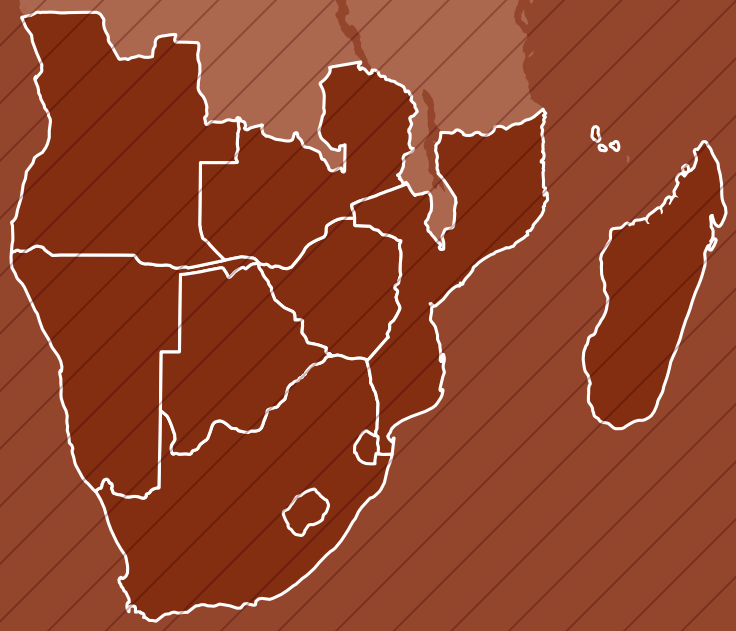
REGIONAL TECHNICAL ASSISTANCE CENTER FOR SOUTHERN AFRICA

AFRITAC South

ANNUAL REPORT 2023



INTERNATIONAL MONETARY FUND

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Seychelles

South Africa

Zambia

Zimbabwe

Ministry of Foreign Affairs of the Netherlands

REGIONAL TECHNICAL ASSISTANCE CENTER FOR SOUTHERN AFRICA

AFRITAC
South

ANNUAL REPORT 2023

INTERNATIONAL MONETARY FUND

ACRONYMS AND ABBREVIATIONS

AFC	AFRITAC Central
AFE	AFRITAC East
AFS	AFRITAC South
AFR	IMF's African Department
AML/CFT	Anti-Money Laundering and Combatting the Financing of Terrorism
ATI	Africa Training Institute
AFW	AFRITAC West
BSR	Banking Supervision and Regulation
CADM	Customs Administration
CCCDI	COVID-19 Crisis Capacity Development Initiative
CCDI	Cyber Risk Regulation and Supervision Capacity Development Initiative
CD	Capacity Development
CDDs	IMF's CD Departments
CPI	Consumer Price Index
DM	Data Matching
ESAAMLG	Eastern and Southern Africa Anti-Money Laundering Group
EU	European Union
FAD	IMF's Fiscal Affairs Department
FATF	Financial Action Task Force
FFL	Financial and Fiscal Law
FMI	Financial Market Infrastructure
FCS	Fragile and Conflict-Affected States
FMIF	Financial Market Infrastructure and Fintech
Fintech	Financial Technologies
FPAS	Forecasting and Policy Analysis System
FX	Foreign Exchange
GDP	Gross Domestic Product
GFS	Government Finance Statistics
HQ	Headquarters
ICD	IMF's Institute for Capacity Development
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
LEG	IMF's Legal Department
LTX	Long-Term Expert
MCM	IMF's Monetary and Capital Markets Department
MFXMO	Money and FX Market Operations
MOF	Ministry of Finance
NPS	National Payments System
PFM	Public Financial Management
PPI	Producer Price Index
QNA	Quarterly National Accounts
SARB	South African Reserve Bank
SC	Steering Committee
SOE	State-owned Enterprise
SSA	Sub-Saharan Africa
STA	IMF's Statistics Department
STATS-SA	Statistics South Africa
STX	Short-Term Expert
TA	Technical Assistance
TADAT	Tax Administration Diagnostic Assessment Tool
TADM	Tax Administration
WEO	World Economic Outlook
VA	Virtual Assets
ZIMRA	Zimbabwe Revenue Authority

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SECTION I

MESSAGE FROM THE CHAIR AND AFS DIRECTOR

MESSAGE FROM THE CHAIR AND AFS DIRECTOR

Hon. Ahmed Ali Bazi
Chairman AFS Steering Committee (Comoros)

Sukhwinder Singh
AFRITAC South Director

A succession of global economic shocks combined with a severe funding squeeze continue to seriously constrain the policy responses and growth prospects for member countries. The Fund's surveillance, lending, and capacity development (CD) activities have been focused on assisting sub-Saharan African (SSA) member countries navigate the most challenging economic environment for decades. Through FY2023, AFRITAC South (AFS) collaborated with the African Department (AFR) and CD Departments (CDDs), to provide support on institutional reforms and building human capital to reduce macroeconomic vulnerabilities and strengthen resilience, which are key to setting the region on a higher growth path. In addition to supporting short-term stabilization goals, AFS CD has also covered critical new priority areas for medium- and longer-term growth prospects such as climate, gender, digitalization, and governance. A large reform agenda lies ahead in these as well as traditional areas of public financial management (PFM), tax administration, monetary and financial policies, and macroeconomic statistics, as AFS enters Phase III of its operations (FYs 24-28). This requires rapid progress on the urgent financing required to support these areas at this critical juncture. Concerted efforts by the international development partner community and the private sector to bridge financing gaps remain vital.

Despite the challenging environment, AFS made notable progress on the priorities set by the Steering Committee (SC) for FY2023. By the end of the year, over half of the rated outcomes (53 percent) were either fully or largely achieved. This report highlights some of the success stories and the key achievements through Phase II. Against the background of financing constraints, AFS was able to deliver a significant volume of activity as it transitioned back to more in-person delivery –aided in part by direct funding by CDDs. More specifically, AFS:

- delivered 202 missions with 49 directly to the fragile and conflict-affected states (FCS);
- conducted 23 regional training events on topics of significance to the region – several in collaboration with other regional technical assistance centers in Africa (AFRITACs), Africa Training Institute (ATI), and regional partners – allowing over 1,125 officials to strengthen knowledge in multiple workstreams;

- stepped up in-person delivery with around 67 percent of the total, while leveraging the virtual modalities developed during the pandemic to expand access; and
- made progress on the recommendations of the mid-term external evaluation presented to the SC in June 2022.

The IMF regional economic outlook indicates a challenging outlook with significant vulnerabilities across countries[1]. With many countries facing high debt, elevated inflation, weak external balances, and rising borrowing costs, the room for maneuver has been squeezed significantly. Policymakers face the daunting task of raising post pandemic growth rates with limited fiscal and external buffers and scarce financing, while addressing the significant scarring from successive shocks that have increased poverty and inequality. Sustaining CD in traditional areas such as revenue mobilization to support the authorities' reform efforts is critical to support AFS members' recoveries.

At the June 2023 meeting the SC endorsed the CD priorities for FY2024. These are closely linked to the policy priorities of AFS members as reflected in their program and surveillance discussions with the IMF. The workplan provides for around 199 CD interventions across the 13 member countries and includes 23 regional training events in core areas. The Center will continue to:

- focus heavily on revenue mobilization, PIMA, strengthening PFM systems to improve spending efficiency, support monetary policy frameworks and operations to tackle high inflation, boost debt management capacity, reinforce banking supervision and regulation, and support better macroeconomic statistics;
- further scale up CD services in growth areas, including on climate, gender issues, digitalization, and governance and anti-corruption;
- further diversify CD on statistics to include government finance statistics given fiscal challenges;
- focus on the special needs of FCS through customized CD interventions;
- support members on regional harmonization and integration agendas[2]; and
- continue to foster innovative CD delivery modalities.

At the June 2022 SC Meeting the SC was apprised of the AFS Phase II mid-term evaluation's key findings, recommendations, and IMF response. The findings and recommendations have been taken on board in the AFS Phase III program. The Center, in collaboration with AFR and relevant CDDs, has acted on all 10 recommendations. Annex III provides actions taken against each recommendation.

The Phase III program endorsed by the SC targets financing of $59.4 million. The Fund acknowledges early Phase III commitments and disbursement made by the EU as part of its umbrella financing agreement for the AFRITACs and ATI. Fundraising efforts are ongoing, including to diversify the development partner base, but large financing gaps remain which create uncertainty for CD planning. As of end-July 2023, firm commitments from partners and members (Mauritius, and Botswana) amounted to US$ 22.3 million and US$ 2.8 million from the IMF, leaving a funding gap of $34.3 million or more than half the Phase III budget. Expeditious conclusion of the pending financing agreements for Phase III will be critical to ensure predictable CD support. In collaboration with HQ, the Center will continue to explore the possibility of funding from other vehicles.

This report has five sections and four information annexes. Section II highlights Phase II program execution. Section III summarizes the regional economic outlook for SSA with focus on the AFS region. Section IV highlights the execution of the FY2023 CD plan, the FY2024 workplan, and medium-term CD priorities. Section V covers the AFS budget and financing.

[1] IMF's April 2023 Regional Economic Outlook.

[2] Mainly with the Southern African Development Community (SADC), Common Market for Eastern and Southern Africa (COMESA), Southern African Customs Union (SACU), and Indian Ocean Commission (IOC).

SECTION II

AFS PHASE II PROGRAM EXECUTION

AFS PHASE II PROGRAM EXECUTION

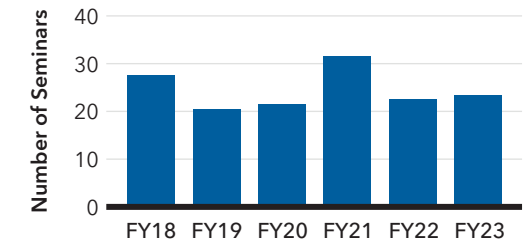
The strategic priorities of the AFS Phase II Program consisted of addressing CD gaps assessed through diagnostic missions undertaken during Phase I and supporting countries to expedite action on outstanding CD milestones and outcomes to achieve broader macroeconomic objectives and to make progress on the Sustainable Development Goals and the Financing for Development agenda[3]. The program was also designed to respond to countries' commitments with regional organizations on harmonization and integration.

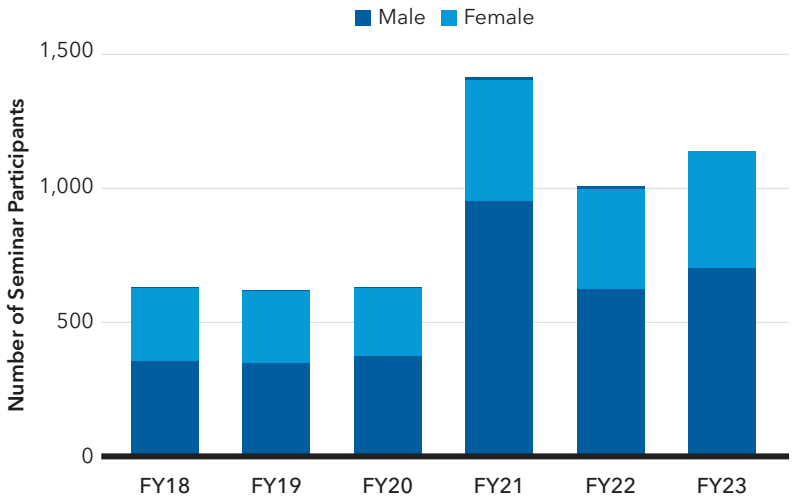
Through the different portfolios, AFS provided CD in the core workstreams of fiscal, statistical, monetary, and financial sector while scaling up technical assistance (TA) and training (through regional and customized workshops and professional attachments). The fiscal program was largely aimed at fast-tracking PFM reform initiatives, enhancing the credibility and comprehensiveness of budgets, improving transparency and reporting, strengthening the management of fiscal risks, adapting to evolving international PFM standards, and establishing more efficient and effective structures within revenue administrations for enhanced revenue mobilization. To support central bank functions, the program aimed at enhancing capacity on supervision and regulation of the financial sector with focus on macroprudential supervision, stress testing, risk-based supervision, consolidated and cross border supervision, and the adoption of evolving international standards and best practices. The program also responded to modernizing monetary policy frameworks and improving forecasting, policy analysis, monetary policy communication, liquidity management, foreign exchange reserves management, intervention strategies, primary and secondary markets operations, and development of national payment systems. The Center's statistics program targeted improvement in the accuracy and reliability of real sector statistics.

