | 2018 |
| Real Sector Statistics | South Africa | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Provision of training for 2 staff during statistical seminars | | 2019 |
| Real Sector Statistics | South Africa | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Provision of training for 2 staff during statistical seminars | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 3 | 2018 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | | 2019 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Dissemination of improved estimates | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Rebase GDP | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Development of methodologies | 3 | 2019 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Development of new benchmarks | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|-----------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Dissemination of estimates | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of the national accounts | Review of data sources available | 4 | 2018 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of system weaknesses and future technical maintenance | 4 | 2018 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Decision made to move to another compilation environment unless a sustainable technical solution is found for future maintenance | 4 | 2019 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | 4 | 2018 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of SUT and rebase GDP | | 2020 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | 2 | 2020 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of methodological weaknesses | 4 | 2018 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Methodologies improved during the rebase | | 2020 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assessment of deviations to the SNA 2008 and relevant changes needed | | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Compilation of revised estimates | | 2020 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Development of methodology | | 2019 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Assess the methodologies used to compile QGDP based on existing resources and data sources | | 2019 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Dissemination of QGDP | | 2020 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Higher frequency data has been compiled and disseminated internally and/or to the public | Improve methodologies | | 2019 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 1. PPI | 4 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assist with compilation of new CPI | 3 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Develop methodologies | | 2020 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2020 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate rebased CPI | | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Rebase of the CPI | 3 | 2018 |
| Real Sector Statistics | Madagascar | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review draft PPI | | 2020 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Current methodology is assessed and if improvements are needed, a road map is developed. | 4 | 2018 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Source data are adequate for the compilation of price statistics | The weights for rebased CPI are derived and an item sample is formed. | 2 | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: 1. residential property price index concepts | 4 | 2018 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of data sources for the compilation of a residential property price index | 4 | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Disseminate data and metadata | | 2020 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Review data collection and prepare draft residential property price indices | | 2019 |
| Real Sector Statistics | Mauritius | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Review of methodologies | 4 | 2018 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assess data sources | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|---|---------------------|----------------------|
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Develop methodologies and data collection strategy | 3 | 2018 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2020 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Prepare draft price indices | | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review of data collection strategy and methodology | | 2019 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 1. PPI | 4 | 2018 |
| Real Sector Statistics | Namibia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 2. PPI | | 2019 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Assessment of data sources | 3 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Development of data collection strategy and methodology | 3 | 2019 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Disseminate data and metadata | | 2020 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs | Review data collection and prepare draft residential property price indices | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: CPI, PPI concepts | 4 | 2018 |
| Real Sector Statistics | Seychelles | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: Residential property price index concepts | | 2019 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Develop PPI methodologies | 2 | 2019 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate PPI data and metadata | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata of rebased CPI | | 2020 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Improve methodologies and data collection strategy for the rebase of the CPI | 3 | 2018 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review draft PPI | | 2019 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 1. CPI | 2 | 2018 |
| Real Sector Statistics | Swaziland | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 2. CPI | | 2019 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 3 staff trained on: 1. PPI | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|----------|---|---|--|---------------------|----------------------|
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assist with compilation of new CPI weights | | 2020 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate PPI data and metadata | | 2019 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Rebase of the CPI | | 2020 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review PPI methodologies | 4 | 2018 |
| Real Sector Statistics | Zambia | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Review draft PPI | 3 | 2018 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | 2 staff trained on: 1. CPI and PPI | 4 | 2018 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Assess data sources | | 2019 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Develop methodologies and data collection strategy | | 2020 |
| Real Sector Statistics | Zimbabwe | Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata. | Data are compiled and disseminated using the concepts and definitions of the latest manual/guide | Disseminate data and metadata | | 2019 |
| Customs Administration | Botswana | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | AFS Risk Management action plan designed and agreed with BURS in November 2015 is implemented, monitored and updated | 4 | 2018 |
| Customs Administration | Botswana | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | CVO Unit is established and the number of advance rulings are increased and published | | 2020 |
| Customs Administration | Botswana | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Risk selectivity is resulting in less inspections and improved trade facilitation and compliance | | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|--|--|---|---------------------|----------------------|
| Customs Administration | Comoros | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Completion and adoption of outstanding regulations | | 2020 |
| Customs Administration | Comoros | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Key regulations adopted | | 2019 |
| Customs Administration | Comoros | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Key regulations drafted to support the new code | 4 | 2018 |
| Customs Administration | Comoros | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Control framework is in place for excise regimes for both non-petroleum and petroleum products | | 2019 |
| Customs Administration | Comoros | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Excise controls include an annual audit plan | | 2020 |
| Customs Administration | Comoros | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | A survey on information gathered from ASYCUDA is finalized and an assessment on valuation gaps by sector or by key products based on the using mirror statistics is completed | 4 | 2018 |
| Customs Administration | Comoros | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | A valuation action plan drafted and implemented and the inspection process reflects implementation of the WTO procedures when doubts about commodity values arise | | 2019 |
| Customs Administration | Comoros | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | GATT valuation methodology & WTO procedures embedded in valuation program | | 2020 |
| Customs Administration | Lesotho | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Customs and Tax are able to conduct data matching analyses to identify risk | | 2019 |
| Customs Administration | Lesotho | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | data matching used to reduce front end inspections and increased post clearance audit activity | | 2020 |
| Customs Administration | Lesotho | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Multi-year and annual audit plans developed, based on a risk assessment, and implemented | 3 | 2018 |
| Customs Administration | Lesotho | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | PCA database established and joint audits with domestic taxes are conducted as necessary | | 2020 |
| Customs Administration | Lesotho | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Performance indicators and performance measurement framework developed and implemented | | 2019 |
| Customs Administration | Lesotho | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | A fully integrated annual excise scheme of control based on risk assessment includes both systems audit and inspection | | 2020 |
| Customs Administration | Lesotho | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Action plan implemented and the control of excise traders, including their registration and physical and audit control is in place | | 2019 |
| Customs Administration | Lesotho | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | An excise duties management and compliance workshop delivered and an action plan formulated to strengthen excise controls | 4 | 2018 |
| Customs Administration | Madagascar | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Action plan implemented, monitored and updated and a valuation program implemented | | 2020 |
| Customs Administration | Madagascar | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Action plan to strengthen the risk management and intelligence functions designed and adopted | | 2019 |
| Customs Administration | Madagascar | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Adoption, implementation and monitoring of the post clearance audit action plan agreed with AFS | 4 | 2018 |
| Customs Administration | Madagascar | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Annual audit plans are implemented and are informed by risk assessment | | 2020 |
| Customs Administration | Madagascar | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Annual audit plans encompass threat to the revenue posed by exemptions, concessions and waivers | | 2019 |
| Customs Administration | Madagascar | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Customs Act and regulations amended and implemented | | 2020 |
| Customs Administration | Madagascar | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | Gap analysis conducted on current legislation to identify clauses in the customs code, which needs amending or introducing to reflect implementation of international & regional trade agreements | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|--|--|---|---------------------|----------------------|
| Customs Administration | Madagascar | Improved customs administration core functions | Trade facilitation and service initiatives better support voluntary compliance | New clauses drafted and agreed with authorities | | 2019 |
| Customs Administration | Mauritius | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | A fully integrated annual excise scheme of control based on risk assessment includes both systems audit and inspection | | 2020 |
| Customs Administration | Mauritius | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Action plan implemented and the control of excise traders, including their registration and physical and audit control is in place | | 2019 |
| Customs Administration | Mauritius | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | An excise duties management and compliance workshop delivered and an action plan formulated to strengthen excise controls | 4 | 2018 |
| Customs Administration | Mozambique | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Adoption, implementation and monitoring of the action plan agreed with AFS in October 2016 | 4 | 2018 |
| Customs Administration | Mozambique | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Multi-year and annual audit plans are implemented and are informed by risk assessment to include exemptions | | 2020 |
| Customs Administration | Mozambique | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Training plan and recruitment strategy for auditors developed and joint audits with domestic taxes are being regularly conducted | | 2019 |
| Customs Administration | Namibia | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Integrity Plan reviewed and Management Control and Assurance Framework incorporated | | 2020 |
| Customs Administration | Namibia | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Management Control and Assurance Framework proposed by AFS is adopted and a trial of Management Profiles is implemented and evaluated | | 2019 |
| Customs Administration | Namibia | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | New structure adopted and specific risk selectivity criteria developed in collaboration with domestic tax under a Revenue Authority | | 2020 |
| Customs Administration | Namibia | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Role of Risk Management Unit redefined, review of intelligence handling conducted and new organizational structure proposed in line with Revenue Authority requirements | | 2019 |
| Customs Administration | Namibia | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Policies and strategies are in place should the government introduce excise duties on mobile airtime | | 2020 |
| Customs Administration | Namibia | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Post Clearance Audit unit include exemptions, concessions and waivers in the annual audit plan | | 2019 |
| Customs Administration | Namibia | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Review of the administration of exemptions is conducted and excise rules and regulations finalized | 3 | 2018 |
| Customs Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Integrity Plan reviewed and Management Control and Assurance Framework incorporated (30) | | 2019 |
| Customs Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Management Control and Assurance Framework integrated into the Revenue Authority systems | | 2020 |
| Customs Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Management Control and Assurance Framework proposed by AFS is adopted and a trial of Management Profiles is implemented and evaluated | 3 | 2018 |
| Customs Administration | Seychelles | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | An assessment of postal operations is conducted to identify areas of risk to the revenue and any poor practices | 4 | 2018 |
| Customs Administration | Seychelles | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Designed new procedures and streamlined existing procedures to improve the integrity of postal operations | | 2019 |
| Customs Administration | Seychelles | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | New procedures are embedded and risks to the revenue minimized | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|--|--|--|---------------------|----------------------|
| Customs Administration | Seychelles | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Integrated approach to compliance activities in SRC are in place | | 2020 |
| Customs Administration | Seychelles | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | New procedure manual finalized and embedded | | 2019 |
| Customs Administration | Seychelles | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Review all current process & procedure documentation; Consult with relevant staff who have interaction with PCA; Prepare, in consultation SRC staff, an updated or new process | 2 | 2018 |
| Customs Administration | Swaziland | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | A fully integrated annual excise scheme of control based on risk assessment includes both systems audit and inspection | | 2020 |
| Customs Administration | Swaziland | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Action plan implemented and the control of excise traders, including their registration and physical and audit control is in place | | 2019 |
| Customs Administration | Swaziland | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | An excise duties management and compliance workshop delivered and an action plan formulated to strengthen excise controls | 4 | 2018 |
| Customs Administration | Swaziland | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Customs and Tax are able to conduct data matching analyses to identify risk | | 2019 |