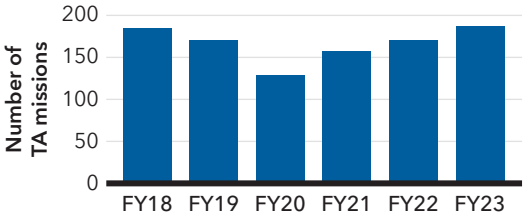
Over 960 TA missions, 140 regional workshops, and several customized training programs supported member countries through the Phase. This is significantly above the volume of CD provided in Phase I. The Center remained responsive to the changing needs of members that followed the multiple crises and continued to innovate in CD delivery modalities following COVID-19. AFS notes significant progress by members on targeted CD outcomes. By the end of Phase II, around 53 percent of the CD outcomes were either fully or largely achieved by CD recipients while good progress was noted on 39 percent. Section IV highlights the key achievements through Phase II by countries across different workstreams. AFS continues to share evidence of the positive impact of its CD support through various channels.

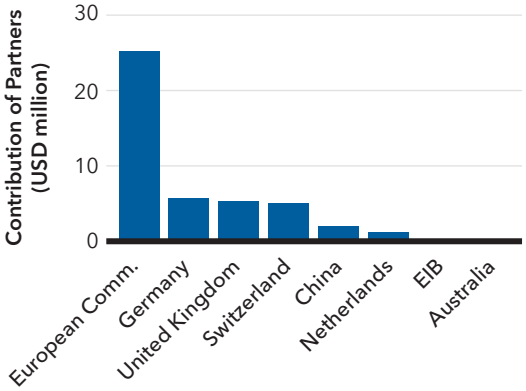
[3] The program was initially set for FY2018-FY2022 but extended by one year to include FY2023.

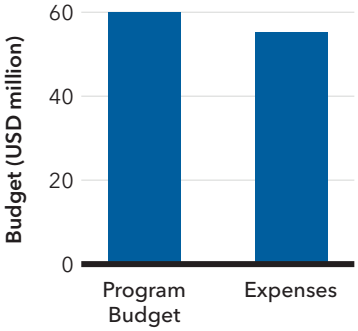
KEY HIGHLIGHTS IN PHASE II (FY2018 – FY2023)

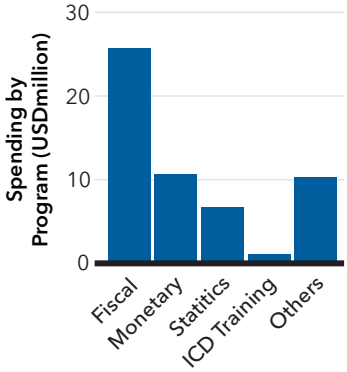


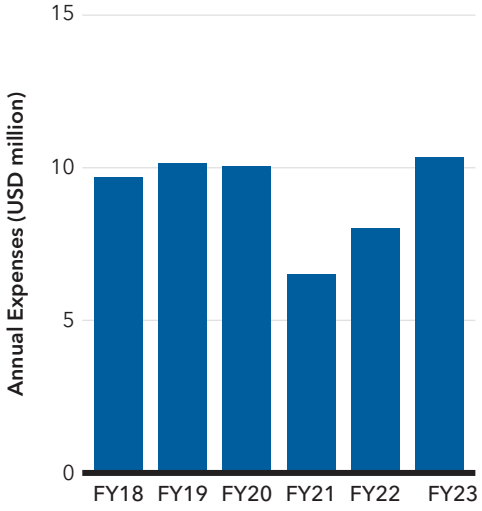


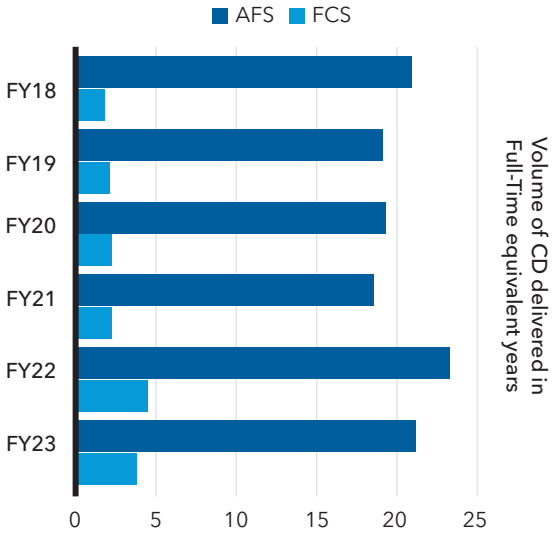












SECTION III

REGIONAL ECONOMIC OUTLOOK[4]

[4] Based on the April 2023 Regional Economic Outlook of the IMF.

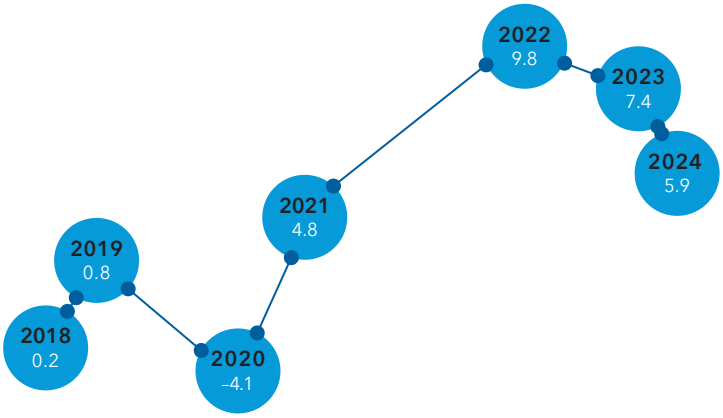
REGIONAL ECONOMIC OUTLOOK

The fallout from multiple shocks continues to influence the macroeconomic environment in the AFS region and delay recovery. Ten of the 13 AFS countries are expected to reach their pre-pandemic real per capita GDP in or after 2023 while growth of the region's largest economy (South Africa) remains among the lowest (Figure 1). Medium-term growth prospects remain weak for most AFS countries to address large development agendas –thus requiring bolder structural reforms and additional financing. Inflation in the region is expected to decline in most countries in 2023 and beyond.

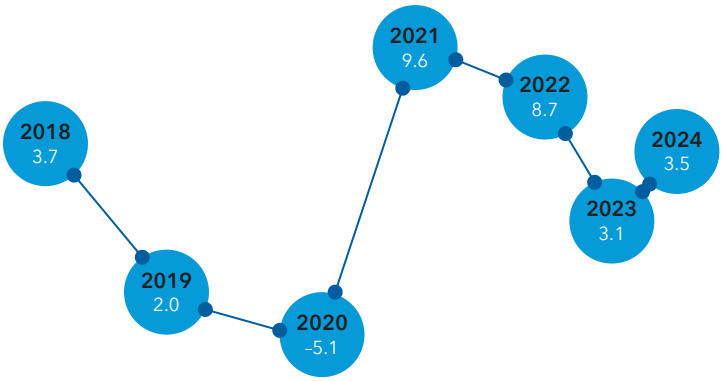
Fiscal vulnerabilities across countries remain significant with high debt levels, rising borrowing costs, and weak financial positions of many state enterprises. General government debt (GGD) as a share of GDP remains above the pre-pandemic level in most countries. Four countries (Comoros, Mozambique, Zambia, and Zimbabwe) are either facing high risk of debt distress or are in debt distress[5]. While medium-term fiscal projections indicate a decline in the GGD/GDP ratio for the AFS region, the ratio is expected to remain above the pre-pandemic level in most countries. The average current account deficit is anticipated to decline in 2023 amid the drop in energy prices. Most AFS countries continue to face exchange rate pressures (Figure 2). The region's import cover has been declining since 2020 and is expected to remain below pre-pandemic levels over the medium-term.

[5] Based on Debt Sustainability Analyses as of 30 September 2022.

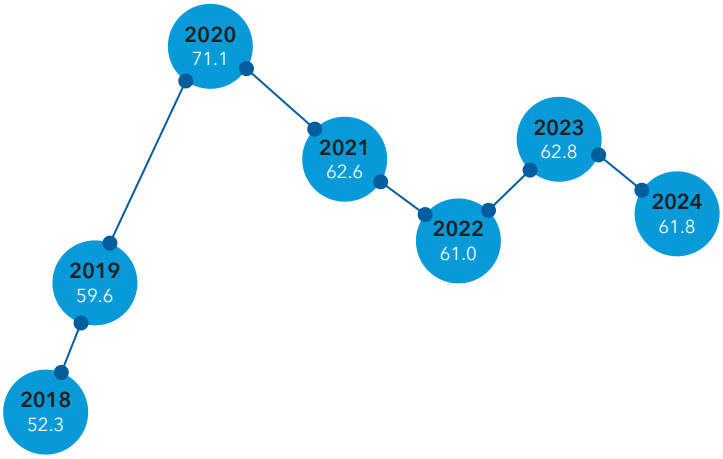
Weighted average GDP growth (%), AFS excluding South Africa



Weighted average GDP growth (%), AFS



General government gross debt, AFS average (% of GDP)



POLICY PRIORITIES[6]

The following policy priorities can help address the macroeconomic imbalances in the context of current financing constraints:

- consolidating public finances and strengthening PFM amid difficult funding conditions. This will rely on continued revenue mobilization, better management of fiscal risks, and more proactive debt management. International assistance remains also critical to alleviating governments' financing constraints. For countries that require debt reprofiling or restructuring, a well-functioning debt-resolution framework is vital to creating fiscal space;
- containing inflation. Monetary policy should be steered cautiously until inflation is firmly on a downward trajectory and projected to return to the central bank's target range;
- allowing the exchange rate to adjust, while mitigating the adverse effects on the economy, including the rise in inflation and debt due to the currency depreciations; and
- ensuring that important efforts to fund and address climate change do not crowd out basic needs, like health and education. Climate finance provided by the international community must come on top of current aid flows.

FIGURE 1. 2024 REAL GDP GROWTH

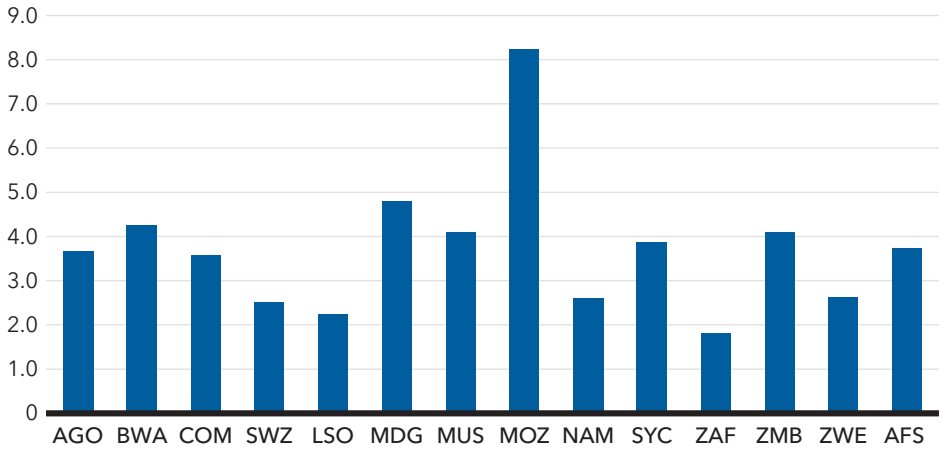
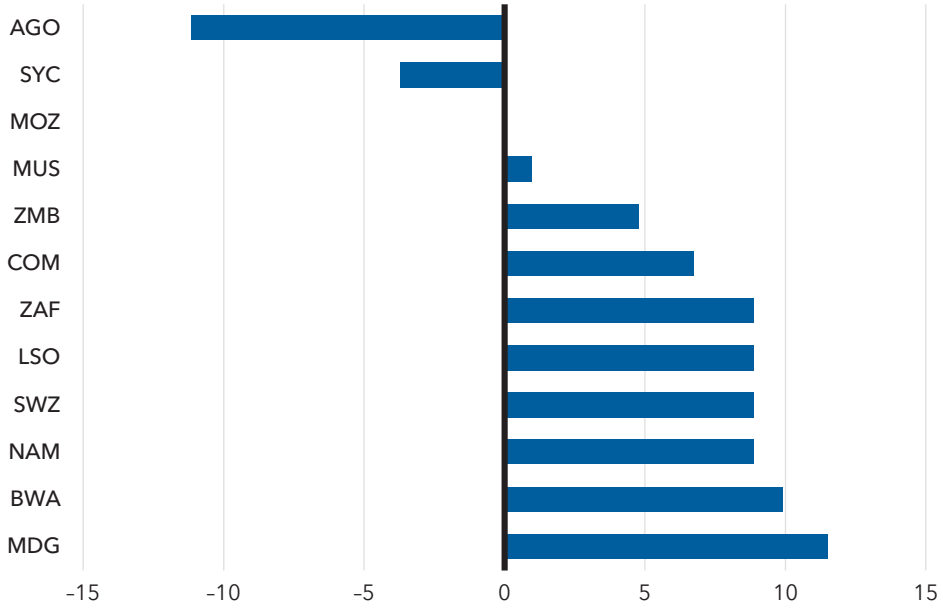


FIGURE 2. EXCHANGE RATE, NATIONAL CURRENCY PER US DOLLAR (OFFICIAL RATE, PERCENT CHANGE BETWEEN DECEMBER 2020 AND DECEMBER 2022), (+) = DEPRECIATION



Source: IMF WEO database, April 2023; IMF Regional Economic Outlook database, SSA April 2023, and AFS staff calculations.