| Customs Administration | Swaziland | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Data matching used to reduce front end inspections and increased post clearance audit activity | | 2020 |
| Customs Administration | Zambia | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | A central intelligence function is developed including a nationwide intelligence infrastructure to drive enforcement activities | | 2020 |
| Customs Administration | Zambia | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Implementation and monitoring of the action plan agreed with AFS in November 2015 and updated in November 2016 | 4 | 2018 |
| Customs Administration | Zambia | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | The Risk Management Unit is independently able to download data from ASYCUDA, assess it and design specific risk profiles which identify the highest risk consignments | | 2019 |
| Customs Administration | Zambia | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Customs and Tax are able to conduct data matching analyses to identify risk | | 2019 |
| Customs Administration | Zambia | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Data matching used to reduce front end inspections and increased post clearance audit activity | | 2020 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Action plan monitored and updated | | 2019 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Customs and Tax are able to conduct data matching analyses to identify risk | | 2019 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Data matching used to reduce front end inspections and increased post clearance audit activity | | 2020 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Review of the intelligence function has been conducted and an action plan designed | | 2020 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Risk management action plan agreed in October 2016 is implemented | 3 | 2018 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | Risk management program institutionalized and driving interventions | | 2020 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Customs control during the clearance process more effectively ensures accuracy of declarations | TORs for review of the intelligence functions formulated and agreed | | 2019 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | Joint audits with domestic taxes are conducted as necessary | | 2020 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | PCA and Excise annual audit plans include exemptions and Telecom Operators | | 2019 |
| Customs Administration | Zimbabwe | Improved customs administration core functions | Audit and anti-smuggling programs more effectively ensure enforcement of customs laws | The PCA has implemented the AFS agreed action plan updated in August 2015 | 3 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|------------|--|--|--|---------------------|----------------------|
| Customs Administration | Zambia | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform action plan adjusted to new context and priorities | | 2020 |
| Customs Administration | Zambia | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform action plan adopted and regularly updated | | 2019 |
| Customs Administration | Zambia | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform strategy and action plan prepared | 4 | 2018 |
| Customs Administration | Angola | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Evaluation of managers' performance and identifying ongoing skills requirements | | 2020 |
| Customs Administration | Angola | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Training course delivered to nominated managers from tax and customs | 4 | 2018 |
| Customs Administration | Angola | Strengthened revenue administration management and governance arrangements | Transparency and accountability are more effectively supported by independent external oversight and internal controls | Work place mentoring and monitoring of managers nominated by the AGT who participated in the initial training course | | 2019 |
| Customs Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform action plan adjusted to new context and priorities | | 2020 |
| Customs Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform action plan adopted and regularly updated | | 2019 |
| Customs Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Reform strategy and action plan prepared | 4 | 2018 |
| Tax Administration | Angola | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit staff trained on audit techniques to improve audit yield | 4 | 2018 |
| Tax Administration | Botswana | Strengthened revenue administration management and governance arrangements | Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols | Drafts incorporating comments from BURS for Income Tax & Tax Administration Bill submitted to the Commissioner General | 4 | 2018 |
| Tax Administration | Botswana | Strengthened revenue administration management and governance arrangements | Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols | The VAT Act reviewed and a final drafted submitted to BURS-CG | 4 | 2018 |
| Tax Administration | Botswana | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Action plan for establishing effective HQ and Operational functions submitted to authorities | | 2020 |
| Tax Administration | Botswana | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance Risk Management Framework developed & BURS guided to implement it | 4 | 2018 |
| Tax Administration | Botswana | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Review of progress and further guidance provided to enhance effectiveness | | 2020 |
| Tax Administration | Zimbabwe | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Large taxpayers segmented into industries and audit staff able to carryout audits of the Telecom sector | | 2019 |
| Tax Administration | Zimbabwe | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Advice provided to help develop a strategy for reducing debt arrears & preventing future debt accumulation | 3 | 2018 |
| Tax Administration | Zimbabwe | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | progress reviewed on implementation of debt recovery and further support provided to advance progress | | 2020 |
| Tax Administration | Botswana | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit capacity of LTU for specialized sectors further strengthened through guidance and training | | 2019 |
| Tax Administration | Botswana | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Enhanced capacity of the LTU staff to manage compliance of the financial sector | 3 | 2018 |
| Tax Administration | Botswana | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Debt & arrears strategy developed & submitted to authorities with action plan | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------|------------|--|--|--|---------------------|----------------------|
| Tax Administration | Comoros | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Guidance provided for establishment of a fully functional LTU and action plan | 3 | 2018 |
| Tax Administration | Comoros | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | LTU further strengthened to better manage compliance | | 2019 |
| Tax Administration | Comoros | Strengthened core tax administration functions | Taxpayer services initiatives to support voluntary compliance are strengthened | taxpayer services process embedding performance indicators developed and submitted to the authorities | | 2020 |
| Tax Administration | Comoros | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Debt management & enforcement strategy & an implementation plan developed | | 2020 |
| Tax Administration | Comoros | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Filing & payment compliance strategy developed & recommended to the authorities | 3 | 2018 |
| Tax Administration | Comoros | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Hands-on support to implement filing & payment compliance strategy provided | 3 | 2019 |
| Tax Administration | Comoros | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | 20 risk targeted audits recommended by FAD carried out | 4 | 2018 |
| Tax Administration | Comoros | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | 60 percent of planned audits for calendar year 2018 carried out and assessments issued to taxpayers | | 2019 |
| Tax Administration | Comoros | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit capacity in LTO strengthened thru. training & development of audit manual | | 2020 |
| Tax Administration | Comoros | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | compliance risk management framework & its implementation plan developed | | 2020 |
| Tax Administration | Lesotho | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | HQ functions guided on development of operational policy for operations | | 2020 |
| Tax Administration | Lesotho | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Recommendations for LRA to establish missing elements of a functional structure submitted to Commissioner General | | 2019 |
| Tax Administration | Lesotho | Strengthened revenue administration management and governance arrangements | More independent, accessible, effective and timely dispute resolution mechanisms adopted | Objections and appeals process streamlined and submitted to authorities | | 2020 |
| Tax Administration | Lesotho | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Data matching between customs and taxes conducted to identify and assess level of compliance risks | | 2020 |
| Tax Administration | Lesotho | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Follow-up done on Compliance Model implementation across domestic tax | 4 | 2018 |
| Tax Administration | Lesotho | Strengthened core tax administration functions | A larger proportion of taxpayers meet their filing obligations as required by law | Review of progress on implementation of Self Assessment done and guidance provided for advancing progress | 1 | 2020 |
| Tax Administration | Lesotho | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Payment process revised to make it more efficient, effective and less burdensome | | 2020 |
| Tax Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | FAD Strategy setting recommendations submitted to authorities with action plan | 4 | 2018 |
| Tax Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Technical assistance provided to implement one Priority from the FAD February 2018 Mission and recommendations made to DG. | | 2020 |
| Tax Administration | Madagascar | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Training and hands on guidance provided to Head quarters functions to strengthen their capacity | | 2020 |
| Tax Administration | Madagascar | Strengthened core tax administration functions | Taxpayer services initiatives to support voluntary compliance are strengthened | Taxpayers services strategy & standards developed & implementation support | | 2020 |
| Tax Administration | Madagascar | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Debt management strategy developed & support provided to DGI to implement it | 3 | 2018 |
| Tax Administration | Madagascar | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Progress on implementation of debt management & recovery strategy reviewed | | 2019 |
| Tax Administration | Madagascar | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit approach developed and implementation support provided to DGI | 3 | 2018 |
| Tax Administration | Madagascar | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | National Risk based audit plan developed and implementation support provided to the authorities | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------|------------|--|--|--|---------------------|----------------------|
| Tax Administration | Madagascar | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Training provided to strengthen capacity for compliance risk analysis and management | | 2020 |
| Tax Administration | Mozambique | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Advice and implementation support provided to management and adoption and institutionalizing a reform strategy | 4 | 2018 |
| Tax Administration | Mozambique | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Further FAD led advice and implementation support provided to management for adoption and institutionalizing a reform strategy to achieve AT reform objectives | | 2019 |
| Tax Administration | Mozambique | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | Performance indicators developed & authorities supported to implement it | | 2020 |
| Tax Administration | Mozambique | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Structure and resource requirements for the National LTU Developed and implementation support provided to the Authorities | | 2020 |
| Tax Administration | Mozambique | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Simplified payment process incorporating performance measures developed | | 2020 |
| Tax Administration | Mozambique | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Specialists industry audit skills established in the LTO | | 2020 |
| Tax Administration | Namibia | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | A medium term reform strategy is recommended for institutionalization and making NAMRA effective | | 2019 |
| Tax Administration | Namibia | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | A medium term reform strategy recommended to authorities | | 2020 |
| Tax Administration | Namibia | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Revision of processes & procedures to enable new structure carried out | | 2020 |
| Tax Administration | Namibia | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Support provided for implementation of NAMRA functional structure | 3 | 2018 |
| Tax Administration | Namibia | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance risk management model developed & implementation support provided to NAMRA | | 2020 |
| Tax Administration | Namibia | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Strategy for enhancing payment compliance developed | | 2020 |
| Tax Administration | Namibia | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Risk-based audit plans developed & IMP support provided to advance capacity | | 2020 |
| Tax Administration | Namibia | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Training of auditors in LTU carried out and audit manual developed | 3 | 2018 |
| Tax Administration | Seychelles | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Debt recovery strategy implemented | | 2020 |
| Tax Administration | Seychelles | Strengthened core tax administration functions | A larger proportion of taxpayers meet their payment obligations as required by law | Support provided to reduce tax arrears & prevent future ones from accumulating | 3 | 2018 |
| Tax Administration | Seychelles | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit cases selection automated and based on risk | | 2020 |
| Tax Administration | Seychelles | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Audit mix broadened to include issue specific audits | | 2020 |
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | FAD Strategy setting recommendations submitted to authorities with an indicative action plan | 4 | 2018 |
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | More independent, accessible, effective and timely dispute resolution mechanisms adopted | Efficient and transparent objections and appeals process in place | 3 | 2018 |
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | More independent, accessible, effective and timely dispute resolution mechanisms adopted | Follow-up work done to review objections and appeals processes to make them transparent, efficient and effective | | 2020 |
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | 2016 organizational structure evaluated and proposal for its review submitted to the Commissioner General | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------|------------|--|--|---|---------------------|----------------------|
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance Risk management model strengthened | 3 | 2018 |
| Tax Administration | Zambia | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Data matching between customs and taxes conducted to identify and assess level of compliance risks | | 2019 |
| Tax Administration | Zambia | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Telecoms Audit skills enhanced | | 2020 |
| Tax Administration | Swaziland | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | SRA needs-based audit training strategy developed & training initiated | | 2020 |
| Tax Administration | Angola | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance risk mgmt. framework developed & submitted to the authorities | | 2020 |
| Tax Administration | Angola | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Guidance on implementation of the CRM Framework provided | | 2020 |
| Tax Administration | Angola | Strengthened revenue administration management and governance arrangements | Effective implementation of a new tax or modernized legislation | Guidance provided to AGT for development of procedures and processes for VAT management | | 2020 |
| Tax Administration | Angola | Strengthened revenue administration management and governance arrangements | Effective implementation of a new tax or modernized legislation | Recommendations and implementation support provided to AGT for effective implementation of VAT | | 2019 |
| Tax Administration | Angola | Strengthened revenue administration management and governance arrangements | Effective implementation of a new tax or modernized legislation | Training provided to AGT staff on skills required for the effective administration of VAT | | 2020 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Case selection rules for audit automated and staff trained on risk analysis | 3 | 2018 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Data matching between customs and taxes conducted to identify and assess level of compliance risks | | 2020 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Design of the RMTF project on development of a compliance improvement plan | 4 | 2018 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Further support provided and capacity enhanced to develop the rules-based compliance model | | 2020 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Review of progress on the RMTF operational structure project | | 2019 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | A full-fledged LTU is established including specialized units for effective compliance management of industries | 3 | 2018 |
| Tax Administration | Swaziland | Strengthened revenue administration management and governance arrangements | Organizational arrangements enable more effective delivery of strategy and reforms | Further assistance provided to assist the LTU with compliance of the insurance sector | | 2019 |
| Tax Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Guidance provided for SRC to develop a Compliance Risk Management model | 3 | 2018 |
| Tax Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Impact of Compliance Risk Mitigation activities evaluated | | 2020 |
| Tax Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Support provided to SRC to develop a multi-year compliance improvement plan | | 2020 |
| Tax Administration | Seychelles | Strengthened revenue administration management and governance arrangements | Support functions enable more effective delivery of strategy and reforms | SRC user specification requirements developed and submitted to the authorities | | 2019 |
| Tax Administration | Zimbabwe | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance Risk management framework developed and support provided | 3 | 2018 |
| Tax Administration | Zimbabwe | Strengthened revenue administration management and governance arrangements | Corporate priorities are better managed through effective risk management | Compliance improvement plan developed to address one prioritized high risk industry | | 2020 |
| Tax Administration | Zimbabwe | Strengthened revenue administration management and governance arrangements | Support functions enable more effective delivery of strategy and reforms | Revenue management systems reviewed and recommendations made to ZIMRA to improve their functionality in enabling and enhancing revenue collection | | 2019 |
| Tax Administration | Zimbabwe | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | A TADAT mission carried out and a performance assessment report submitted to Commissioner General | | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|--------------|--|---|---|---------------------|----------------------|
| Tax Administration | Zimbabwe | Strengthened revenue administration management and governance arrangements | Capacity to reform increased due to clear reform strategy and strategic management framework adopted and institutionalized | New ZIMRA strategy developed and implementation support provided | | 2019 |
| Tax Administration | Mauritius | Strengthened core tax administration functions | Taxpayer services initiatives to support voluntary compliance are strengthened | MRA communications strategy reviewed | | 2019 |
| Tax Administration | Mauritius | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Support provided for implementing the revised communication strategy | | 2020 |
| Tax Administration | South Africa | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Advance pricing agreements (APA) framework developed and implementation support provided | | 2020 |
| Tax Administration | South Africa | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | End to end review of transfer audit process for SARS done | 4 | 2018 |
| Tax Administration | South Africa | Strengthened core tax administration functions | Audit and other verification programs more effectively ensure accuracy of reporting | Transfer pricing audit capacities enhanced | | 2019 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Advise on how to start building financial market intelligence for improved monitoring and understanding of financial market conditions has been provided | 3 | 2018 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Construct liquidity table, where all outflows and inflows of liquidity is accounted for by different liquidity factors on the highest available frequency. | 3 | 2018 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Establish an internally coordinated & consistent forecast process on a regular frequency using best practice models & all available data & includes financial market analysis to support monetary policy implementation | 2 | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Excel-based dashboards with charts and tables on financial market data has been developed for analytical purposes | 2 | 2018 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Forecasting errors are analyzed on a regular basis and used to update the forecasting framework. | 2 | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor | Interbank rate is reflective of liquidity conditions and fluctuates within an established interest rate corridor. | 2 | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Monetary policy is implemented based on the operational target and the liquidity forecast guides the allocation of OMO instruments | 2 | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Provide a revised set of OMO instruments (if necessary) that allows for both fine-tuning and structural liquidity management given the current infrastructure and MP regime. | | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Review and provide recommendations to adapt (if necessary) the RR framework so it is consistent with its objective(s) and the implementation framework as a whole. | 4 | 2018 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Review the set of OMO instruments and assess if they allow for both fine-tuning and structural liquidity management. | 4 | 2018 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | c | | 2020 |
| Money and FX Market Operations | Angola | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | There is an appropriate collateral framework for monetary policy purposes. | 2 | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|----------|---|---|--|---------------------|----------------------|
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A complete internal MP/Inflation report is produced. | 2 | 2020 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A pre-MPC meeting has been established, where staff presents Initial conditions, near- and- medium-term forecasts, and risk analysis and MPC provides feed back and discussions. | | 2019 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A process for the systematic evaluation of forecast performance is established. | 2 | 2020 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A rigorous forecasting process has been established which includes cooperation and participation of other departments/divisions and the MPC | 2 | 2019 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | MPC meeting calendar adjusted to important data releases & published in advance | | 2020 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The Monetary policy decision is reflective of the forecasts & the risk analysis | | 2020 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A projections coordinator appointed & a basic forecast process established | 4 | 2018 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Baseline projections and alternative scenario analyses are included in forecast presentations to members of the Monetary Policy Committee. | 3 | 2019 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Short term forecasting analysis and models cover key variables and are used as an input to inform the medium term forecast. | 3 | 2020 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Staff are able to conduct relevant and coherent alternative scenario analysis | 3 | 2019 |
| Money and FX Market Operations | Angola | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | The medium-term model is used to produce baseline projection, conditioning on information such as near-term forecasts, foreign economy developments, and expert judgment. | 4 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor | Analyze and understand liquidity conditions and interest rate volatility. | 4 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor | Decide the range of the interest rate corridor and establish a deposit facility, if not currently in place. | 2 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | A database has been set up which is updated on a daily basis with all relevant financial market data for daily, weekly, monthly and quarterly frequencies stored on a shared drive | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|----------|---|---|--|---------------------|----------------------|
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Analyze forecasting errors regularly and update the forecasting framework | | 2020 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Construct liquidity table, where all outflows and inflows of liquidity is accounted for by different liquidity factors on the highest available frequency. | 3 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Develop simple model(s) or calculation (e.g. for currency in circulation), or obtain timely forecasts from other departments/agencies (e.g. forecasts of government flows). | | 2020 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Establish an internal coordinated work process to obtain necessary data inputs in a timely manner both within the central bank and from other agencies. | 4 | 2019 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Financial market analysis have improved, weekly reports are produced including dashboards with relevant charts and tables for reporting on financial market developments. | | 2020 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Liquidity forecasts are fairly accurate and used to inform operational instruments. | 3 | 2020 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Clarify the importance and purpose of the objective(s) of RR and adapt the RR framework consistently. | 2 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Review the set of OMO instruments. | 4 | 2018 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Revise the set of OMO instruments so that they allow for both fine-tuning and structural liquidity management given the infrastructure. | | 2020 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | Identify risk management measures to ensure neutrality across assets classes and to mitigate the risks to the central bank balance sheet. | 3 | 2019 |
| Money and FX Market Operations | Botswana | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | The CB has an assessment of the amount of collateral required for monetary policy implementation. | 4 | 2019 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A process for systematic evaluation of forecast performance is established. | 2 | 2020 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Business survey process and analysis has been improved and information is incorporated into the forecast process. | | 2019 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Forecast team enhanced with sector experts. | 2 | 2018 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Staff are able to conduct relevant and coherent alternative scenario analysis | 3 | 2018 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Well analyzed and comprehensive baseline projections and alternative scenarios are presented to members of the Monetary Policy Committee and used to inform the policy decision. | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|---|--|---------------------|----------------------|
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A pre-MPC meeting is characterized by an informed dialogue between staff, management, and MPC members about Initial conditions, near- and- medium-term forecasts, and risk analysis. | 2 | 2019 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A projections coordinator manages the forecasting process. | 4 | 2018 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | Monetary policy decision is reflective of the forecasts & the risk analysis | 3 | 2019 |
| Money and FX Market Operations | Botswana | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The MPC meeting calendar is adjusted to important data releases. | 3 | 2018 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A pre-MPC meeting has been implemented and the structure of the meeting is reflective of the MPC having external members | | 2019 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A projections coordinator manages the forecasting process. | | 2019 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The MPC meeting calendar is adjusted to important data releases and published in advance | | 2020 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Forecast team enhanced with sector experts who are trained to take responsibility for the NTF toolkit. | 2 | 2018 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Staff are able to conduct relevant and coherent alternative scenario analysis | 2 | 2019 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | The model is used to produce baseline projection, conditioning on information such as near-term forecasts, foreign economy developments, and expert judgment. | 3 | 2019 |
| Money and FX Market Operations | Mauritius | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Well analyzed and comprehensive baseline projections and alternative scenarios are presented to members of the Monetary Policy Committee and used to inform the policy decision. | 2 | 2020 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Analysis of financial market development including liquidity conditions is conducted and report internally on a regular basis | | 2019 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Analyze forecasting errors on a regular basis and update the forecasting framework. | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|---|---|---------------------|----------------------|
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Establish an internally coordinated forecast process on a regular frequency using best practice models, all available data, and obtain timely forecasts from other departments/authorities. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Liquidity forecasts are fairly accurate and used to inform operational instruments. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Regular and frequent dialogue with financial market players has been established. | 2 | 2019 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Clarify and adjust the set of OMO instruments so that they allow for both fine-tuning and structural liquidity management given the infrastructure. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Develop an internal OMO strategy and implementation scheme such that it encourages interbank activity (i.e. adjust frequency and structure of OMOs so they support interbank market development). | 3 | 2019 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | The operational target and the liquidity forecast guides the allocation of OMO instruments. | 2 | 2019 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The interbank market has adequate breadth and depth to facilitate monetary policy transmission | Disseminate trading information (on an aggregate basis) on the central bank website. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The interbank market has adequate breadth and depth to facilitate monetary policy transmission | Interbank rate is reflective of liquidity conditions and fluctuates within the corridor. | 2 | 2019 |
| Money and FX Market Operations | Seychelles | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | There is an appropriate collateral framework for monetary policy purposes. | 3 | 2019 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A pre-board meeting has been established, where staff presents Initial conditions, near- and- medium-term forecasts, and risk analysis. | | 2019 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A projections coordinator has been appointed. | 4 | 2019 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | Baseline projections and alternative scenario analyses are included in forecast presentations to members of the Board and used to inform the policy decision. | 2 | 2019 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | Staff are able to conduct alternative scenario analysis. | | 2020 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The Board meeting calendar is adjusted to important data releases and published in advance. | | 2020 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The Monetary policy decision is reflective of the forecasts and the risk analysis. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|---|---|---------------------|----------------------|
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A basic forecast process has been established, which includes interactions with policy makers. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A smooth process for maintaining the database has been established. | 3 | 2018 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Core quarterly projection model (QPM) operational. | 4 | 2019 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Hands-on training provided to develop QPM model. | 4 | 2018 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Hands-on training provided to develop near term forecast models. | 2 | 2018 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Near term forecast toolkit operational. | | 2020 |