[6] Also refer to the IMF's July 2023 World Economic Outlook Update.

SECTION IV

FY2023 EXECUTION AND FY2024 PRIORITIES

FY2023 EXECUTION AND FY2024 PRIORITIES

The center delivered 202 CD activities against the 246 endorsed in December 2022 – an 82 percent execution rate[7] for AFS region and around 80 percent for the FCS. Over 1,125 officials (38 percent female and 18 percent from FCS) gained from 23 regional workshops in core topics, including digitalization of PFM and introduction of central bank digital currencies, management of climate risks, strengthening bank's corporate governance, and on the application of new tools to support policy analysis. These were complemented by customized in-country workshops delivered during missions. The CD allowed members to make further progress on achieving CD outcomes. As of end-April 2023 around half of the 374 rated outcomes were either fully or largely achieved to varying degrees across workstreams (Figure 3 and 4). The CD plan for FY2024 and the medium-term will support meeting the remaining outcomes. CD services to finance ministries and revenue authorities largely supported members in reinforcing PFM and tax and customs administrations to improve government finances and enhance revenue mobilization. CD to central banks supported efforts towards strengthening financial supervision and regulation, cyber security, and corporate governance, further improving

FIGURE 3. STATUS OF CD OUTCOMES AS OF END-APRIL 2023 BY CD DEPARTMENT

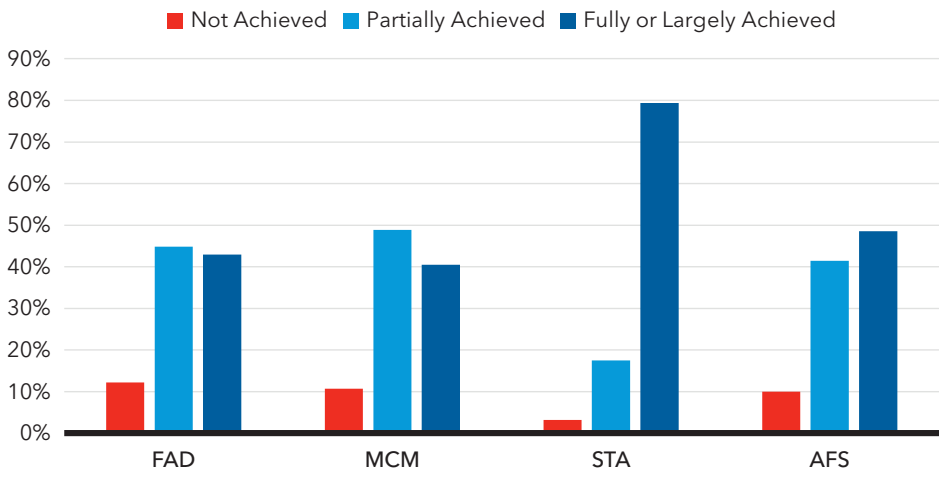
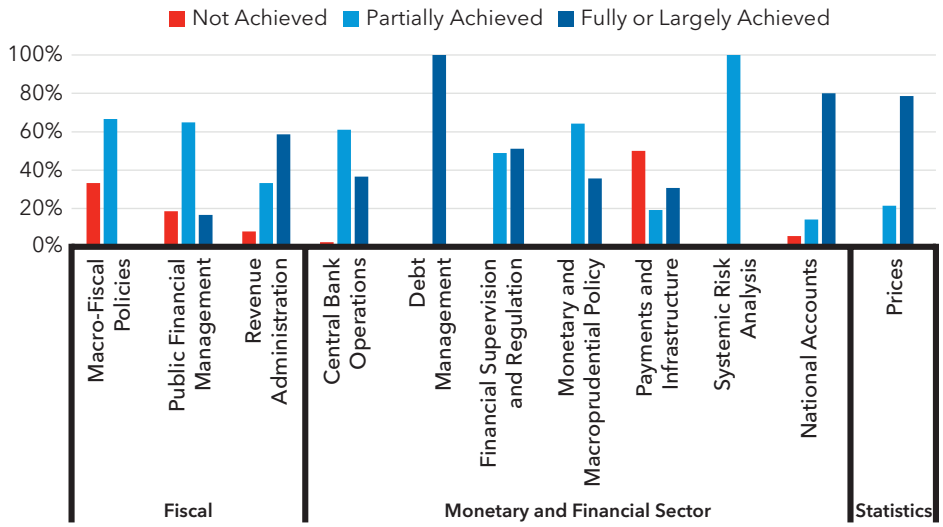


FIGURE 4. STATUS OF CD OUTCOMES AS OF END-APRIL 2023 BY WORKSTREAM



[7] The FY2023 execution rates are based on the revised plan endorsed by the SC in December 2022.

monetary and FX market operations, and in addressing financial stability risks, including from climate change. CD on statistics continued supporting projects aimed at improving the quality and dissemination of national accounts and price statistics.

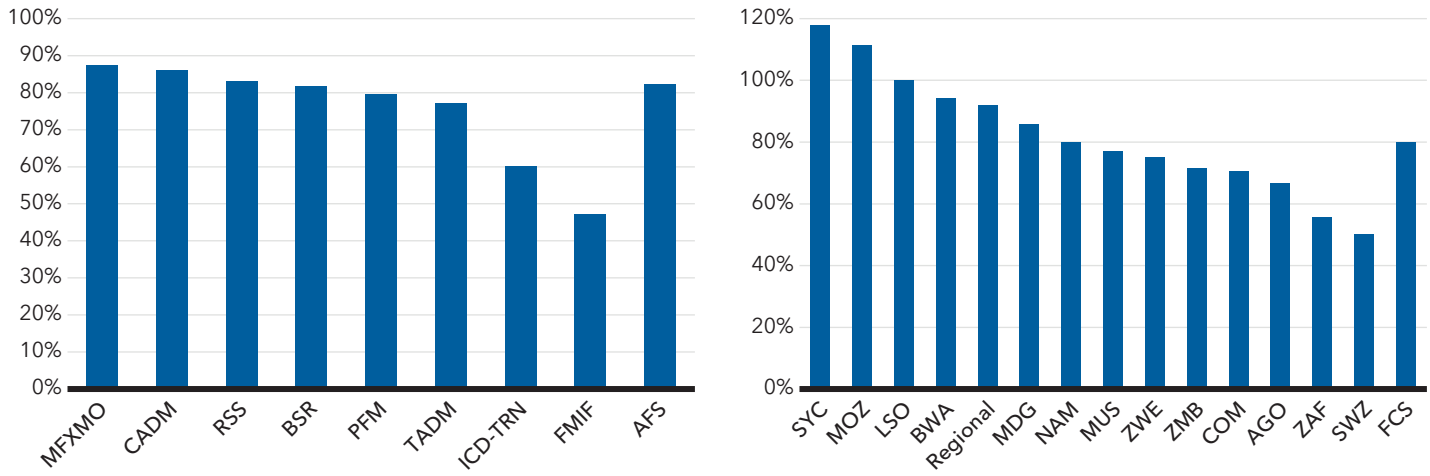
Execution of the FY2023 plan varied across funding programs and countries (Figure 5 and 6). Changes in CD priorities and postponement/cancellation of missions by authorities were the main factors impacting on CD delivery. The Center also revisited some missions planned in the last quarter due to liquidity constraints. To avoid disruptions, IMF's CDDs funded some priority missions. The Center postponed other missions to FY2024 – especially non-urgent and unconfirmed missions. AFS continued to diversify CD delivery modalities using virtual, blended, and in-person formats. This year, around 67 percent of total CD and about half of the seminars were delivered in-person.

Other IMF CD financing vehicles complemented AFS support, mostly in workstreams not directly funded by AFS. The COVID-19 Crisis Capacity Development Initiative (CCCDI) and the AML/CFT Thematic Trust Fund delivered 18 CD activities, including four regional workshops. Five TA missions supported the three FCS countries. The CCCDI-funded resident advisors on debt management and revenue administration supported selected members on developing annual borrowing plans, medium-term debt strategy, debt sustainability analysis, reconciling debt data, TADAT, VAT, and on implementation of tax administration reform plans[8]. The LEG-backstopped AML/CFT Thematic Trust Fund supported workshops on correspondent banking, transparency of beneficiary ownership, and virtual assets and TA to Angola, Botswana, and Namibia on aspects of AML/CFT. Financing CD in these areas remains critical for countries in the region to achieve the broader macroeconomic and stability objectives.

The FY2024 plan endorsed in June 2023 by the SC responds to priorities discussed and agreed with members under IMF lending programs and policy discussions encapsulated in Article IV consultations with AFR country teams. The plan is closely aligned with the IMF CD strategy, especially for FCS and on climate, governance, digitalization, and gender. The plan will contribute to further enhance the capacity of members to successfully implement the relevant policies, meet structural program benchmarks within appropriate timeframes, and make progress on commitments taken with regional organizations on economic integration and harmonization. The plan will also support work on global topics prioritized by members, and agreed with development partners, including the EU.

AFS plans to deliver 199 CD activities in FY2024—roughly the same level as in FY2023. A quarter will be

FIGURE 5 AND 6. FY2023 EXECUTION RATES BY FUNDING PROGRAM AND COUNTRY



BSR-Banking Supervision and Regulation; CADM-Customs Administration; FMIF-Financial Market Infrastructure and Fintech; ICD-TRN-ICD-led Macroeconomic Training Courses; MFXMO-Money and FX Market Operations; PFM-Public Financial Management; RSS-Real Sector Statistics; and TADM-Tax Administration.

AGO-Angola; BWA-Botswana; COM-Comoros; SWZ-Eswatini; LSO-Lesotho; MDG-Madagascar; MUS-Mauritius; MOZ-Mozambique; NAM-Namibia; SYC-Seychelles; ZAF-South Africa; ZMB-Zambia; and ZWE-Zimbabwe.

[8] The CCCDI funded selected projects on revenue administrations from December 8, 2021, to June 6, 2023, and is funding selected projects on debt management since October 1, 2022.

TABLE 1. FY2024 CD ACTIVITIES BY COUNTRY AND FUNDING PROGRAM

	BSR	CADM	FFL	FMIF	ICD-TRN	MFXMO	PFM	RSS	TADM	Total
Angola		1		2		3	4	2	1	**13**
Botswana	2			2		2	2	2	1	**11**
Comoros	2	3	1	1		1	5	3	3	**19**
Eswatini		1		1		2	3	2	1	**10**
Lesotho	2	2		2		1	5	2	1	**15**
Madagascar	2	4		1		3	4	2	2	**18**
Mauritius			2	2		2	2	3		**11**
Mozambique	3	1		1		3	2	3		**13**
Namibia	4	3		2		1	3	2	3	**18**
Regional 1/	2	2	1	5	4	4	4		1	**23**
Seychelles	2	1		2		1	3	2	2	**13**
South Africa				2			2	1	2	**7**
Zambia	2	1		1		1	3	2	3	**13**
Zimbabwe	2	3		1			4	3	2	**15**
Total	**23**	**22**	**4**	**25**	**4**	**24**	**46**	**29**	**22**	**199**
FCS	**32%**	**34%**	**31%**	**17%**	**23%**	**21%**	**26%**	**31%**	**24%**	**26%**