| Money and FX Market Operations | Seychelles | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | The model is used to produce baseline projection, conditioning on information such as near-term forecasts, foreign economy developments, and expert judgment. | 2 | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor | Decide the range of the interest rate corridor and establish a deposit facility, if not currently in place. | | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | An effective interest rate corridor is developed to limit volatility in market interest rates within an acceptable range, consistent with the chosen type of interest rate corridor | Liquidity conditions and interest rate volatility is being analyzed on a regular basis | 2 | 2018 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | Preparations for introducing Repos are ongoing. | 4 | 2018 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | The central bank and/or commercial bank Repos has been introduced. | | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | The importance and purpose of the objective(s) of RR has been clarified, internally and externally. | 2 | 2018 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | The operational target and the liquidity forecast guides the allocation of OMO instruments . | 2 | 2018 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has adequate operational instruments and is able to formulate operational strategy to deal with changing liquidity conditions | The set of OMO instruments has been reviewed and allows for both fine-tuning and structural liquidity management given the infrastructure. | 4 | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | The CB has an assessment of the amount of collateral required for monetary policy implementation. | 3 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|---|--|---------------------|----------------------|
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The collateral framework is consistent with the central bank's risk tolerances and sufficiently broad so as to not constraint the implementation of monetary policy | There is an appropriate collateral framework for monetary policy purposes. | 2 | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The interbank market has adequate breadth and depth to facilitate monetary policy transmission | Calculate reference rates and announce them on a timely and regular basis. | | 2019 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The interbank market has adequate breadth and depth to facilitate monetary policy transmission | Interbank rate is reflective of liquidity conditions and fluctuates within the corridor. | | 2020 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | A forecast process on a regular frequency using best practice models, all available data, and obtain timely forecasts from other departments/authorities has been established. | 2 | 2018 |
| Money and FX Market Operations | Madagascar | To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime | The central bank has a sufficiently accurate liquidity forecasting framework to guide the liquidity management operations | Forecasting errors are analyzed on a regular basis and used to update the forecasting framework. | | 2020 |
| Money and FX Market Operations | Madagascar | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Hands-on training provided to develop QPM model and near term forecast toolkit. | | 2020 |
| Money and FX Market Operations | Madagascar | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Process in place for data collection and data handling is in place. | | 2020 |
| Money and FX Market Operations | Madagascar | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | The Business Survey has been reinstated on a quarterly basis, process and analysis has improved, report is published in a timely manner. | 3 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | A basic price discovery platform (FX auction, interbank market fixing or something equivalent) is being used. | 3 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Hedging and liquidity management instruments have been introduced in the market. | | 2019 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Introduce measures to encourage the intermediation of FX through the market at market determined prices. | | 2020 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Majority of large & medium sized customers replace "at-best" orders with limit | 1 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Preparations for introducing hedging & liquidity mgmt. instruments is ongoing | 2 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A database has been constructed and used for the calculation of the criteria (indicators) and the success factors. | 3 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A document explaining the goals and operations and expectations for FX intervention and its relation to the FX regime and monetary policy has been published. | 2 | 2020 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A reporting format for use in guiding management when considering/conducting FX intervention operations has been implemented. | 3 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|--|---|---------------------|----------------------|
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | An appropriate set of instruments are in place for efficient execution of intervention. | 3 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | Objectives and criteria, indicators and operational procedures governing intervention operations have been developed and included in the Internal policy document. | 3 | 2018 |
| Money and FX Market Operations | Madagascar | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | The internal policy document for FX intervention covers ex-ante and ex-post transparency arrangements. | 2 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A projections coordinator has been appointed. | 3 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | A smooth process for maintaining the database has been established. | 3 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Hands-on training provided to develop QPM model. | 3 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Hands-on training provided to develop near term forecast models. | 2 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | The model is used to produce baseline projection, conditioning on information such as near-term forecasts, foreign economy developments, and expert judgment. | | 2020 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | A pre-MPC meeting has been established where staff presents initial conditions, near and medium-term forecasts, and risk analysis | 4 | 2018 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | Baseline projections and alternative scenario analyses are included in forecast presentations to members of the Monetary Policy Committee and used to inform the policy decision. | 2 | 2020 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | Staff are able to conduct alternative scenario analysis. | | 2020 |
| Money and FX Market Operations | Zambia | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | FPAS fully integrated into the monetary policy decision-making process | The MPC meeting calendar is adjusted to important data releases and published in advance. | 4 | 2018 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A database has been constructed and used for the calculation of the criteria (indicators) and the success factors. | | 2019 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A document explaining the goals and operations and expectations for FX intervention and its relation to the FX regime and monetary policy has been published. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|----------|---|---|---|---------------------|----------------------|
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | A reporting format for use in guiding management when considering/conducting FX intervention operations has been implemented. | | 2019 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | An appropriate set of instruments are in place for efficient execution of intervention. | | 2019 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | Objectives and criteria, indicators and operational procedures governing intervention operations have been developed and included in the Internal policy document. | 2 | 2018 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The authorities have a clear FX intervention policy that is consistent with the chosen FX regime and its well understood by markets and the public | The internal policy document for FX intervention covers ex-ante and ex-post transparency arrangements. | | 2019 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | A basic price discovery platform (FX auction, interbank market fixing or something equivalent) has been developed. | 2 | 2018 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Analyze the existing sources & uses of FX & its distribution around the market as well as existing structure of the FX market, its participants & the price formation mechanism. | 2 | 2018 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Develop FX intervention policy consistent with the desired FX regime | | 2020 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Hedging and liquidity management instruments have been developed and regulations updated. | 2 | 2019 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Hedging instruments has been introduced in the market. | 3 | 2020 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Introduce measures to encourage the intermediation of FX through the market at market determined prices. | | 2020 |
| Money and FX Market Operations | Zambia | To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime | The capacity of the FX market is sufficiently developed to facilitate the efficient allocation of foreign exchange and that an adequate degree of price discovery can occur | Rules/regulations on the quotation of FX by market participants to the wider market has been implemented. | 4 | 2019 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | CB representatives engage in formal and informal meetings with different stakeholders to present and discuss MP, ideally around the publication of the MP Report. | | 2019 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Report is characterized by clarity and brevity and includes (i) a brief summary of the MP framework and the CB's mandate and objective as part of the preface; (ii) a clear story behind the MP decision | 2 | 2018 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Report is published with no more than a one week lag to the actual day of the decision and the MP statement is available before or when the press conference starts. | 2 | 2018 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Statement is characterized by clarity & brevity & disseminates the MP decision based on the assessment of the current & future economic developments (based on an updated forecast if possible) | 4 | 2018 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The drafting of the MP Report follows the forecasting process & texts are produced in an iterative process with the assistance of a review team (partly consisting of the writing team). | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|--|---|---------------------|----------------------|
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The writing team consists of sector, model and communication experts who are present on all internal meetings. | 2 | 2019 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A CP outlining the objectives & responsibilities for internal & external communication on different topics among different employees at the CB, is drafted & submitted to the Board for approval. | | 2020 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A complementary communications strategy clearly explaining how the objectives of the CP will be reached, and identifies the main stakeholders and channels through which the CB will focus its communication efforts, i.e., how the CP will be implemented is drafted and submitted to the Board for approval | | 2020 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | The CP and strategy are approved by the Board along with an action plan for the rollout and the implementation of the policy and strategy | | 2020 |
| Money and FX Market Operations | Botswana | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB disseminates information on its mandate, objective, statistics/data and related activities in an open, clear and timely manner to all its stakeholders. | A clear description of the CB's organizational structure, governance framework, description of board and/or MPC members including mandate periods, is publicly available. | 3 | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | Press Conferences held by the Governor on the day of the MP decision & include a brief presentation & CB representatives make themselves available to answer questions from engage in dialogue with the media | | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Statement is characterized by clarity and brevity and disseminates the MP decision based on the assessment of the current and expected future economic developments (based on an updated forecast if possible) | | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Statement is published on the day of the decision and released to the public via a press release with no unnecessary delay, preferably at a predetermined time once a decision has been taken | | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The drafting process of the BCM's Quarterly Bulletin (QB) has been streamlined to facilitate timely publication. | | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB disseminates information on its mandate, objective, statistics/data and related activities in an open, clear and timely manner to all its stakeholders. | BCM Governor presents MP, the CB's view on the economic outlook (including reflecting over past decisions & its appropriateness) & relevant CB activities to parliament (or adequate principal) twice a year | | 2020 |
| Money and FX Market Operations | Madagascar | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB disseminates information on its mandate, objective, statistics/data and related activities in an open, clear and timely manner to all its stakeholders. | CB representatives engage in formal and informal meetings with different stakeholders to present and discuss the BCM's mandate objective and MP. | | 2020 |
| Money and FX Market Operations | Mauritius | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | A preliminary internal MP report has been developed | 3 | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|--|--|---------------------|----------------------|
| Money and FX Market Operations | Mauritius | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | Press Conferences are held by the Governor on the day of the MP decision and includes a brief presentation and CB representatives make themselves available to answer questions and engage in dialogue with the media | | 2020 |
| Money and FX Market Operations | Mauritius | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Statement is characterized by clarity & brevity & disseminates the MP decision based on the assessment of the current & expected future economic developments (based on an updated forecast if possible) | 2 | 2019 |
| Money and FX Market Operations | Mauritius | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB disseminates information on its mandate, objective, statistics/data and related activities in an open, clear and timely manner to all its stakeholders. | The webpage has clear and plain information about the CB's mandate, objective, policy regime and implementation framework. | 4 | 2019 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | A MP Report, characterized by clarity and brevity, including an assessment and a clear story behind the recent, current and expected future (based on forecast, if possible) economic developments | | 2020 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | A Media conferences is held by the Governor on the day of the MP decision, preferably including a brief presentation and the possibility for media to ask questions. | 4 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | A Monetary Policy Statement, characterized by clarity and brevity and disseminates the MP decision based on the assessment of the current and expected future economic developments (based on an updated forecast if possible) | 3 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The CB engages with its stakeholders through other channels when communicating Monetary Policy. | 3 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB disseminates information on its mandate, objective, statistics/data and related activities in an open, clear and timely manner to all its stakeholders. | The webpage has a calendar including all important upcoming events and Board meetings. | | 2019 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A brief action plan for the roll out of the Policy and Strategy at the CB has been discussed and drafted | 4 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A first CP, outlining the objectives and responsibilities communication on different topics among different employees at the CB, has been drafted and submitted to the Board for approval. | 3 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A near-term complementary communication strategy explaining how the objectives for Monetary Policy Communication of the CP will be reached, and how the CB will prioritize its communication efforts, has been drafted and submitted to the Board for approval | 3 | 2018 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | All external communication is guided by the CP and complementary Implementation Strategy | | 2020 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | The CP and Strategy are approved by the Board. | | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|--------------------------------|------------|---|--|---|---------------------|----------------------|
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | All external communication is channeled through the Communications Division. | 2 | 2019 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | An organization plan for the Communications function for the Bank, which accounts for available resources, and the Bank's Communication Policy and Strategy, has been drafted. | 4 | 2019 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | Relevant communications staff participates in the forecasting process and takes an active part in drafting all accompanying documents such as the MP Report, MP Statement (press release) and presentations and prepares for the press conference | 2 | 2020 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | The Communications Unit or other responsible division evaluates the impact of external communication by regularly monitoring media reporting and surveying stakeholders and acting on this feedback | | 2020 |
| Money and FX Market Operations | Seychelles | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | The Communications Unit takes responsibility for the webpage and delegates management of it and input requirements/information updates as needed. | 2 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | CB representatives engage in formal and informal meetings with different stakeholders to present and discuss MP, ideally around the publication of the MP Report. | 2 | 2020 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | MP Report includes an assessment & a clear story behind the recent, current & future (based on updated forecast if possible) economic developments providing the rationale behind the MP decision | 2 | 2019 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | MP Report is characterized by clarity & brevity, including on content, language & structure. A brief summary of the MP framework, the CB's mandate & objective is included as a preface to the main MP report together with the purpose of the report | 2 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | Press Conferences include a brief presentation by Governor and CB representatives make themselves available to answer questions from engage in dialogue with the media. | 4 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Report is published with no more than a one week lag to the actual day of the decision, preferably in local language and English. | 2 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The MP Statement is published on the day of the decision and released to the public via a press release with no unnecessary delay, preferably at a predetermined time once a decision has been taken. | 4 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The drafting of the MP Report follows the forecasting process and texts are produced in an iterative process with the assistance of a review team (partly consisting of the writing team). | 3 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|----------------------------------|------------|---|--|--|---------------------|----------------------|
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | Clear and consistent external communication of Monetary Policy (MP) based on a preceding internal policy process | The writing team consists of sector, model and communication experts who are present on all internal meetings. | 4 | 2018 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | All external communication is channeled through the Communications Division | 2 | 2020 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | Bank representatives are normally accompanied by a communications officer at public appearances. | 4 | 2019 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | Relevant communications staff participates in the forecasting process & takes an active part in drafting all accompanying documents such as the MP Report, MP Statement (press release) and presentations, and prepares for the press conference | 2 | 2019 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | The Communications Division evaluates the impact of external communication by regularly monitoring media reporting and surveying stakeholders and acting on this feedback. | | 2020 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | The Communications Division has been enhanced with staff with the relevant skills such as writers, economists, web designers, public relations officers, and/or similar. | 2 | 2019 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | The CB has established a Communications Department/Division/Unit with a sufficient mandate and adequate resources that function as an integral part of all CB's activities | The Communications Division manages and takes responsibility for the webpage and uses expert input when and where necessary. | 3 | 2020 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | A review of the CP, and the CS has been made, and complementary detailed strategies (where needed) has been developed that reflect new practices, goal and the enhanced com division. | | 2019 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | All external communication is guided by the CP and complementary Implementation Strategy, which clearly states the responsibilities, approaches, channels and tools to be used for MP communication. | | 2020 |
| Money and FX Market Operations | Zambia | To ensure that the central bank (CB) has the capacity, skills as well as the appropriate tools to effectively communicate externally and internally to fulfill its monetary policy mandate and objective. | A Communications Policy (CP) and complementary Implementation Strategy are adopted and implemented | An action plan for the build-up of capacity, tasks and roles of the com division has been drafted. | | 2019 |
| Money and FX Market Operations | Mozambique | Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime. | Improved economic analysis and forecasting capabilities at the CB | Sector experts from the Macroeconomic Analysis Division to be part of the forecast team has been identified. | 3 | 2018 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FIMs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | National Payments Law or similar legislation is amended/drafted as necessary. | | 2019 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FIMs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | National Payments Law or similar legislation is presented to the Parliament. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|----------------------------------|------------|---|--|--|---------------------|----------------------|
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FMI operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | Relevant regulations pertaining to FMIs and payments are re-drafted and finalized. | 4 | 2018 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | A document containing the national payment strategy is finalized and adopted with a time-bound action plan. | 3 | 2018 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | An appropriate governance structure is set up (a national payment council), including a steering group and a working group, with all relevant and appropriate level stakeholders involved. | | 2019 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | NPS vision and strategy adopted by stakeholders and implementation commences. | | 2019 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Authorities commence an initial assessment of the CSD and RTGS systems and their oversight responsibilities against the PFMI | | 2020 |
| Financial Market Infrastructures | Botswana | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Oversight policy is revised, adopted and published. | | 2019 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | A document containing the national payment strategy is finalized and adopted. | | 2019 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | A time-bound action plan is prepared. | | 2019 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The authorities put in implementation a national payment strategy and subsequent action plan that lays out key steps for developing (or reforming) an effective national payment systems | An appropriate governance structure is set up (a national payment council), including a steering group and a working group, with all relevant and appropriate level stakeholders involved. | | 2020 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | An oversight unit (separate from the operations unit and PAL) is created, adequately staffed and appropriately positioned within the organization. | | 2019 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Authorities complete an initial assessment of the CSD and RTGS systems and their oversight responsibilities against the PFMI | | 2020 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Desk Review of Failure to settle rules completed | 4 | 2018 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Retail payments oversight training is initiated | | 2019 |
| Financial Market Infrastructures | Lesotho | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Staff display enhanced capacity to effectively perform FMI oversight. | 4 | 2018 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services | Oversight procedures are revised; oversight is conducted using a risk-based approach (Dec '18) | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|----------------------------------|--------------|---|--|---|---------------------|----------------------|
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Staff receive training to effectively perform FMI oversight, and apply the training to develop an annual oversight work plan | | 2019 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | A review of the NPS and other relevant laws and regulations is undertaken | | 2019 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | A review of the ACH self-assessment is conducted as a learning exercise. TA provides guidance to identify gaps | | 2019 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Commence procurement of ATS | | 2020 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Oversight Unit develops an action plan to address shortcomings identified in the assessment | | 2020 |
| Financial Market Infrastructures | Mozambique | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Staff trained on the PFMI; and relevant oversight and payment system concepts | 4 | 2018 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | National Payments Law or similar legislation is amended/drafted as necessary. | | 2020 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | A program of training is developed and initiated to support the new organizational arrangements for oversight. | 4 | 2018 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Authorities advance the implementation of modern RTGS and CSD systems in line with relevant international standards for FMIs | | 2020 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Staff receive training and develop an annual work plan to effectively perform NPS oversight. | | 2019 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Formal and effective cooperation among the relevant authorities at both the local as well as the regional/international level | MOU or comparable arrangement on authorities' framework for coordination and collaboration is concluded. | | 2019 |
| Financial Market Infrastructures | Seychelles | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Formal and effective cooperation among the relevant authorities at both the local as well as the regional/international level | Regular meetings are convened and procedures on exchange of information are developed and observed. | | 2020 |
| Financial Market Infrastructures | South Africa | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Assessments of the SIPS (SAMOS and SIRESS), CSD and CCP by IFIs will continue to show improvements relative to previous assessments. | | 2020 |
| Financial Market Infrastructures | South Africa | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Staff capacity is further enhanced to conduct assessments of FMIs' compliance with the PFMI. | 4 | 2018 |
| Financial Market Infrastructures | South Africa | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Where there is non-compliance with one or more principles, remedial action is taken within a timeframe prescribed by the assessing authority. | | 2020 |
| Financial Market Infrastructures | Swaziland | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Authorities initiate an assessment of the CSD and RTGS systems | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|-----------|---|--|--|---------------------|----------------------|
| Financial Market Infrastructures | Swaziland | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | Staff receive training and commence an assessment of at least one FMI. | 3 | 2018 |
| Financial Market Infrastructures | Swaziland | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | The oversight unit is adequately staffed and appropriately positioned and tasked with overseeing all FMIs, including the CSD. | | 2019 |
| Financial Market Infrastructures | Swaziland | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | New/amended NPS laws are drafted | | 2020 |
| Financial Market Infrastructures | Swaziland | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | FMIs operate on the basis of a sound, transparent and enforceable legal and regulatory environment that is able to support the efficiency and the safety of payment arrangements | Relevant laws pertaining to FMIs & payments are reviewed and modified to ensure they are adequate, clear and consistent | | 2019 |
| Financial Market Infrastructures | Zambia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | BoZ completes an initial assessment of the RTGS system and CSD. | | 2019 |
| Financial Market Infrastructures | Zambia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | BoZ completes an initial assessment of the fulfillment of the regulatory and oversight responsibilities against the PFMI | | 2020 |
| Financial Market Infrastructures | Zambia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | The oversight and supervisory framework for FMIs is set up by the relevant authorities according to their statutory powers | PFMI training is conducted to build assessment proficiency. | | 2019 |
| Financial Market Infrastructures | Zambia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Retail payment systems are efficient, sound and interoperable and support the offer of a wide range of payments instruments and services | Draft regulations for mobile payments are developed consistent with a risk-based approach to retail payments oversight | 4 | 2018 |
| Financial Market Infrastructures | Zimbabwe | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Training is provided on the PFMI and guidance to conduct an assessment of the responsibilities | | 2020 |
| Financial Market Infrastructures | Namibia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Initial self-assessment of the SIPS is completed | | 2019 |
| Financial Market Infrastructures | Namibia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Staff receive training to conduct assessments of FMIs towards compliance with the PFMI | | 2019 |
| Financial Market Infrastructures | Namibia | To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system | Systematically important FMIs comply fully with international standards | Where there is non-compliance with one or more principles, remedial action is taken within an agreed timeframe | | 2020 |
| Banking Supervision and Regulation | Angola | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | Banks prepare an action plan to meet the new requirements. | | 2020 |
| Banking Supervision and Regulation | Angola | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | Guidance on ICAAP issued to Banks | 4 | 2018 |
| Banking Supervision and Regulation | Angola | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | ICAAP report sent by banks to supervisors, supervisors does SREP | | 2019 |
| Banking Supervision and Regulation | Angola | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | Supervisors integrate this assessment of banks' capital adequacy in the supervisory framework so as to better tailor supervisory activities to the risk profile of each bank | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|------------|--|---|--|---------------------|----------------------|
| Banking Supervision and Regulation | Angola | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk management guidelines are issued to banks | | 2020 |
| Banking Supervision and Regulation | Angola | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes | Training program designed and delivered to supervisors | | 2020 |
| Banking Supervision and Regulation | Botswana | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Banks assess the impact of the implementation of the new regulations. | | 2020 |
| Banking Supervision and Regulation | Botswana | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Banks prepare action plan in line with new rules and begin implementation | | 2020 |
| Banking Supervision and Regulation | Botswana | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | Current practices & data input into the model are reviewed & modified | | 2019 |
| Banking Supervision and Regulation | Botswana | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | Stress testing model refined by incorporating assumptions, scenarios for diff. risks | | 2020 |
| Banking Supervision and Regulation | Comoros | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are adopted | | 2020 |
| Banking Supervision and Regulation | Comoros | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are developed | | 2019 |
| Banking Supervision and Regulation | Comoros | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | Banks prepare an action plan to meet the new requirements | | 2020 |
| Banking Supervision and Regulation | Lesotho | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The offsite reports include AML/CFT risks assessment | | 2020 |
| Banking Supervision and Regulation | Lesotho | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The onsite examination of banks cover AML/CFT related risks | | 2019 |
| Banking Supervision and Regulation | Lesotho | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Current databases reviewed to ensure data adequacy and integrity | | 2020 |
| Banking Supervision and Regulation | Lesotho | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Revised Reporting templates are developed | 4 | 2018 |