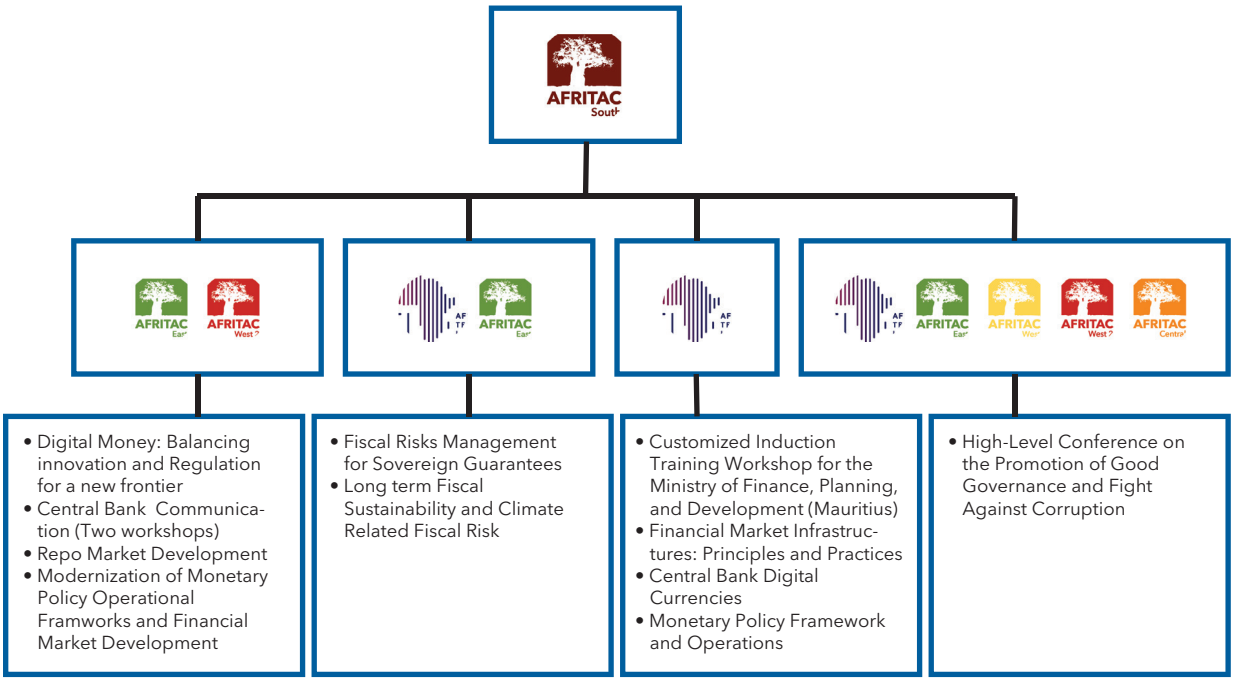
1/ Includes regional workshops, seminars, courses, webinars, and professional attachments.

targeting FCS (Table 1). The proposed training plan includes some first for the region – 'Monetary and Fiscal Policy Analysis with DSGE Models', 'Macroeconomics of Climate Change', and 'Climate Change and Macro-Financial Policies' to be delivered in collaboration with IMF's Institute for Capacity Development (ICD) and ATI, and 'PFM Digital Solutions' in collaboration with IMF's Fiscal Affairs Department (FAD). The plan caters for members' preferences for in-person CD after fatigue with virtual delivery during the pandemic. This year around 75 percent of CD activities is expected to be delivered through this modality relative to 67 percent in FY2023. At the same time, the benefits of expanded and more timely engagement by virtual delivery will also be leveraged.

Funding from other vehicles will help bridge gaps–mainly on debt management[9] through the CCCDI and on AML/CFT through the AML/CFT Thematic Trust Fund. Starting in FY2024, the new LEG-backstopped and funded resident advisor will deliver TA and training on governance and anti-corruption to selected AFS countries. The CD programs below highlight the FY2023 workplan execution by different funding programs, the progress by members on CD outcomes, and the CD priorities for FY2024 and medium-term.

[9] The debt management advisor is being funded by the CCCDI.

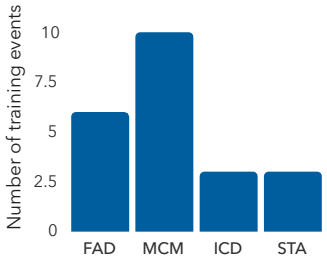
Collaboration with ATI and AFRITACS in FY2023

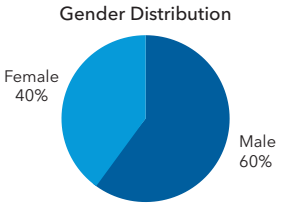


Training events by Workstream in FY2023

A Snapshot of AFS CD Work in FY2023 and FY2024

FY2023 SEMINARS





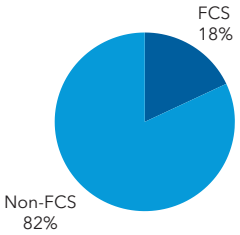
DELIVERY MODALITIES

48%

44%

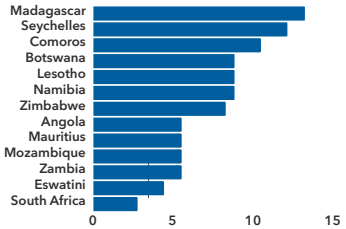
8%

PARTICIPANTS DISTRIBUTION



FY2023 TA MISSIONS

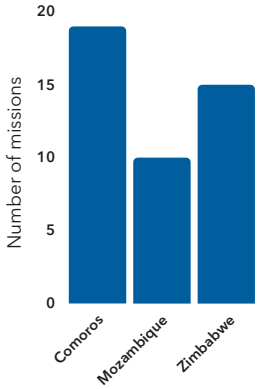
SHARE OF TA MISSIONS



TA EXECUTION RATE

FY23	82%
FCS	80%

TA MISSIONS TO FCS



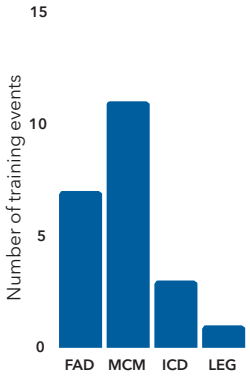
TA DELIVERY MODALITIES

67%

28%

5%

FY2024 SEMINARS



DELIVERY MODALITIES

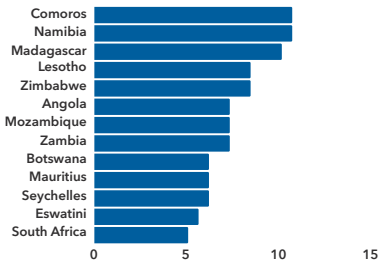
59%

32%

9%

FY2024 TA MISSIONS

SHARE OF TA MISSIONS



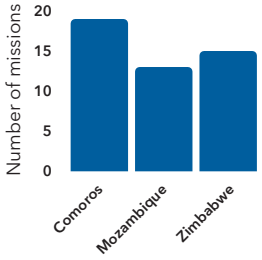
TA DELIVERY MODALITIES

75%

10%

15%

TA MISSIONS TO FCS



LEGEND:

SECTION IV

A

FISCAL PROGRAM

FY2023 EXECUTION

The fiscal workstreams continued to support member countries in their effort to build fiscal resilience with focus on improving revenue mobilization, fiscal frameworks, fiscal reporting and transparency, public investment management, fiscal risk management, fiscal governance, climate resilience, and digital solutions. As of end-April 2023, around 43 percent of the rated outcomes were fully or largely achieved. Major achievements through Phase II included improvements in budget transparency through publication of a fiscal strategy paper and medium-term expenditure framework (**Angola**), inclusion of contingent liabilities and other fiscal risks of the central government in the fiscal risks statement (**Zimbabwe**), operationalization of Charts of Accounts in IFMIS (**Comoros**), improvement in public investment management practices through a framework for appraisal and monitoring large infrastructure projects (**Mauritius and Botswana**), strengthened medium-term fiscal frameworks (**Eswatini, Lesotho, and Zambia**), development of a gender responsive budgeting guidelines (**South Africa**), establishment and operationalization of the Namibia Revenue Agency (**Namibia**), improved management of revenue arrears (**Zimbabwe**), completion of TADAT assessments (**Botswana**, **Madagascar**, **and, and South Africa**), operationalization of an Oils Unit, implementation of new customs

Mission to Botswana on Fiscal Risks (March 13-24, 2022)

TABLE 2. EXECUTION OF FY2023 CD PLAN–FISCAL PROGRAM

	PFM		CADM		TADM		Total		
	Revised Plan	Execution	Revised Plan	Execution	Revised Plan	Execution	Revised Plan	Execution	Execution Rate
Angola	3	1	2	2	2	1	**7**	**4**	**57%**
Botswana	2	2			4	3	**6**	**5**	**83%**
Comoros	5	3	6	6	3	1	**14**	**10**	**71%**
Eswatini	4	1	1	1	3	2	**8**	**4**	**50%**
Lesotho	3	5	3	2	2	2	**8**	**9**	**113%**
Madagascar	4	3	8	6	5	4	**17**	**13**	**76%**
Mauritius	2	2					**2**	**2**	**100%**
Mozambique	2	2					**2**	**2**	**100%**
Namibia	3	1	6	7	3	3	**12**	**11**	**92%**
Regional 1/	4	4	2	1			**6**	**5**	**83%**
Seychelles	3	4	2	2	4	3	**9**	**9**	**100%**
South Africa	1	1			3	2	**4**	**3**	**75%**
Zambia	3	2	2	1	1	2	**6**	**5**	**83%**
Zimbabwe	5	4	4	3	5	4	**14**	**11**	**79%**
Total	**44**	**35**	**36**	**31**	**35**	**27**	**115**	**93**	**81%**
Execution Rate-AFS		**80%**		**86%**		**77%**		**81%**	
Execution Rate-FCS		**77%**		**88%**		**63%**		**77%**	

1/ Includes regional workshops, seminars, courses, webinars, and professional attachments.

clearance and accounting procedures for petroleum products, and harmonization of customs valuations with WTO requirements (**Comoros**), completion of data matching exercises (**Eswatini, Zambia, and Zimbabwe**), implementation of national intelligence strategies (**Mauritius, Zambia, and Zimbabwe**), development of a strategic framework for coordinated border management (**Zimbabwe**) and development of business continuity and disaster recovery plans (**Seychelles**).

The fiscal program delivered 93 CD activities to the region – an 81 percent execution relative to the revised FY2023 plan for the AFS region and 77 percent for the FCS group (Table 2). The fiscal program remained the largest portfolio delivering 46 percent of AFS activities. Around 26 percent of the interventions supported the FCS.

The PFM portfolio delivered 35 CD activities and covered gender responsive budgeting (**Lesotho and South Africa**), Climate PIMA (**Botswana and Seychelles**), fiscal risk management (**Botswana, Comoros, Eswatini, Madagascar, and Zambia**), medium-term expenditure framework (**Angola**), legal frameworks (**Comoros, Mauritius** (PIM), **and Namibia**), integrated financial management information system (IFMIS) (**Seychelles and Lesotho**), public investment management (**Botswana, Madagascar, Mauritius, and Zimbabwe**), cash forecasting and management (**Mozambique, Seychelles, Zimbabwe, and Comoros**), macro-fiscal forecasting (**Lesotho and Zimbabwe**), and financial reporting (**Mauritius, Zimbabwe, and Lesotho**).

CD support on customs administration (CADM) included 31 CD activities and covered business continuity plan (**Angola, Madagascar, and Namibia**) delivered in collaboration with the CCCDI, medium- term strategy and customs valuation (**Comoros**) delivered jointly with JSA-Japan, excise (**Eswatini and Lesotho**), authorized economic operator program (**Lesotho**), customs legislation (**Comoros and Madagascar**), training and development (**Namibia**), entry processing (**Seychelles**), intelligence and risk management (**Comoros, Madagascar, Zambia, and Zimbabwe**), and post

BOX 1. PFM HACKATHON (LESOTHO)

The FAD, in coordination with AFS and the Ministry of Finance (MoF) organized a PFM hackathon to design a potential digital technology solution to authenticate transactions and documents in the IFMIS. The Hackathon was a follow-up to a diagnostic mission that assessed the enablers and constraints in PFM digitalization in Lesotho using the Digitalization of PFM Assessment Tool (DiPAT). The event (lesothopfmhackathon.com) was open to participants from SSA and received over 600 registrations and 61 proposals from 22 countries in the region. Of these, the top five proposals were selected and invited to compete in a three-day hackathon event organized in January, 2023 at Maseru to develop a prototype for digital signatures using the national digital identity infrastructure of Lesotho. The team Tech Gang 2.0 - from Malawi and Eswatini won the competition. The principal secretary, MoF, opened the event and the acting Finance Minister officiated the prize distribution ceremony and closed the event. The competing teams developed prototypes using state-of-the-art technology, for example, blockchain, artificial intelligence, and biometric authentication. In addition, the prototypes used open-source licenses and could evolve as a digital public good for Lesotho. The MoF is in possession of the digital prototype and will take forward the development of the full technology solution. The event was financed by the Bill and Melinda Gates Foundation and the IMF.

Read the blog on the event: Crowdsourcing Digital Public Goods in Lesotho (imf.org)

BOX 2. DIGITAL SOLUTIONS FOR PFM

FAD in coordination with AFS, Bill and Melinda Gates Foundation, and the ATI, held a five-day regional workshop on Digital Solutions for PFM with the participation of 13 African countries. The worshop was a first in the Africa region after being delivered successfully to countries in Latin America and Asia. The objective of the workshop was for the Financial Management Information Systems (FMIS) functional and IT administrators to use FAD's draft digital solutions guidelines to assess the maturity of their systems and develop a comprehensive roadmap for improvement. The workshop was highly interactive, with design thinking methodologies which allowed participants to use the draft FAD Guidelines for Digital Solutions for PFM.

The workshop was also a forum to pilot the guidelines, providing the opportunity to include feedback

before publication. Participants noted that the guidelines resonated with them and would help them improve their internal systems. Participants showed interest in future engagement with the IMF and with each other. In terms of topics, they were particularly interested in learning more about open data, cybersecurity, and data governance. Participants requested holding high-level conversations to position the topic with their higher management to garner support for their digitalization efforts and openness to innovation in the region.

BOX 3. REVENUE GAINS FROM DATA MATCHING (DM) EXERCISES

In recent years, AFS has scaled-up CD on Data Matching to support tax and customs administrations in the region. DM is an organized approach for extracting, sorting, matching, and analyzing information from the customs and domestic tax IT systems that is relevant to identification and selection of non-compliance and revenue risk. AFS countries (**Eswatini, Lesotho, Madagascar, Mauritius, Zambia, and Zimbabwe**) have benefitted from CD in the area while officials from all 13 members have gained from training, including on the application of the DM Toolkit. The DM exercises have highlighted the potential dividends countries can tap into by accessing existing data to identify and address non-compliance. The focus of the DM projects remains on building capacity to identify the quantum of revenue leakages from major tax sources and on helping authorities to put in place appropriate counter measures. The DM exercises have generated significant revenues during these challenging times where most countries are either struggling with low revenue bases and/or are facing challenges from rising spending and debt.

Zimbabwe: Zimbabwe Revenue Authority (ZIMRA) has made significant progress on DM with the support from AFS and is now amongst the leaders in Africa in this field. ZIMRA has been able to raise filing rates for value-added tax, pay as you earn, and corporate income tax. In December 2022, the project manager of the DM at ZIMRA informed the results from the latest DM exercise. A total of 65 cases were audited, out of which 34 cases had data anomalies. Amounts totalling USD 54 million were assessed of which US$45 million were collected as of December 2022.

The implementation of the results from the DM exercise and the collection of additional revenues was also supported by additional CD support provided by the FCDO.

Zambia: Collections from the DM related assessments amounted to around USD 6.6 million in 2021 and US$ 5.1 million in 2022.

BOX 4. CCCDI-FUNDED TAX ADMINISTRATION PROJECTS

AFS countries (Comoros, Madagascar, and Lesotho) continued to receive additional CD services through a resident advisor funded via the CCCDI. Focus was on Comoros and Madagascar, with the greatest immediate needs. TADAT diagnostic missions to Madagascar and Lesotho helped to identify administration gaps that needed urgent CD support to achieve the revenue objectives of these countries.

With the CCCDI funding which ended in June 2023, a new funding arrangement has been made with the FAD to allow completion of the CCCDI-funded projects in revenue administration areas. Under this new arrangement the FAD will fund the salary of the LTX till December 2023 and AFS will finance CD missions to FCS and other selected countries (**Comoros, Lesotho, Madagascar, Mozambique, and Zimbabwe**). In FY2024 the LTX will (i) support Comoros on the reorganization of tax administration and Madagascar on VAT and Post TADAT strategy through at least 2 missions in each country; (ii) participate in an HQ mission to Comoros, (iii) deliver a post-TADAT strategy mission to Lesotho subject to the agreement of authorities, and (v) support the TADM missions to Mozambique and Zimbabwe.

TADAT mission to Madagascar

control audit (**Madagascar, Seychelles, and Zimbabwe**), excise legislation and regulations (**Comoros, Eswatini, and Lesotho**), customs procedures (**Namibia**), design and implementation of a monitoring and evaluation framework to support the implementation of the strategic plan (**Namibia**), and coordinated border management (**Lesotho and Zimbabwe**).

CD support on tax administration (TADM) included 27 CD activities and covered reinforcing large taxpayer unit and organizational structure (**Botswana**), compliance risk management (**Angola, Namibia, and Seychelles**), tailored training on audit (**Namibia and Zimbabwe**), taxpayer services and VAT compliance (**Madagascar and Zambia**), FATCA compliance (**Seychelles**), transfer pricing (**South Africa**), tax debt management (**Lesotho, Seychelles, and Zimbabwe**), and tax administration reforms (**Comoros and Eswatini**).

FY2023 Regional Workshops: In collaboration with FAD and other partners, AFS delivered five regional training events and one induction training in addition to several customized in-country training organized during TA missions. The workshops are expected to further strengthen analytical skills of officials at finance ministries, treasury departments, and revenue administrations at managing the digital transformation, governance vulnerabilities, and fiscal risks, including those associated with climate challenges. The Center also continued to train officials during TA missions on tools developed by FAD to improve policy making –Tax Administration Governance Framework Toolkit, Tax Administration Diagnostic Assessment Tool, Discrete Guarantees and Loan Assessment Tool, Data Matching Toolkit, and Quantitative Climate Change Risk Assessment Fiscal Tool.

Regional training delivered in collaboration with partners included the following workshops and customized induction training[10]:

- *'Digital solutions for Public Financial Management'* delivered in-person and in collaboration with the Bill and Melinda Gates Foundation and SECO (see Box 2).
- *'Long Term Fiscal Sustainability and Climate Related Fiscal Risks'* delivered in-person and in collaboration with ATI, and AFE with a focus on the preparation of long-term macro-fiscal scenarios under different climate change profiles.
- *'Fiscal Risk Management for Sovereign Guarantees'* delivered in-person and in collaboration with FAD, ATI, and AFE with the aim of training participants on the Discrete Guarantee and Loan Assessment Tool (DGLAT) using hands-on exercises.
- *'International Public Sector Accounting Standards'* delivered in hybrid mode with a focus on strengthening countries' capacity on implementing the fiscal transparency code.
- *'Business Continuity and Disaster Recovery Planning'* delivered virtually aimed at developing guidelines on the preparation and implementation of business continuity and disaster recovery plans.
- 'Customized Induction Training Workshop' delivered in-person and in collaboration with ATI to newly recruited economists and senior analysts of the Ministry of Finance, Planning and Development (**Mauritius**) exposing participants to the broad scope of work covered under PFM and the macro dimensions of climate change.

The preference for in-person trainings remains high thus limiting the scope to target larger audiences. In FY2023, 258 officials were trained in five regional training events and through induction sessions (Figure 7 and 8). This represented 23 percent of the AFS total trainees with a 32 percent female participation in the fiscal workstreams.

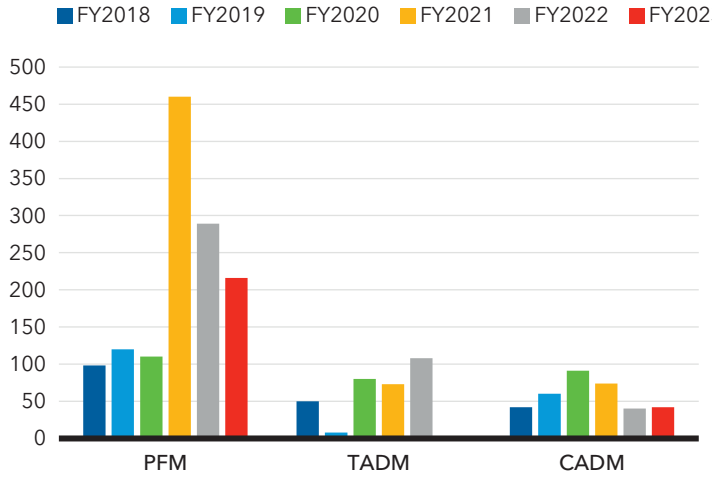
FY2024 AND MEDIUM-TERM CD PRIORITIES

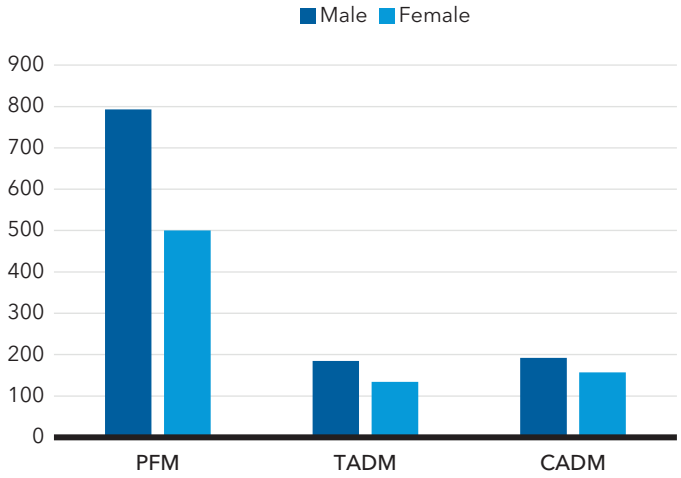
The fiscal portfolios will deliver the largest volume of CD in FY2024 with 90 activities, including 25 to FCS. This represents 45 percent of the Center's FY2024 plan. The PFM workplan will, inter-alia, continue to support modernization of PFM legal frameworks, improvements in the management of fiscal risks (including from state-owned enterprises and climate change), strengthen medium-term perspective in budget preparation, and improve public investment management, fiscal reporting and transparency, and cash and debt management. CD on tax and customs administration largely aim at further improving revenue mobilization, taxpayer services via digital solutions, regional trade, governance arrangements, and transparency (Table 3).

FY2024 CD remains critical for countries to address fiscal sustainability issues and for achieving structural benchmarks agreed with the Fund under different program engagements. Structural benchmarks under IMF programs largely include fiscal targets on revenue mobilization (**Madagascar, Seychelles**), implementation of debt management strategy (**Seychelles**), and digitalization of taxpayer services (**Mozambique**). The plan provides for further scaling-up support in high-payoff areas including on climate, gender, digitalization, and governance.

[10] ATI economist also supported the training on 'Long Term Fiscal Sustainability and Climate Related Fiscal Risks' and the 'Customized Induction Training Workshop' as resource person.

FIGURE 7 AND 8. PARTICIPATION IN AFS TRAINING–FISCAL WORKSTREAMS

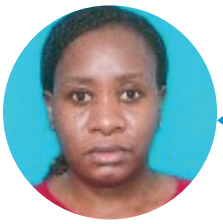




WORKSHOP ON INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS (IPSAS)

TUMELO ESMERALDA TJALE
DIRECTOR--EXTRA-BUDGETARY ACCOUNTS AND FUNDS
DEPARTMENT OF NATIONAL TREASURY, SOUTH AFRICA

The IPSAS workshop has equipped me with insights to consolidate the financial statements of public entities and the balance sheet of the public sector. Understanding the challenges that will be faced due to different reporting dates of these institutions, consideration of grouping entities by homogeneous groups, looking into uniform accounting policies, and fully engaging the Auditor General will be of great importance.



CARLOTA EDUARDO COSSA
BUDGETING AND PUBLIC ACCOUNTING TECHNICIAN MINISTRY OF ECONOMY AND FINANCE
NATIONAL DIRECTORATE OF PUBLIC ACCOUNTING, MOZAMBIQUE

In the case of Mozambique, the Workshop was very important as the process of modernization of the General State Account and adopting IPSAS has just started. The course served to train the technicians and provide them with knowledge in Fiscal Transparency and reporting.

WORKSHOP ON FISCAL RISK MANAGEMENT FOR SOVEREIGN GUARANTEES

HORÁCIO COSTA CAUTO ANALYST
DEBT MANAGEMENT UNIT, ANGOLA

The training was very useful, we had the opportunity to share experiences between the different participating countries on fiscal risk management, and the tool used during the seminar will in fact help for a better risk management in our portfolio of Guarantees.

HARITIANA JENNICA TOVOARIVELO
HEAD OF DIVISION
PUBLIC DEBT DIRECTORATE
MINISTRY OF ECONOMY AND FINANCE, MADAGASCAR

The Workshop on "Fiscal Risk Management for Sovereign Guarantees" was very useful, as it helped me to strengthen my knowledge around guarantees and contingent liabilities.
We discovered a new tool for risk analysis. It was a good starting point for us who are trying to improve the management of sovereign guarantees in our country.