| Banking Supervision and Regulation | Madagascar | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are adopted | | 2019 |
| Banking Supervision and Regulation | Madagascar | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are developed | 3 | 2018 |
| Banking Supervision and Regulation | Madagascar | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based timetable of inspections implemented | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|------------|---|---|---|---------------------|----------------------|
| Banking Supervision and Regulation | Madagascar | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Current databases reviewed to ensure data adequacy and integrity. | | 2020 |
| Banking Supervision and Regulation | Madagascar | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Revised Reporting templates are developed | | 2020 |
| Banking Supervision and Regulation | Madagascar | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | Draft guidelines on Basel II are prepared. | | 2019 |
| Banking Supervision and Regulation | Madagascar | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | the quantitative impact study (QIS) conducted and the guidelines finalized. | | 2020 |
| Banking Supervision and Regulation | Mauritius | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | The responsibility for macroprudential supervision entrusted to suitable agency. | | 2020 |
| Banking Supervision and Regulation | Mauritius | Strengthened Financial Sector Surveillance through upgrading of regulatory framework in line with international standards | Supervisors monitor banking groups and their prudential ratios on consolidated basis | Enhance quality & coverage of information systems for consolidated superv | 3 | 2019 |
| Banking Supervision and Regulation | Mauritius | Strengthened Financial Sector Surveillance through upgrading of regulatory framework in line with international standards | Supervisors monitor banking groups and their prudential ratios on consolidated basis | capture the data for intra-group transactions and exposures | | 2020 |
| Banking Supervision and Regulation | Mauritius | To advise and assist the financial safety net participants (i.e., central bank, supervisory authority, ministry of finance and deposit insurance agency) in establishing an effective framework for crisis prevention (the traditional financial safety net) Secondly, establishment of an inter-agency crisis preparedness and management framework | A legal and operational framework that includes a special bank resolution regime (SRR), expanded resolution tools and a DIS which can use its funds to facilitate efficacious bank resolutions (i.e., P&A | TA regarding drafting new legislation on deposit insurance | 4 | 2018 |
| Banking Supervision and Regulation | Mauritius | To advise and assist the financial safety net participants (i.e., central bank, supervisory authority, ministry of finance and deposit insurance agency) in establishing an effective framework for crisis prevention (the traditional financial safety net) Secondly, establishment of an inter-agency crisis preparedness and management framework | A legal and operational framework that includes a special bank resolution regime (SRR), expanded resolution tools and a DIS which can use its funds to facilitate efficacious bank resolutions (i.e., P&A | Technical assistance regarding amending existing or creating new legislation enabling bank resolution in line with the FSB's Key Attributes for Financial Institution Resolution. | 4 | 2018 |
| Banking Supervision and Regulation | Mozambique | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors timely address unsafe and unsound practices or activities that could pose risks to banks or to the banking system | A framework for supervision of foreign banks subsidiaries operating in Mozambique developed | 2 | 2019 |
| Banking Supervision and Regulation | Mozambique | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | Banks implement the action plan to meet the new requirements. | | 2020 |
| Banking Supervision and Regulation | Mozambique | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have adequate capital adequacy made up of high quality capital instruments that is in line with issued regulations on Basel II/III | Banks prepare an action plan to meet the new requirements. | | 2019 |
| Banking Supervision and Regulation | Namibia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Enhancement and finalization of RBS manual | | 2019 |
| Banking Supervision and Regulation | Namibia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Improving the contents and coverage of off site reporting. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|------------|--|---|--|---------------------|----------------------|
| Banking Supervision and Regulation | Namibia | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Draft Guidelines on LCR and NSFR finalized | | 2019 |
| Banking Supervision and Regulation | Namibia | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Draft Guidelines on LCR and NSFR prepared. | 2 | 2018 |
| Banking Supervision and Regulation | Namibia | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Quantitative impact study conducted. | | 2020 |
| Banking Supervision and Regulation | Seychelles | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes | A training program is designed and delivered to supervisors. | | 2019 |
| Banking Supervision and Regulation | Seychelles | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes | On the job training is commenced and well under way. | | 2020 |
| Banking Supervision and Regulation | Seychelles | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | Banks develop an internal process to stress test their capital and to determine their optimal capital adequacy ratio in light of their risk profile and risk capacity. | 4 | 2018 |
| Banking Supervision and Regulation | Seychelles | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | Supervisors review the report on capital adequacy assessment of banks and develop an internal process to set up additional capital requirements based on banks' risks that are not covered in Pillar 1 | | 2020 |
| Banking Supervision and Regulation | Seychelles | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banking legislation and regulations are aligned with Basel II/III requirements | Draft Basel II guidelines finalized after industry consultation. | | 2019 |
| Banking Supervision and Regulation | Seychelles | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banking legislation and regulations are aligned with Basel II/III requirements | Legislative amendments made and final regulations issued | | 2020 |
| Banking Supervision and Regulation | Seychelles | To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices | Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles | New credit risk assessment and monitoring systems implemented and training of staff commences | | 2019 |
| Banking Supervision and Regulation | Seychelles | To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices | Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles | Provisioning increased if appropriate and applicable. | | 2019 |
| Banking Supervision and Regulation | Seychelles | To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices | Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles | Supervisory agency actions in enforcement of new regulations, including training, manual update, updated on-site/off-site practices. | | 2020 |
| Banking Supervision and Regulation | Seychelles | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | Joint onsite AML/CFT examinations with the Financial Intelligence Unit | | 2019 |
| Banking Supervision and Regulation | Seychelles | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The offsite reports include AML/CFT risks assessment | 3 | 2018 |
| Banking Supervision and Regulation | Seychelles | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The onsite examination of banks cover AML/CFT related risks | 3 | 2019 |
| Banking Supervision and Regulation | Swaziland | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Current databases reviewed to ensure data adequacy and integrity. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|-----------|--|---|--|---------------------|----------------------|
| Banking Supervision and Regulation | Swaziland | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved | Revised Reporting templates are developed | | 2019 |
| Banking Supervision and Regulation | Swaziland | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels | Banks develop the internal capital adequacy assessment process (ICAAP) to determine their optimal capital adequacy ratio in light of their risk profile and risk capacity. | | 2020 |
| Banking Supervision and Regulation | Swaziland | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banking legislation and regulations are aligned with Basel II/III requirements | Draft Basel II guidelines finalized after industry consultation. | 3 | 2018 |
| Banking Supervision and Regulation | Swaziland | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banking legislation and regulations are aligned with Basel II/III requirements | Legislative amendments made and final regulations issues. | | 2020 |
| Banking Supervision and Regulation | Swaziland | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | Current practices and data input into the model are reviewed and modified | | 2019 |
| Banking Supervision and Regulation | Swaziland | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | The stress testing model refined by incorporating assumptions, scenarios for different risks faced by the banks | | 2020 |
| Banking Supervision and Regulation | Swaziland | Develop/strengthen stress testing capability of the central bank (CB) | Staff have capacity to run a stress testing model(s) effectively and interpret results | Training/ workshop(s) initiated. | | 2019 |
| Banking Supervision and Regulation | Swaziland | Develop/strengthen stress testing capability of the central bank (CB) | Staff have capacity to run a stress testing model(s) effectively and interpret results | Training/workshop completed | | 2020 |
| Banking Supervision and Regulation | Swaziland | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The offsite reports include AML/CFT risks assessment | | 2020 |
| Banking Supervision and Regulation | Swaziland | The country strengthens its supervisory framework for AML/CFT and conducts supervisory activities based on the ML/TF risk profile assigned to licensed and/or registered institutions. | Supervisors appropriately regulate, supervise and/or monitor licensed and/or registered institutions to ensure compliance and effective implementation with AML/CFT requirements. | The onsite examination of banks cover AML/CFT related risks | 3 | 2018 |
| Banking Supervision and Regulation | Zambia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk matrix developed | 4 | 2018 |
| Banking Supervision and Regulation | Zambia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are updated | 3 | 2018 |
| Banking Supervision and Regulation | Zambia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based timetable of inspections implemented | | 2020 |
| Banking Supervision and Regulation | Zambia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes | A training program is designed and delivered to supervisors. | 3 | 2018 |
| Banking Supervision and Regulation | Zambia | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes | On the job training is commenced and well under way. | | 2020 |
| Banking Supervision and Regulation | Zambia | Banks have strong capital and liquidity positions that adequately cover their risks and contribute to financial system stability | Banks have a robust liquidity position to withstand crises and shocks in the short term and have a wealth of stable funding sources to finance their longer-term assets | Draft Guidelines on LCR and NSFR prepared. | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|-----------|---|---|---|---------------------|----------------------|
| Banking Supervision and Regulation | Zambia | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | Current practices and data input into the model are reviewed and modified | | 2019 |
| Banking Supervision and Regulation | Zambia | Develop/strengthen stress testing capability of the central bank (CB) | Effective stress testing model(s) in place and being used for their intended purpose(s) | Stress testing model refined by incorporating assumptions, scenarios | | 2020 |
| Banking Supervision and Regulation | Zambia | Develop/strengthen stress testing capability of the central bank (CB) | Staff have capacity to run a stress testing model(s) effectively and interpret results | Training/ workshop(s) initiated. | | 2019 |
| Banking Supervision and Regulation | Zambia | Develop/strengthen stress testing capability of the central bank (CB) | Staff have capacity to run a stress testing model(s) effectively and interpret results | Training/workshop completed | | 2020 |
| Banking Supervision and Regulation | Zimbabwe | To advise and assist the financial safety net participants (i.e., central bank, supervisory authority, ministry of finance and deposit insurance agency) in establishing an effective framework for crisis prevention (the traditional financial safety net) Secondly, establishment of an inter-agency crisis preparedness and management framework | A legal and operational framework that includes a special bank resolution regime (SRR), expanded resolution tools and a DIS which can use its funds to facilitate efficacious bank resolutions (i.e., P&A | Technical assistance regarding amending existing or creating new legislation enabling bank resolution in line with the FSB's Key Attributes for Financial Institution Resolution. | | 2019 |
| Banking Supervision and Regulation | Zimbabwe | To advise and assist the financial safety net participants (i.e., central bank, supervisory authority, ministry of finance and deposit insurance agency) in establishing an effective framework for crisis prevention (the traditional financial safety net) Secondly, establishment of an inter-agency crisis preparedness and management framework | A legal and operational framework that includes a special bank resolution regime (SRR), expanded resolution tools and a DIS which can use its funds to facilitate efficacious bank resolutions (i.e., P&A | Technical assistance regarding drafting new legislation regarding deposit insurance. | | 2019 |
| Banking Supervision and Regulation | Zimbabwe | To implement a risk-based supervision (RBS) system and upgrade other supervisory processes | Strengthened institutional structure and operational and procedures for RBS implementation | Risk-based supervision and inspection manuals are updated | | 2020 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Authorities establish a task force/working group with participation of relevant stakeholders. | 4 | 2017 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Authorities hold consultations with stakeholders. | 3 | 2017 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Authorities submit draft Financial Stability bill to Cabinet | | 2019 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Authorities submit the central bank bill to Cabinet | | 2019 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the financial sector to promote financial stability by introducing new—or amending existing—financial legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the financial legal framework | Authorities establish a task force/working group with participation of relevant stakeholders. | 4 | 2017 |
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the financial sector to promote financial stability by introducing new—or amending existing—financial legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the financial legal framework | Authorities hold consultations with stakeholders. | 3 | 2017 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|------------|---|--|---|---------------------|----------------------|
| Financial and Fiscal Law | Swaziland | Improve the effectiveness and efficiency of the financial sector to promote financial stability by introducing new—or amending existing—financial legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the financial legal framework | Authorities submit draft amendment to the Financial Institutions act, 2005, to Cabinet | | 2018 |
| Financial and Fiscal Law | Botswana | Improve the effectiveness and efficiency of the tax system to improve tax collection by introducing new—or amending existing—tax legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the tax legal framework | Authorities submit revised draft Income Tax Bill and Value Added Tax Bill. | | 2019 |
| Financial and Fiscal Law | Botswana | Improve the effectiveness and efficiency of the tax system to improve tax collection by introducing new—or amending existing—tax legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the tax legal framework | Authorities submit revised draft Tax Administration Bill | | 2019 |
| Financial and Fiscal Law | Lesotho | Improve the effectiveness and efficiency of the tax system to improve tax collection by introducing new—or amending existing—tax legal frameworks in accordance with international best practices | Country adopts or amends laws incorporating changes to the tax legal framework | Authorities submit revised draft Tax Administration Bill, Income Tax Amendment Bill and Value Added Tax Amendment Bill. | | 2019 |
| Financial and Fiscal Law | Madagascar | Improve the effectiveness and efficiency of the central bank legal and regulatory frameworks to conduct macroprudential oversight by designing new or amending existing legal frameworks in accordance with international best practice | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Authorities establish a task force/working group with participation of relevant stakeholders. | | 2019 |