TABLE 3. FY2024 AND MEDIUM-TERM PRIORITIES—FISCAL PROGRAM

Public Financial Management	
Macro-fiscal forecasting	Budget execution and commitment control
Budget preparation, including focus on gender	IFMIS, digitalization, and data governance
Public investment management, including PIMA and C-PIMA	Risk-based internal audit
Fiscal risks management, including from climate and SOEs	Modernizing PFM legal frameworks
Fiscal aspects of debt management	Fiscal reporting and data governance
Asset and liability management with focus on TSA implementation and cash management	
Tax Administration	
Medium-term revenue strategy and reform management	Core tax administration
Compliance risk management	Digitalization of tax administration
VAT management and gap analysis	Audit: telecom, mining, & financial sectors
Oils and tax revenue management	Post TADAT reform implementation
Tax legislation	Large-taxpayer office management
Tax governance	Tax fraud and smuggling
Informal and small taxpayer reform	
Customs Administration	
Customs valuation	Risk management and intelligence
Excise legislation and procedures	Coordinated border management
Customs legislation and procedures	Post-clearance audit
Exemptions from customs duties and taxes	Data matching and analysis
Digitalization of customs administration	Customs induction training

SECTION IV

B

MONETARY AND FINANCIAL SECTOR DEVELOPMENT PROGRAM

FY2023 EXECUTION

Through FY2023, AFS continued to support members to strengthen financial sector resilience and inclusion, improve frameworks for supervision of climate and cyber risks, upgrade financial market infrastructure (FMI) and oversight practices, including in fintech, and support the development of central bank operations.

As of end-April 2023, 52 percent of the rated outcomes across workstreams were either fully or largely achieved. Major achievements through Phase II included:

BSR—development of ICAAP framework and Supervisory Review and Evaluation Process (**Angola**), revision of licensing framework (**Eswatini**), revision of RBS framework in line with new guidelines issued under Basel II (**Lesotho**), revision of securitization regulations against international standards, including IOSCO and BCBS (**Namibia**), implementation of new credit risk assessment and monitoring systems (**Seychelles**), and updated remote examination framework document in line with international practice (**Zimbabwe**).

Course on Macro-econometric Forecasting and Analysis (September 5-16, 2022)

BOX 5. STRENGTHENING CORPORATE GOVERNANCE REGULATION

AFS commenced the Regional Regulatory Reform Initiative – Strengthening Corporate Governance Regulation for the Banking Sector (AFS-CGI)—by organizing a high-level webinar and a detailed workshop for the AFS member countries in September 2022. The one-day webinar provided an update on international standards on corporate governance (Basel Committee on Banking Supervision Corporate Governance Principles for Banks, July 2015) and compliance with Basel Core Principles for Effective Banking Supervision (BCP), with participants being senior supervisory agency personnel and supervisors. The four-day workshop provided more detailed training on corporate governance regulatory frameworks for mid-to-senior level supervisors. A highlight was the self-assessment by each participating country of their compliance with global corporate governance standards. The workshop was the starting point of the AFS Regional Regulatory Reform Initiative –Strengthening Corporate Governance Regulation for the Banking Sector (AFS-CGI)—and was very well appreciated by the participants from the member countries. Following the webinar and workshop, AFS is taking forward the AFS-CGI with bilateral engagements for member countries to develop regulatory reform strategies and CD plans and to support enhancing regulations. This work commenced with Eswatini in October 2022 and will continue in FY2024.

MFXMO—an inflation forecasting framework in place to support for monetary policy formulation (**Botswana, Mauritius, Mozambique, Seychelles, and Zambia**), sufficiently accurate liquidity forecasting framework to guide the liquidity management operations (**Comoros, Botswana, Mauritius, Zambia, Madagascar , Mozambique, Seychelles, and Namibia**), introduction of guidelines for interbank market-trading and Master Repurchase Agreement covering trading between banks and the central bank and improvement in interbank market functioning (**Botswana, Madagascar, Mozambique, Zambia, and Seychelles**), improvement in monetary policy communication with communication policy and strategy documents in place (**Botswana, Seychelles, and Zambia**), and progress on development of the effective lender-of-last-resort/ emergency liquidity assistance frameworks (**Angola and Comoros**).

FMIF—formulation of a national vision and strategy for the national payment system (**Botswana**), improvement in efficiency and effectiveness of the regulatory framework (**Eswatini**), improvement in organizational and institutional arrangements for the operations and oversight of the national payment system and completion of financial market infrastructure assessments against the international standards (**Namibia**), and operationalizing and embedding the new Twin Peaks regulatory framework with national training workshops on financial market infrastructures (**South Africa**).

AFS delivered 56 CD activities–a 76 percent execution relative to the revised FY2023 plan for the region and 74 percent for the FCS (Table 4). Around 19 percent of the interventions supported the FCS.

CD on banking supervision and regulation (BSR) involved 27 activities with focus Basel II/III regulatory reform (Botswana, Madagascar, Seychelles, and Zambia), Basel II/III supervisory reform (Lesotho and Seychelles), risk-based supervision enhancement (Lesotho and Namibia), cyber risk regulation and supervision (Botswana, Mauritius, Mozambique, Namibia, Zambia, and Zimbabwe), banking regulatory reform (Madagascar), and corporate governance reform (regionally and Eswatini). Very strong performance was registered in providing CD for this area during FY2023.

TABLE 4. EXECUTION OF FY2023 CD PLAN—MONETARY AND FINANCIAL SECTOR DEVELOPMENT PROGRAM

	BSR		FMIF		MFXMO		Total		
	Revised Plan	Execution	Revised Plan	Execution	Revised Plan	Execution	Revised Plan	Execution	Execution Rate
Angola	1		1		2	2	**4**	**2**	**50%**
Botswana	4	2	2	2	1	2	**7**	**6**	**86%**
Comoros	1		1		3	3	**5**	**3**	**60%**
Eswatini	2	1	1	1	1		**4**	**2**	**50%**
Lesotho	3	2	2	1			**5**	**3**	**60%**
Madagascar	2	3	1	1	4	4	**7**	**8**	**114%**
Mauritius	4	3	1		3	3	**8**	**6**	**75%**
Mozambique	1	1	1	1	2	2	**4**	**4**	**100%**
Namibia	3	2	1		1		**5**	**2**	**40%**
Regional 1/	4	6	2	2	5	4	**11**	**12**	**109%**
Seychelles	3	3	1				**4**	**3**	**75%**
South Africa			2				**2**	**0**	**0%**
Zambia	3	3			2	1	**5**	**4**	**80%**
Zimbabwe	2	1	1				**3**	**1**	**33%**
Total	**33**	**27**	**17**	**8**	**24**	**21**	**74**	**56**	**76%**
Execution Rate		**82%**		**47%**		**88%**		**76%**	
o/w FCS		**69%**		**42%**		**96%**		**74%**	

1/ Includes regional workshops, seminars, courses, webinars, and professional attachments.

BOX 6. CYBER RISK REGULATION AND SUPERVISION CAPACITY DEVELOPMENT INITIATIVE FOR AFS MEMBERS

In mid-2021, AFS established the Cyber Risk Regulation and Supervision Capacity Development Initiative (CCDI), in collaboration with IMF's Monetary and Capital Markets Department (MCM) to deliver comprehensive CD on AFS countries' regulatory and supervisory frameworks for cybersecurity risk, in line with international standards and practice. The CCDI has assisted a sub-regional group of six AFS members (AFS Cyber Group - **Botswana, Mauritius, Mozambique, Namibia, Zambia, and Zimbabwe)** to strengthen their frameworks, through covering three components of effective prudential regulation of cybersecurity risk in the financial sector: (i) cyber risk regulation framework; (ii) cyber risk supervisory assessment; and (iii) cyber strategy for the financial sector.

Developing prudential regulation and supervision frameworks for cyber risk for several countries at the same time, enabled AFS and MCM to help promote harmonization of cyber risk regulation across the region. Regional consistency is especially important with cyber risk as it will encourage regional cooperation in managing what is in effect a borderless risk that is best managed through regional and global stakeholder cooperation.

The collaboration with MCM in this project has enabled AFS to take advantage of the skills and experience of MCM's financial sector experts in cybersecurity risk, as well significant funding contribution for the regional regulatory reform initiative.

CCDI Key Achievements and Progress

Regulation

- New cybersecurity prudential regulations developed for **Botswana** (draft – ready for final issuance), **Mauritius** (draft – ready for final issuance), **Mozambique** (draft – undergoing stakeholder consultation), and **Zambia** (finalized and in-force)
- Enhanced cybersecurity prudential regulations developed for **Zimbabwe** (draft undergoing industry consultation)
- **Namibia** cybersecurity prudential regulations currently under review

Supervision

- Capacity to effectively assess cybersecurity risk management and controls developed, through undertaking guided on-site examinations (**Mauritius, Mozambique, Zambia, and Zimbabwe**)
- Cybersecurity risk on-site examination standard draft agenda, information request list, and an example list of technical examination questions, developed
- Proposed on-site examination timeframe structure and examination finding terminology framework, developed
- Cybersecurity risk on-site examination manual under development

Strategy

- **Mauritius** and **Mozambique** have drafted cyber risk strategies of the financial sectors and currently undergoing internal policy approval processes.

CD support on Monetary and FX market operation (MFXMO) included 21 CD activities which focused on modernizing the monetary policy framework and transition to inflation targeting (**Angola**), developing a composite leading indicator to nowcast GDP growth (**Botswana**), Forecasting and Policy Analysis Systems (FPAS) (**Madagascar**), support on transitioning to the new monetary policy operational framework (**Mauritius**), liquidity forecasting framework to guide the liquidity management operations (**Comoros, Madagascar, and Mozambique**) monetary policy implementation and operations (**Angola, Comoros, Madagascar, Mozambique, and Mauritius**), market development to support monetary policy transmission (**Madagascar and Mozambique**), foreign exchange operations and foreign exchange market development (**Mozambique**), foreign exchange interventions (**Mauritius and Zambia**), and emergency liquidity assistance (**Comoros**).

Mission to Comoros on MPIO (July-August 2022)

BOX 7. TRANSITION TO INFLATION TARGETING (ANGOLA)

An AFS TA project conducted a comprehensive review of the National Bank of Angola (BNA's) existing reserve money targeting framework and provided a strategy to modernize monetary policy and transition to an Inflation Targeting regime. Key areas covered by the mission included monetary operations, FX policy, FPAS, the monetary policy decision-making process, and communications. Leveraging past IMF TA, the BNA has made many improvements in recent years and is in a generally favorable initial position. Key improvements made include the adoption of a new central bank law that provides the BNA with de jure operational independence and with a mandate for price stability, the successful transition to a flexible exchange rate regime, and progress with the FPAS models and related processes.

BOX 8. MONETARY POLICY OPERATIONS (COMOROS)

The Banque Centrale des Comores (BCC), assisted by AFS, conducted the first monetary policy operation in its history on July 27, 2022. The tender was a liquidity absorbing operation of one billion Comorian francs (about 2 million USD), using fixed-term deposits of 32 days. Decision-making, communication, bidding, and settlement of the operations went well and as anticipated. The operation attracted significant interest from banks, which submitted bids within the allowed time and interest rate limits. The MCMCO/AFS missions assisted the BCC in improving its liquidity monitoring and forecasting framework as well as in preparation for the first monetary policy operation. The missions also trained the BCC staff on various topics related to monetary policy operations. A follow-up mission in December 2022 assisted the BCC in the calibration of its absorption operations, and in establishing a marginal lending facility, and helped to improve liquidity forecasting and monitoring tools. Further assistance will focus on (i) fine-tuning of some parameters of BCC operations (ii) developing the interbank market, and (iii) train BCC and banks staff.

CD on financial market infrastructure and fintech (FMIF) included eight CD activities. Staff turnover, changes in CD priorities, and overlaps with other TA providers (i.e., World Bank) largely explained the low traction in delivery. The CD activities included drafting of the National Payment Systems Law (NPS) (**Mozambique**), review and guidance on oversight policy guidelines for payment system participants (**Botswana**), tailored training on principles for financial market infrastructures (**Madagascar**), supervision and oversight of the Central Securities Depository to the Non-Bank Financial Institutions Regulatory Authority (**Botswana**), oversight of non-bank service providers (**Eswatini**), and strengthening oversight capacity and risk management framework for FMIs (**Lesotho**).

BOX 9. CCCDI-FUNDED DEBT MANAGEMENT PROJECTS

In FY2023 support was provided on the formulation of medium-term debt management strategies (Mozambique), debt sustainability analysis (Zambia), and external debt database validation and reconciliation (Zimbabwe) through the CCCDI-funded project on Strengthening Debt Management in East and Southern Africa.

Zimbabwe: A TA supported the authorities in undertaking a comprehensive external debt database validation and reconciliation as part of the Arrears Clearance, Debt Relief and Restructuring Strategy. The two-step process began with an internal review of the status of debt information in the Debt Management and Financial Analysis System (DMFAS) database in terms of completeness, accuracy, and timeliness. In the second step, a detailed loan-by-loan reconciliation was performed to check the consistency of the DMFAS database with creditor records. The reconciliation was completed for all bilateral creditors and the authorities are expected to continue using the same approach and skills acquired to reconcile with the remaining creditor records and address any anomalies identified.

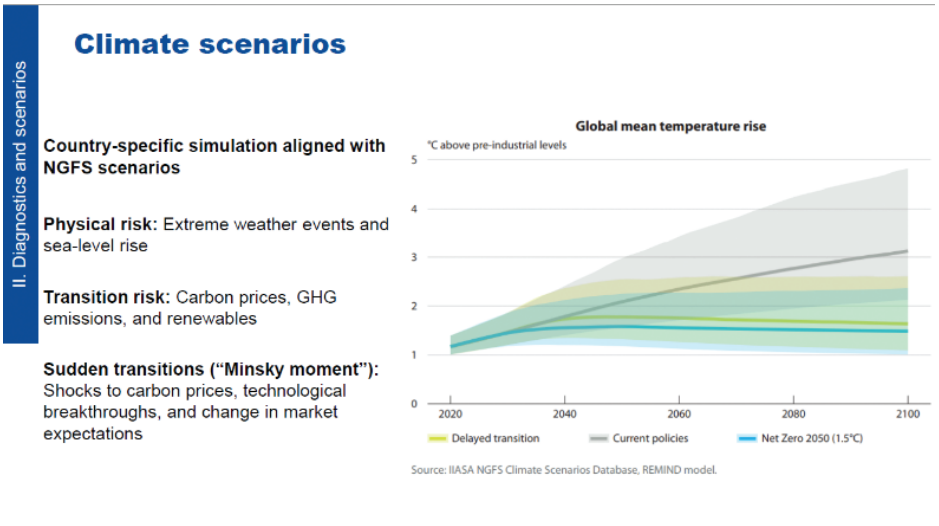
BOX 9. CCCDI-FUNDED DEBT MANAGEMENT PROJECTS (CONTINUED)

Zambia: Government officials were trained on the use of the joint IMF/World Bank Debt Sustainability Framework for Low Income Countries (LIC DSF) to assess the sustainability of public and publicly guaranteed (PPG) debt. Using the knowledge and skills acquired during the training, the officials are expected to conduct their own debt sustainability analysis in future which they can use as input into the budget, the debt management strategy, and to engage with development partners.

FY2023 Regional Workshops: In collaboration with the Strategy, Policy, and Review Department, MCM, and other CD partners, AFS delivered a regional training event on the use of the LIC DSF. Another training on developing an annual borrowing plan, was delivered jointly with AFE, World Bank, and MEFMI.

FY2023 Regional Workshops: In collaboration with the MCM, the Center delivered eight regional specialized training events exposing mid to senior level officials from the region to new developments in areas as digital money, financial market infrastructures, monetary policy and market development, and cyber risks. All provided a platform for peer exchanges. Six of the regional events were delivered virtually, one in hybrid format and one in-person. Topics covered included:

- 'Digital Money: Balancing Innovation and Regulation for a new Frontier' and in collaboration with LEG, AFE, AFW 2, and the South African Reserve Bank (SARB), focusing on the implications for the adoption of digital money, legal and regulatory considerations, building a framework for the supervision and oversight, and understanding the monetary policy and financial stability implications thereof. The workshop combined the CBDC workshop planned to be delivered in FY2023.
- 'Financial Market Infrastructures: Principles and Practices' in collaboration with ATI with focus on the international standards for FMIs to build robust and resilient financial markets.



- 'Prudential Supervision of Cybersecurity—Examination Manual Drafting' in collaboration with CCCDI with the aim of supporting central banks to develop supervisory manual for undertaking on-site examination of cybersecurity risks.
- 'Prudential Supervision of Cybersecurity—Off and Onsite Assessments' in collaboration with the CCCDI and focusing on effective prudential assessments of cybersecurity risks in supervised banks.
- 'Climate Risk and Financial Stability' webinar which focused on climate risk analysis from a regulatory perspective and covered topics as i) channels through which climate risk influence macro-financial dynamics and systemic risk. ii) different types of climate risks, and iii) climate scenarios design and the sources of data and uncertainty.
- 'Modernization of Monetary Policy Operational Frameworks and Financial Market Development' under ongoing collaboration with AFE, AFW, and AFW2 as part of capacity building programs at the regional level with focus on the inter-linkages between monetary policy operational frameworks and financial markets in a peer-to-peer sharing environment.

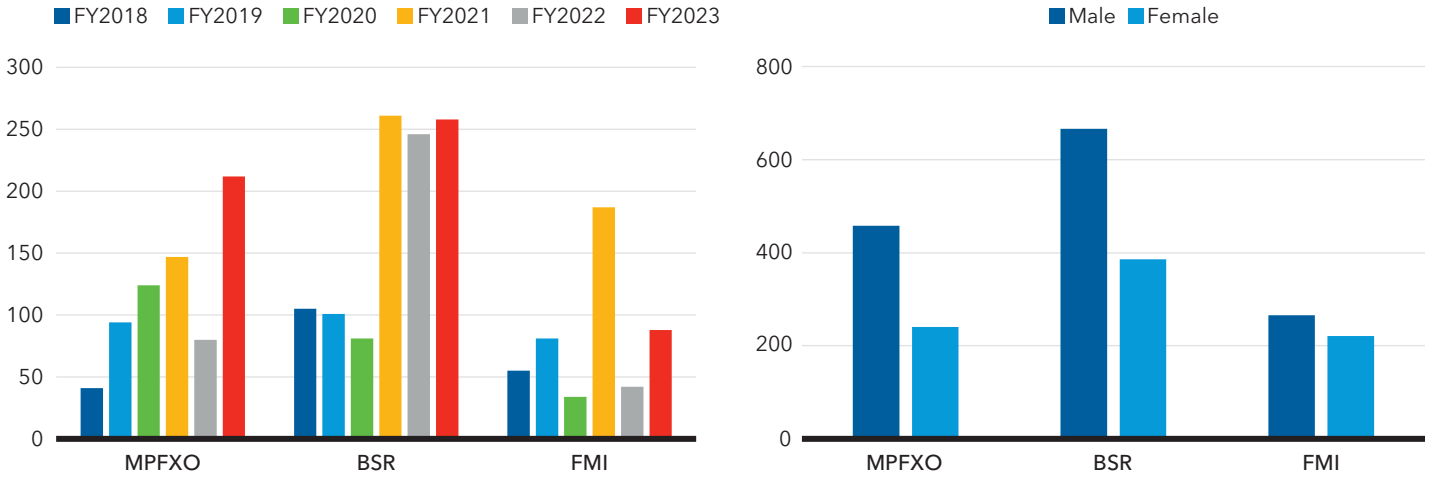
- "Central Bank Communication" (two workshops) jointly with AFE and AFW2 aimed at increasing awareness on the importance of transparency and communication for central banks, fostering good media relations and increasing the knowledge and understanding of key communication tools and channels, and sensitizing countries on strategic communication.

- "Repo Market Development" jointly with AFE, AFW2, and SARB to support the central banks from the region in developing their repo markets, allow peer-to-peer sharing of country experiences to identify gaps and respective solutions which should be the focus in individual country development initiatives.

The above events allowed around 558 professionals, (40 percent female) representing, around 50 percent to of total trainees in FY2023, to further strengthen knowledge and skills in multiple areas of central bank operations (Figure 9 and 10).

Seminar on Repo Market Development held in South Africa (April 11-14, 2023)

FIGURE 9 AND 10. PARTICIPATION IN AFS TRAINING–MONETARY AND FINANCIAL SECTOR WORKSTREAMS



WORKSHOP ON STRENGTHENING CORPORATE GOVERNANCE REGULATION FOR THE BANKING SECTOR

ELIFAS KAMATI
DEPUTY DIRECTOR: POLICY AND REGULATIONS
BANK OF NAMIBIA, REPUBLIC OF NAMIBIA

The seminar came at an opportune time as it provided the Bank of Namibia with an opportunity to assess itself and reflect how it is faring in the implementation of corporate governance principles for banks. The topics covered will assist us to enhance some of the provisions in our regulatory framework which are not in full compliance with the corporate governance principles for banks. The workshop provided us with a learning opportunity to improve our supervisory approaches to ensure that our banking institutions adhere to good corporate governance

LECKRAZ RAMFUL SENIOR
ANALYST BANK OF MAURITIUS

All the topics covered during the seminar provided us with valuable insights of the good governance practices that should be adopted by banks as well as the importance of the oversight role of the board of directors. Undoubtedly, this will be our focus of future examination of banks.

COURSE ON CENTRAL BANK DIGITAL CURRENCIES

MS. LUNGILE DLAMINI GENERAL MANAGER OPERATIONS
CENTRAL BANK OF ESWATINI

Participation in this course has concretized my understanding of CBDCs and, in particular, the importance of being clear on the compelling reason for CBDC issuance in our local context, that is, taking into consideration both the demand side and supply side factors.

MS. JULIA NJOBO
HEAD - DIGITAL FINANCIAL SERVICES, LICENSING & FINTECH
RESERVE BANK OF ZIMBABWE

The best part was the sharing of experiences which came from the case studies at the end of each lecture. The ensuing discussions brought the topical issues closer to home where each member had to put the topics into their country context.

FY2024 AND MEDIUM-TERM CD PRIORITIES

The FY2024 plan includes 61 missions and 11 regional workshops, both representing 36 percent of the total AFS FY2024 activities. AFS monetary and financial sector development program will continue to focus on workstreams within banking supervision and regulation, money and FX markets operations and financial market infrastructures and fintech and will include support on the global topics. Within BSR workstreams the CD plan targets progress on (i) implementation of Basel II/III requirements, (ii) RBS implementation, including risk identification and assessment, risk rating, supervisory action planning, supervisory review process, and (iii) cybersecurity. Priorities for MFXMO include ongoing monetary policy reforms, facilitating the adoption of good practices in forecasting, monetary policy implementation and operation (MPIO), FX, market development and emergency liquidity assistance. CD on FMIF will support the completion of NPS reforms and aid the adoption of international good practice for risk management and oversight of the FMIs (Table 5). The Center notes the growing interests of central banks on digital money, fintech and cross-border payment initiatives including the development and enhancement of fast payment systems. The FY2024 plan provides for the demand in the traditional areas as well as these identified growth areas.

TABLE 5. FY2024 AND MEDIUM-TERM PRIORITIES–MONETARY AND FINANCIAL SECTOR DEVELOPMENT PROGRAM

Banking Supervision and Regulation	
Regulatory reforms – Basel II/III	Corporate governance for banks
RBS framework enhancement regulation	Cybersecurity supervision
Regulation and supervision of climate-related financial risks	
Money and FX Market Operations	
Forecasting and Policy Analysis	Emergency liquidity assistance framework
FX: Operations & policy implementation	Monetary policy implementation and operations
Monetary policy communications	Digitalization of central bank operations
Central bank governance and transparency	Debt management
Financial Market Infrastructure and Fintech	
FMI and fintech legislation and regulation	Review of PFMI assessments
Oversight of payment system	Digital payments
Debt Management (CCCDI)	
Formulation of medium-term debt management strategy	Annual borrowing plan, issuance plan
Sovereign asset-liability management	Investor relations
Debt portfolio risk assessment Institutional and legal arrangements for debt management	International bond issuance, debt recording, reporting, and monitoring
Debt recording, reporting, and monitoring	Local currency bond market development
Debt sustainability analysis	Institutional and legal arrangements for debt management

SECTION IV

C

STATISTICS PROGRAM

FY2023 EXECUTION

The statistics program continued to support countries to improve real sector statistics in terms of coverage, periodicity, and timeliness and to increase engagement with fragile countries. As of end-April, around 79 percent of the rated outcomes were either fully or largely achieved. Key achievements by member countries through Phase II included identification of alternative data sources for GDP estimates due to COVID-19 (**Botswana, Lesotho, Mozambique, Namibia, Seychelles, and South Africa**), dissemination of quarterly GDP (**Angola, Eswatini, Lesotho, Madagascar, and Namibia**), dissemination of quarterly GDP by production approach at current prices (**Eswatini**), first seasonal adjustment and quality assessment of GDP and dissemination of experimental QNA seasonally adjusted series (**Angola**), compilation of national accounts estimates for recent years (**Comoros**), consistency of national accounts estimates with balance of payments estimates and dissemination of quarterly GDP by production approach at current prices (**Eswatini**), compilation and dissemination of sectoral quarterly financial accounts and financial balance sheets (**Mauritius**), harmonization of seasonal adjustment approach for Retail and relevant Household Final Consumption series (**South Africa**), dissemination of rebased national accounts, annual and quarterly (**Botswana, Mauritius, Mozambique, Seychelles, South Africa**), and dissemination of updated CPI estimates (**Botswana, Lesotho, and Seychelles**) and Manufacturing and Utilities PPI (**Botswana**).