| Financial and Fiscal Law | Malawi | Ensure autonomy and good governance of central bank | Country adopts or amends laws incorporating changes to the central bank legal and regulatory framework | Submission of amendment of Central Bank Law to Parliament in line with recommendations in 2016 IMF Safeguards Monitoring Report. | | 2019 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare & publish a fiscal strategy (budget strategy paper) | | 2020 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare and publish the MTFF | 2 | 2019 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic and other specific assumptions | 2 | 2018 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Improved costing of public investment projects | 2 | 2019 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | More effective linkages between the projects reflected in the PIM and the resource allocations provided in the MTEF and budget. | | 2020 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | Information on resources and performance by program is included in budget documentation | Annual budget and its implementation presented by program | | 2020 |
| Public Financial Management | Angola | Comprehensive, credible, and policy based budget preparation | Information on resources and performance by program is included in budget documentation | Programs and performance indicators developed and adopted for main budgetary agencies and institutions | 2 | 2019 |
| Public Financial Management | Madagascar | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Enhance transparency of natural resource management by improving budget classification that would ensure a stronger integration of the various programmatic and budgetary documents | 2 | 2019 |
| Public Financial Management | Madagascar | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen MTFF methodologies based on inputs from the Maroa | 2 | 2020 |
| Public Financial Management | Madagascar | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen formulation of the 2018-2020 MTFF methodologies | 4 | 2018 |
| Public Financial Management | Madagascar | Improved budget execution and control | Budget execution and controls are strengthened | Deepen knowledge and assessment of arrears | 3 | 2018 |
| Public Financial Management | Madagascar | Improved budget execution and control | Budget execution and controls are strengthened | Improved transparency and reporting of the payment arrears. Phase II target - PI-22 (C) and PI-23 (D) | 2 | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|------------|---|---|--|---------------------|----------------------|
| Public Financial Management | Madagascar | Improved budget execution and control | Budget execution and controls are strengthened | Strengthen wage bill and arrears management | 2 | 2019 |
| Public Financial Management | Madagascar | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Adoption and implementation of a strategy and medium-term action plan for improving public investment management | 2 | 2019 |
| Public Financial Management | Madagascar | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Audit of selected projects Phase II target - PI-11 (C) | | 2020 |
| Public Financial Management | Madagascar | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Creation of an interagency project audit committee, appointment of members, and definition of powers. | 4 | 2018 |
| Public Financial Management | Madagascar | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statement | 3 | 2019 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen BSP by adopting improvements in fiscal forecasting & performance analysis | 2 | 2020 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by incorporating assumptions & costing standards across government | 3 | 2019 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic and other specific assumptions | 3 | 2018 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Budget documentation/instructions include recurrent and capital ceilings. | | 2019 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Improved costing of public investment projects | 2 | 2018 |
| Public Financial Management | Botswana | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | More effective linkages between the projects reflected in the PIM and the resource allocations provided in the MTEF and budget. | | 2020 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Government Asset Management Policy and Procedures finalized and adopted | 3 | 2018 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Pilot production of fiscal reports and financial statements incorporating key financial assets and liabilities based on international standards | | 2020 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Review current accounting system reform proposals and assess Treasury capacity to operate on a dual cash and accrual bases for financial reporting and revise roadmap for IFMIS reform | 2 | 2019 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Annual financial statements reflect new COA structures for both recurrent and capital. | | 2020 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | COA are operationalized in IFMIS and related business processes. | | 2019 |
| Public Financial Management | Botswana | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Unified budget and accounting classification introduced consistent with GFSM2014/COFOG | 2 | 2018 |
| Public Financial Management | Comoros | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Adoption of the budget preparation manual | 2 | 2018 |
| Public Financial Management | Comoros | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare MTFF and a fiscal strategy paper and reduce revenue and expenditure forecast errors <15% | | 2020 |
| Public Financial Management | Comoros | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare medium-term macroeconomic projections as part of budget documentations | 2 | 2019 |
| Public Financial Management | Comoros | Improved budget execution and control | Budget execution and controls are strengthened | Measures in place to enhance integrity (integration, Management, Internal Control & Audit) of Payroll, Pensions and Commitment Controls and facilitate | 2 | 2019 |
| Public Financial Management | Comoros | Improved budget execution and control | Budget execution and controls are strengthened | Payroll and Commitment Control measures fully implemented | | 2020 |
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Accounting & Fiscal Reporting procedures reviewed & reform roadmap developed | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|-----------|--|---|---|---------------------|----------------------|
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Comprehensiveness & timeliness of Financial reports strengthened | | 2020 |
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Reconciliation processes & financial data integrity improved. | 2 | 2019 |
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Annual financial statements reflect new COA structures for both recurrent and capital . | | 2020 |
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | COA are operationalized in IFMIS and related business processes. | 3 | 2019 |
| Public Financial Management | Comoros | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Unified budget and accounting classification introduced consistent with GFSM2014/COFOG | 3 | 2018 |
| Public Financial Management | Lesotho | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the BSP by adopting improvements in fiscal forecasting and performance analysis | | 2020 |
| Public Financial Management | Lesotho | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by incorporating assumptions and costing standards across government | | 2019 |
| Public Financial Management | Lesotho | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic and other specific assumptions | 2 | 2018 |
| Public Financial Management | Lesotho | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | Manual for cash management adopted by the government. | | 2019 |
| Public Financial Management | Lesotho | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | MinFin provides extended coverage of treasury single accounts | | 2020 |
| Public Financial Management | Lesotho | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | Quarterly cash flow forecasts prepared and updated. | 2 | 2018 |
| Public Financial Management | Mauritius | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | All major projects subject to new appraisal process. SOE/PPP regulatory framework revised. | 3 | 2019 |
| Public Financial Management | Mauritius | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Central oversight unit established in MOFED to support enhanced project appraisal and selection. Guidelines and methodologies developed and piloted. | 4 | 2018 |
| Public Financial Management | Mauritius | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Improved consistency between costed sector strategies, PSIP and budget . | 2 | 2020 |
| Public Financial Management | Mauritius | Comprehensive, credible, and policy based budget preparation | Budget preparation of subnational governments is efficient and transfers to them from central government are timely and governed by a rules-based system. | Grant-in-aid formula adopted by the Government and used for the preparation of the 2019 budget | | 2019 |
| Public Financial Management | Mauritius | Comprehensive, credible, and policy based budget preparation | Budget preparation of subnational governments is efficient and transfers to them from central government are timely and governed by a rules-based system. | Grant-in-aid formula finalized and tested with the preparation of the 2018 budgets for local authorities | 4 | 2018 |
| Public Financial Management | Mauritius | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Framework for ex-post evaluation and cross cutting audit review developed and pilot implementation commenced. | | 2020 |
| Public Financial Management | Mauritius | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | PM framework developed, responsibilities defined, standard monitoring rules developed. PM system developed in MoFED. PM training program developed and piloted in MoFED & sector min | 3 | 2018 |
| Public Financial Management | Mauritius | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Quarterly and annual project monitoring report produced by MoFED | 2 | 2019 |
| Public Financial Management | Mauritius | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | IPSAS based partially consolidated . financial statements produced for budgetary Central Govt. | 3 | 2019 |
| Public Financial Management | Mauritius | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | IPSAS based consolidated. Financial statements produced for General Govt. | 2 | 2020 |
| Public Financial Management | Mauritius | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Treasury Accounting System operating on dual cash & accrual basis & capturing all financial assets and liabilities and producing statements incorporating financial assets and liabilities. | 3 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|--------------|---|--|---|---------------------|----------------------|
| Public Financial Management | Mauritius | Improved Asset and Liability Management | Disclosure and management of state assets is improved | Pilot Non-financial assets are identified, quantified and recognized in the financial statements | | 2020 |
| Public Financial Management | Mauritius | Improved Asset and Liability Management | Disclosure and management of state assets is improved | Policies are developed. Pilot Non-financial assets are identified, classified quantified and recognized in the financial statements | 2 | 2019 |
| Public Financial Management | Mozambique | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the CFMP by adopting improvements in fiscal forecasting and performance analysis | | 2020 |
| Public Financial Management | Mozambique | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by incorporating underlying assumptions and costing standards across government | 2 | 2019 |
| Public Financial Management | Mozambique | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic assumptions and underlying assumptions | 3 | 2018 |
| Public Financial Management | Seychelles | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the BSOP by adopting improvements in fiscal forecasting and performance analysis | | 2020 |
| Public Financial Management | Seychelles | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by incorporating underlying assumptions and costing standards across government | | 2019 |
| Public Financial Management | Seychelles | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic assumptions and underlying assumptions | 4 | 2018 |
| Public Financial Management | Seychelles | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Complete the analytical requirements in the consolidated SOE report to enable risk analysis to be undertaken for this sector | 3 | 2018 |
| Public Financial Management | Seychelles | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Fiscal risks statement incorporates most contingent liabilities and other fiscal risks of the central government | | 2020 |
| Public Financial Management | Seychelles | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statement as part of the Budget Strategy and Options Paper that incorporates macroeconomic and specific fiscal risks | 2 | 2019 |
| Public Financial Management | Seychelles | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Annual financial statements reflect new COA structures. Pilot production of fiscal reports & financial statements incorporating key financial assets and liabilities based on international standards | | 2020 |
| Public Financial Management | Seychelles | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Finalize and adopt the accounting and fiscal reporting manual | 2 | 2018 |
| Public Financial Management | Seychelles | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Operationalize COA in IFMIS and related business processes. Implement first stage roadmap reforms | 2 | 2019 |
| Public Financial Management | South Africa | Comprehensive, credible, and policy based budget preparation | A more comprehensive and unified annual budget is published | Parliamentary capacity to review macro fiscal policies and annual budget further developed. | 3 | 2018 |
| Public Financial Management | Swaziland | Improved laws and effective PFM institutions | A more comprehensive legal framework covering all stages of the public financial management cycle is enacted | Finalize PFM regulations | 2 | 2019 |
| Public Financial Management | Swaziland | Improved laws and effective PFM institutions | A more comprehensive legal framework covering all stages of the public financial management cycle is enacted | Implement new legislative framework | | 2020 |
| Public Financial Management | Swaziland | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Macroeconomic and fiscal forecasting techniques, databases and models strengthened | 3 | 2018 |
| Public Financial Management | Swaziland | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare MTFF as part of budget documentations and publish it; MTFF Forecast Errors reduced | 2 | 2019 |
| Public Financial Management | Swaziland | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Prepare MTFF and a fiscal strategy paper and reduce revenue and expenditure forecast errors <5% | | 2020 |
| Public Financial Management | Swaziland | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | MinFin provides extended coverage of treasury single accounts | | 2020 |
| Public Financial Management | Swaziland | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | Quarterly cash flow forecasts prepared and updated. | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|-----------|--|---|--|---------------------|----------------------|
| Public Financial Management | Swaziland | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | manual for cash management adopted by government. | 2 | 2019 |
| Public Financial Management | Zambia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Green Paper strengthened by adopting improvements in fiscal forecasting and performance analysis | | 2020 |
| Public Financial Management | Zambia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | MTFF coverage of the fiscal sector and consistency relationships within ZAMMOD improved | 4 | 2018 |
| Public Financial Management | Zambia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | MTFF strengthened to illustrate fiscal forecast scenarios based on alternative macroeconomic assumptions and underlying assumptions | 3 | 2019 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by improving macro-fiscal forecasting tools | 3 | 2018 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic assumptions and underlying assumptions (| 2 | 2019 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the fiscal strategy paper by adopting improvements in fiscal forecasting and performance analysis | 2 | 2020 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term budget framework is integrated with the annual budget process | Costing process and budget options prepared to inform budget choices | 3 | 2019 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term budget framework is integrated with the annual budget process | Costing process and budget options prepared to inform budget choices to inform the mid year expenditure review | 2 | 2020 |
| Public Financial Management | Namibia | Comprehensive, credible, and policy based budget preparation | A more credible medium-term budget framework is integrated with the annual budget process | Methodology for medium term costing updated and formats for integrated budget documents produced | 4 | 2018 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF by improving macro-fiscal forecasting tools (databases and models) | 4 | 2018 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the MTFF to illustrate fiscal forecast scenarios based on alternative macroeconomic assumptions and underlying assumptions | 3 | 2019 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more credible medium-term macro-fiscal framework that supports budget preparation | Strengthen the budget strategy paper by adopting improvements in fiscal forecasting and performance analysis | 2 | 2020 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more comprehensive and unified annual budget is published | All elements included Phase II target - PI-5 (B) | | 2020 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more comprehensive and unified annual budget is published | Basic budget document elements included | 4 | 2018 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | A more comprehensive and unified annual budget is published | Most additional elements included | 3 | 2019 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Budget documentation/instructions include recurrent and capital ceilings | 2 | 2019 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | Improved costing of public investment projects | 2 | 2018 |
| Public Financial Management | Zimbabwe | Comprehensive, credible, and policy based budget preparation | Planning and budgeting for public investments is more credible. | More effective linkages between the projects reflected in the PIM and the resource allocations provided in the MTEF and budget. Phase II outcomes: PI-11=C | | 2020 |
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Annual financial statements reflect new COA structures for both recurrent and capital . | | 2020 |
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | COA are operationalized in IFMIS and related business processes. | 2 | 2019 |
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Unified budget and accounting classification introduced consistent with GFSM2014/COFOG | 2 | 2019 |
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Fixed appropriation column in built into IFMS data tables for reports to be systemized. | | 2019 |
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | IFMIS strategy and functionality agreed. Budget accounting and financial reporting modules implementation commences. | 3 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|-----------------------------|--------------|---|---|---|---------------------|----------------------|
| Public Financial Management | Namibia | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | In year reports produced on a timely basis based on the new formats direct from the IFMS. | | 2020 |
| Public Financial Management | Namibia | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Fiscal risks statement incorporates most contingent liabilities and other fiscal risks of the central government | | 2020 |
| Public Financial Management | Namibia | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statement as part of the fiscal strategy paper that incorporates macroeconomic and SOEs fiscal risks | | 2019 |
| Public Financial Management | Namibia | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statements as part of the fiscal strategy paper that incorporates macroeconomic risks | 2 | 2018 |
| Public Financial Management | Swaziland | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Annual financial statements reflect new COA structures for both recurrent and capital . | | 2020 |
| Public Financial Management | Swaziland | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | COA are operationalized in IFMIS and related business processes. | | 2019 |
| Public Financial Management | Swaziland | Improved coverage and quality of fiscal reporting | The chart of accounts and budget classifications are aligned with international standards | Unified budget and accounting classification introduced consistent with GFSM2014/COFOG | 3 | 2018 |
| Public Financial Management | Zambia | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | Initial implementation of treasury single account. | | 2019 |
| Public Financial Management | Zambia | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | MinFin provides extended coverage of treasury single accounts | | 2020 |
| Public Financial Management | Zambia | Improved Asset and Liability Management | Cash flow forecasts for central government is more accurate and timely | Quarterly cash flow forecasts prepared and updated. | 2 | 2018 |
| Public Financial Management | Mozambique | Improved budget execution and control | Budget execution and controls are strengthened | Clearance strategy for arrears adopted and implemented | | 2019 |
| Public Financial Management | Mozambique | Improved budget execution and control | Budget execution and controls are strengthened | Deepen knowledge and assessment of arrears | 2 | 2018 |
| Public Financial Management | Mozambique | Improved budget execution and control | Budget execution and controls are strengthened | Improved transparency and reporting of the payment arrears. Phase II target - PI-22 (C) and PI-23 (D) | | 2020 |
| Public Financial Management | Zambia | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | In year and annual fiscal reports generated directly from the system using new COA classification Phase II target: PI-28 (C) | | 2020 |
| Public Financial Management | Zambia | Improved coverage and quality of fiscal reporting | Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Plan developed to run in year fiscal reports from the IFMIS | 2 | 2019 |
| Public Financial Management | Zambia | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statement as part of the Green Paper that incorporates macroeconomic and specific fiscal risks. The target is to achieve C in PEFA score and good practice in FT | | 2020 |
| Public Financial Management | Zambia | Strengthened identification, monitoring, and management of fiscal risks | Disclosure and management of contingent liabilities and other specific risks are more comprehensive | Prepare a fiscal risks statements as part of the Green Paper that incorporates macroeconomic risks | | 2019 |
| Public Financial Management | Zimbabwe | Strengthened identification, monitoring, and management of fiscal risks | Central fiscal oversight and analysis of sub-national government risks are strengthened | Fiscal risks statement included in the Budget documentation that incorporates macroeconomic and SOEs fiscal risks | 2 | 2019 |
| Public Financial Management | Zimbabwe | Strengthened identification, monitoring, and management of fiscal risks | Central fiscal oversight and analysis of sub-national government risks are strengthened | Fiscal risks statement included in the budget documentation that incorporates macroeconomic risks | 3 | 2018 |
| Public Financial Management | Zimbabwe | Strengthened identification, monitoring, and management of fiscal risks | Central fiscal oversight and analysis of sub-national government risks are strengthened | Fiscal risks statement incorporates most contingent liabilities and other fiscal risks of the central government. Phase II target - PI-10 = C Phase II target | | 2020 |
| Public Financial Management | Botswana | Improved laws and effective PFM institutions | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Skills audit performed and related action/training plan adopted | | 2019 |
| Public Financial Management | Botswana | Improved laws and effective PFM institutions | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Training plan implemented | | 2020 |
| Public Financial Management | South Africa | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | All major projects subject to new appraisal and management process | | 2020 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|---|--------------|--|--|--|---------------------|----------------------|
| Public Financial Management | South Africa | Improved budget execution and control | Appraisal, selection, and implementation of public investments is improved | Enhanced project appraisal, selection and management. Guidelines and methodologies developed and piloted | | 2019 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | Decision-making process streamlined and responsibilities within the CB clarified | 2.1.1a. FT is a permanent discussion forum with Modelling and Forecasting Division in its core, which includes CB staff from all relevant divisions/departments | 4 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | Decision-making process streamlined and responsibilities within the CB clarified | 2.1.1b. FT is solely responsible for producing forecast | 4 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | Decision-making process streamlined and responsibilities within the CB clarified | 2.1.2a. PC is assigned a de-facto head of Forecasting Team | 1 | 2019 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | Decision-making process streamlined and responsibilities within the CB clarified | 2.1.2b. PC is a senior staff member (ideally member of MPC), who has enough authority to pull resources across different divisions and departments | 1 | 2019 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.1a. FT (or MFU) delivers a (series of) presentation(s) to MPC on QPM to familiarize them with structure and techniques, and collect feedback, preferences, and requirements to the model | 1 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.1b. FT (or MFU) delivers a (series of) presentation(s) on principles, details, and processes behind FPAS system | 4 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.1c. FT delivers a (series of) mock forecast presentation(s) to ensure the MPC is comfortable with proposed structure and analysis | 4 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.2a. MPC schedule is updated/modified to allow sufficient time for the staff to produce forecast (i.e. at least 5-6 weeks apart) | 3 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.2b. FT develops forecast calendar, which consists of at least 3 staff-level FT meetings, and at least 2 meetings with MPC (pre-MPC and final MPC meeting) | 4 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.2c. Forecast calendar (and MPC meeting) is well-aligned with data release calendar | 3 | 2018 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.3a. At least one MPC member (usually Projection Coordinator) participates regularly in cornerstone staff-level FT meetings | 2 | 2019 |
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.3b. At pre-MPC meeting, FT delivers draft forecast presentation to MPC to collect feedback and inquire about risk analysis and policy scenario(s) to simulate, or specific issue(s) to cover | 2 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|---|------------|--|--|--|---------------------|----------------------|
| MPAF/FPAS CT for the Bank of Mozambique (BoM) | Mozambique | Developing a fully operational Forecasting and Policy Analysis System (FPAS) and incorporating it into the decision-making process | MPC understands the structure of the core QPM and the underlying FPAS mechanisms, and uses staff projections in their policy decision making | 2.2.3c. At MPC meeting, FT presents final forecast outcomes, addressing the specific requests collected during pre-MPC, and provides policy recommendation | 4 | 2019 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------|----------|--|---|--|---------------------|----------------------|
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Seminars o Compilation of National Accounts in December 2017; o Seasonal adjustments of National Accounts in September 2017; o Managing Macroeconomic Statistics in February 2018; o Computation of Price Statistics in February 2018. | 4 | 2018 |
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | 4 | 2018 |
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Cooperation with COMESA/SADAC/Other regional bodies | 4 | 2018 |
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least 2 regional seminars conducted (i) Price Statistics [AFE and COMESA] (ii) National Accounts | | 2019 |
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | | 2019 |
| Real Sector Statistics | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Cooperation with COMESA/SADAC/Other regional bodies | | 2019 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | One seminar/course conducted Customs Intelligence and Investigations course | 4 | 2018 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | 4 | 2018 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one regional conference for strengthening regional networking and consultation | 4 | 2018 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Two seminars conducted (i) Strengthening the Administration and Control of Excise (ii) Advanced Rulings, Valuation and Origin [COMESA and East AFRITAC] | | 2019 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | | 2019 |
| Customs Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one regional conference for strengthening regional networking and consultation | | 2019 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Two seminars - (i) High level Seminar on compliance risk management and (ii) International Survey on Revenue Administration (ISORA) and managing revenue administration performance | 4 | 2018 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one meeting of the SADC tax committee or one of the thematic working groups and/or a regional conference on tax administration | 4 | 2018 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Arrangement of professional attachments for peer learning at least for one country in AFS | 4 | 2018 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation of country officers in AFS missions | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|----------|--|---|--|---------------------|----------------------|
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | One high level seminar on compliance risk management | | 2019 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one meeting of the SADC tax committee or one of the thematic working groups and/or a regional conference on tax administration | | 2019 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Arrangement of professional attachments for peer learning at least for one country in AFS | | 2019 |
| Tax Administration | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation of country officers in AFS missions | | 2019 |
| Money and FX Market Operations | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Seminars (i) Monetary Policy Communication [September 2017]; (ii) FX Market Simulation for Central Banks [September 2017] | 4 | 2019 |
| Money and FX Market Operations | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | 4 | 2018 |
| Money and FX Market Operations | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one regional conference for strengthening regional networking and consultation | 1 | 2018 |
| Money and FX Market Operations | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Two seminars- (i) Advanced FX dealings (jointly with AFE and AFW2) and (ii) monetary policy implementation and operations (possibly with SARB) | | 2019 |
| Money and FX Market Operations | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Sub-regional workshop on Modelling and Forecasting (FPAS) | | 2019 |
| Financial and Fiscal Law | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | One workshop: Legal Aspects of the National Payments System (jointly with AFE) | 4 | 2018 |
| Financial Market Infrastructures | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in regional/SADC conference | 4 | 2018 |
| Financial Market Infrastructures | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | One workshop: Fintech and Other Payment Innovations | | 2019 |
| Financial Market Infrastructures | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Professional attachments for four member countries to Ghana and/or South Africa | | 2019 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Two seminars conducted: (i) Enhancements to the Basel process -Recent developments relating to Basel II & Basel III [August 2017] ; (ii) Macroprudential Approach to Supervision and managing Systemic Risk [November 2017]; and (iii) International financial Reporting Standards [March 2018] | 4 | 2018 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | 4 | 2018 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one regional conference for strengthening regional networking and consultation | 4 | 2018 |

| Project Name | Country | Project Objective | Outcome | Milestone | Milestone Rating 1/ | Milestone set for FY |
|------------------------------------|----------|--|---|---|---------------------|----------------------|
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in select seminars and/or courses conducted by regional partners as resource persons (ATI/SARB/AFE) | 4 | 2018 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Two seminars conducted--(i) impact of Basel III reforms in the implementation Program of Emerging Market and Developing Economies and (ii) Crisis management and crisis resolution [SADC] | | 2019 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one secondment under the Professional Attachment Program and participation of an official in a mission as observer | | 2019 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in at least one regional conference for strengthening regional networking and consultation | | 2019 |
| Banking Supervision and Regulation | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Participation in select seminars and/or courses conducted by regional partners as resource persons (ATI/SARB/AFE) | | 2019 |
| Macroeconomic Training | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | Course on Model-based Policy Analysis and Forecasting (MPAF) | 4 | 2018 |
| Macroeconomic Training | Regional | Deepen regional harmonization through seminars, courses, peer learning, and regional networking. | Deepen regional harmonization through seminars, courses, peer learning (including attachments), and regional networking (including joint events). | At least one course conducted | | 2019 |

1/ The status of milestones in this report is as of end-April 2018. Starting in FY18 milestones are being rated as fully, largely, partially, or not achieved, in line with the new RBM framework's rating system. In the information annex, some FY19 and FY20 milestones are already rated in the light of available information.