Workshop on Price Statistics Fundamentals held in Lesotho (February 27-March 03, 2023)

BOX 10. RESIDENTIAL PROPERTY PRICE INDEX (SOUTH AFRICA)

Following the request made by the South African Reserve Bank, Stats SA have compiled an official RPPI. An RPPI can be used to track changes in household wealth, gauge financial and price stability, and help individuals to make decisions on buying and selling a home. Development of the new index supports Stats SA's strategic mission to "transform the production, coordination and use of statistics through optimization, partnerships and innovation." In 2020, the Fund published a manual to assist countries to compile an RPPI in line with international best practice. AFS has been providing technical support to Stats SA during the project. Consequently, the methodology of the RPPI is fully in line with international methods and standards. The RPPI is compiled using records from the Deeds register, which contains the legal records of property ownership in South Africa. Being an administrative database, substantial work is required to make the data suitable for statistical processing and analysis. Because each property is unique and sold infrequently, a major challenge of compiling an RPPI is to prevent the results being affected by the differences in properties sold in each period. Stats SA will therefore use a hedonic regression model to compute the index. The hedonic regression uses all the available transactions in a period and controls for differences in the location, property size and whether the home is free standing or part of a sectional title complex. The regression model generates coefficients by using data from the current month and the previous 11 months to form a chained index. The initial results are volatile and so a smoothing algorithm is used to illuminate the main trend. Indices have been calculated for each of the eight metropolitan municipalities which are aggregated to a headline index. Overall house prices growth was 228% from January 2010 to April 2022.

The center delivered 39 TA missions and three regional seminars – a 83 percent execution for the AFS region and 84 percent for FCS group (Table 4). CD support included rebasing annual national accounts and improving quarterly national accounts (**Angola, Botswana, Comoros, Eswatini, Lesotho, Madagascar, Mozambique, Namibia, Seychelles, and Zimbabwe**) GDP process tables (**Madagascar**), improvement of GDP estimates (**Angola, Botswana, Comoros, Lesotho, and Zimbabwe**), development of sectoral quarterly financial accounts and financial balance sheets (**Mauritius**), updating the consumer price index (CPI) (**Angola, Comoros, Eswatini, Madagascar, and Seychelles**), development/improvement of a Producer Price Index (PPI) (**Botswana, Eswatini, Namibia, Seychelles, Zambia, and Zimbabwe**), and development of an RPPI (**Mauritius and South Africa**).

Professional Attachment Program (Eswatini): AFS funded a PAP to assist the Eswatini Central Statistics Office

TABLE 6. EXECUTION OF FY2023 CD PLAN–STATISTICS PROGRAM

	Revised Plan	Execution	Execution Rate
Angola	4	4	100%
Botswana	3	3	100%
Comoros	7	5	71%
Eswatini	4	2	50%
Lesotho	3	3	100%
Madagascar	3	2	67%
Mauritius	2	2	100%
Mozambique	2	2	100%
Namibia	3	2	67%
Regional 1/	3	3	100%
Seychelles	4	5	125%
South Africa	3	2	67%
Zambia	3	1	33%
Zimbabwe	3	3	100%
Total	**47**	**39**	**83%**
Execution Rate		**83%**	
o/w FCS		**84%**	

1/ Includes regional workshops, seminars, courses, webinars, and professional attachments.

to identify requirements for a new computer system for compiling the CPI and PPI based on international best practice as applicable in South Africa. Statistics South Africa (Stats SA) recently introduced new computer systems for the collection and compilation of CPI and PPI. The event allowed three officials from Eswatini to better understand the development process and technical features of the South African systems. This included methodologies used by Stats SA for collecting CPI and PPI and the process of documenting user requirements that could be used in a new system in Eswatini.

FY2023 Regional Workshops: In collaboration with the STA, AFS delivered three regional training events allowing around 104 officials (40 percent female) from statistical agencies to improve knowledge and analytical skills on national accounts and prices statistics, including PPI (Figure 11 and 12). A workshop on 'Analytical skills for National Accounts', delivered in-person, provided an understanding of the fundamental analytical skills required to compile and disseminate GDP estimates. A virtual workshop on 'Development of a Producer Price Index' focused on building capacity to strengthen participants' knowledge of PPI concepts and methods and a 'Price Statistics Fundamentals' workshop held in-person in Lesotho, focused on building capacity to strengthen participants' knowledge of general price index compilation concepts and methods.

FY2024 AND MEDIUM-TERM CD PRIORITIES

The priorities on real sector statistics remain broadly unchanged. The proposed plan provides for 29 TA missions representing around 14 percent of the total FY2024 activities and will support national statistical agencies to further improve the national accounts (annual and quarterly GDP) and price statistics based on accepted statistical methodologies and compilation practices (Table 7). With the reduction of one national account resident advisor the Center will try and ensure that, as much as possible, any reduced CD support from AFS is offset by IMF HQ.

FIGURE 11 AND 12. PARTICIPATION IN AFS TRAINING–STATISTICS WORKSTREAMS

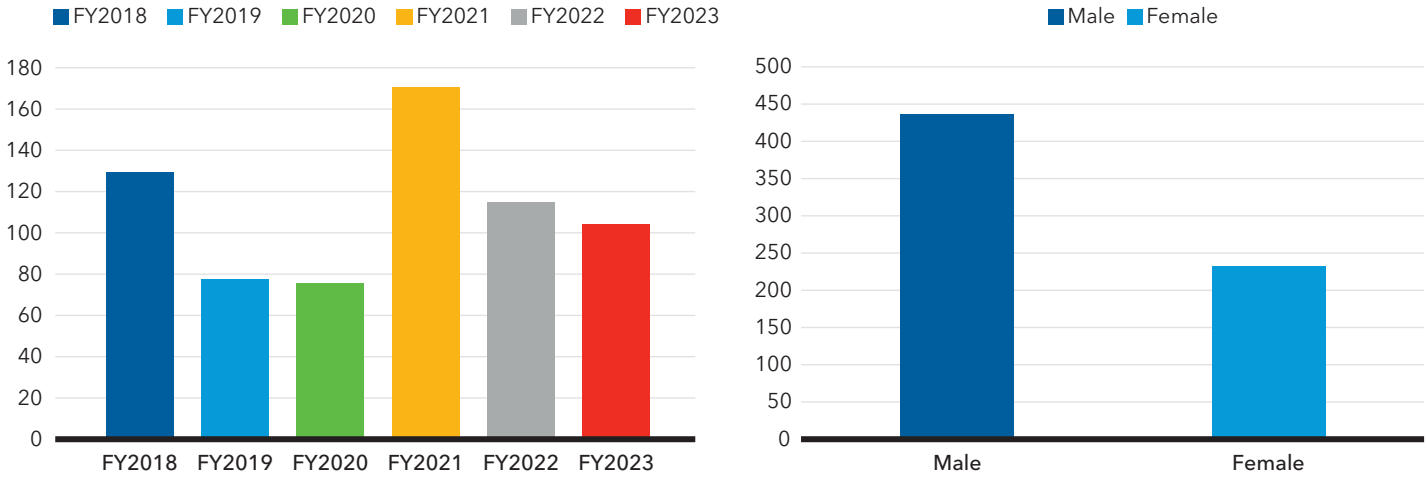


TABLE 7. FY2024 AND MEDIUM-TERM PRIORITIES–STATISTICS PROGRAM

FY24 and Medium-Term Priorities -Statistics Program
Dissemination of rebased/revised/improved annual GDP estimates and rebase planning
Develop/improve/disseminate quarterly national accounts
Validating and disseminating financial accounts and balance sheets
Updating/improving the CPI

BOX 11. NEW RESIDENT ADVISOR ON GOVERNMENT FINANCE STATISTICS

At the June 2023 meeting, the SC acknowledged the need for CD on Government Finance Statistics (GFS) and Public Sector Debt Statistics (PSDS) to further improve coverage, methodology, and periodicity of statistics in this area. These areas are also supported by the recent reviews by IMF/AFR teams which calls for migrating to GFSM14 from GFSM86/01 to better align to SNA 2008 and BOPM6, addressing data inconsistencies and poor coverage, and improving fiscal reporting. The support to member countries on GFS will contribute towards improving debt management, reporting on fiscal risks arising from state-owned enterprises, and forecasting and policy analysis. In coordination with the STA, the advisor will:

- prepare annual workplans for TA, training, and professional attachments for individual member countries based on demand and the needs assessments of STA, country teams, regional commitments of the country (especially with SADC and COMESA), and the views of development partners,
- provide customized in-country training on GFS and PSDS to national statistical agencies depending on the level of progress and organize attachment programs,
- advise on institutional arrangements needed to create platforms to discuss collaboration on data exchanges and to effectively collect data for the production and dissemination of GFS and PSDS, and
- Contribute to the review of existing legislation to support good statistical practices.

AFS is currently working with the STA to finalize the recruitment of the new GFS advisor who is expected to join by early 2024.

SECTION IV

D

WORK ON LEGAL ISSUES INCLUDING AML/CFT[11]

FY2023 EXECUTION

CD on financial and fiscal law (FFL) continues to be led and backstopped by LEG. Through FY2023 AFS funded 11 TA missions and other CD engagements (e.g., desk work) including three to FCS. For example, the following CD activities were led by LEG and funded by AFS: tax law reform (**Botswana** in collaboration with FAD), drafting of NPS law (**Mozambique** in collaboration with MCM), customs legislation reform (**Madagascar** and **Comoros** in collaboration with FAD), bank resolution framework legal reform (**Seychelles**, in collaboration with MCM), public debt management legal framework review (**Lesotho**). LEGFF has also been providing CD in other AFS countries, e.g., on central bank legal framework (**Botswana, Lesotho, and Mauritius**), CBDC (**Lesotho and Mauritius**), payment system legal framework (**Botswana**), and banking and bank resolution legal framework (**Botswana and Namibia**).

FY2024 AND MEDIUM-TERM PRIORITIES

Going forward AFS, in collaboration with LEG and other CDDs, will continue to support members to improve financial and fiscal law (FFL) The FY2024 plan includes CD on the banking Act (Mauritius) and customs legislation (Comoros). The new resident advisor deployed by LEG for the SSA region will assist in the legal aspects of governance and anti-corruption[12]. The expert will assist authorities with the design and implementation of anti-corruption policies, law and regulations, and institutions and actions to advance the governance and anti-corruption agenda. Specific to the AFS region, the FY2024 plan includes a LEG's follow-up TA to support implementation of rule of law and anti-corruption recommendations of the diagnostic in **Zambia** and a multi-country course on Legal, Organizational, and Strategic Approaches to Confronting Corruption in collaboration with ATI and AFW2. The advisors will also work on projects with non-AFS countries.

[11] The IMF's work on AML/CFT encompasses various dimensions beyond legal considerations, such as regulatory frameworks, supervisory practices, operational procedures, and international collaboration, among others.

[12] The advisor will be supporting non-AFS members as well.

BOX 12. AML/CFT THEMATIC TRUST FUND

AFS members continued to receive CD on AML/CFT funded by the AML/CFT Thematic Trust Fund. Support in FY2023 included the following TA and training:

- Assistance focused on enhancing the legal and regulatory framework, implementing a risk-based approach to AML/CFT supervision of the financial sector, strengthening the financial intelligence unit, and improving correspondent banking relationships (**Angola**).
- Development and implementation of a sound and effective risk-based approach to AML/CFT supervision (**Botswana**).
- A multi-country in-person training on 'Correspondent Banking' conducted jointly with the EU's AML/CFT Global Facility and Bank of Mauritius (for Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) countries).
- An online course on 'Transparency of Beneficiary Ownership: from Technical Recommendations to Implementation' in collaboration with the EU's AML/CFT Global Facility (**SSA countries**).
- Assistance to address the gaps identified during the AML/CFT mutual evaluation (**Namibia**)
- A multi-country virtual training on Virtual Assets (VAs) and Virtual Asset Service Providers (VASPs) (**SSA countries**).

Supported by the AML/CFT Thematic Trust Fund, we have a regional advisor in place for the Africa region and are in the process of recruiting an additional advisor to further strengthen our capabilities in the region. These advisors play a crucial role in collaborating closely with AFS, working together on shared areas of work to enhance AML/CFT efforts.

Going forward, the priorities for the region will focus on the continuation of projects in Botswana and Namibia and collaborating with the FATF styled regional body (ESAAMLG) to strengthen AML/CFT systems in the region. In FY2024, the Thematic Trust Fund will deliver two training events on terrorist financing and VAs.

SECTION IV

E

ICD TRAINING PROGRAM

FY2023 EXECUTION

AFS, in collaboration with the ICD, delivered three courses which allowed round 102 professionals (40 percent female) from central banks and ministries of finance to strengthen knowledge in nowcasting, central bank digital currencies (CBDCs), and financial development and financial inclusion (FDFI). The Center also continued to collaborate with ATI via the participation of AFS advisors in ATI courses. The three courses below were highly rated participants.

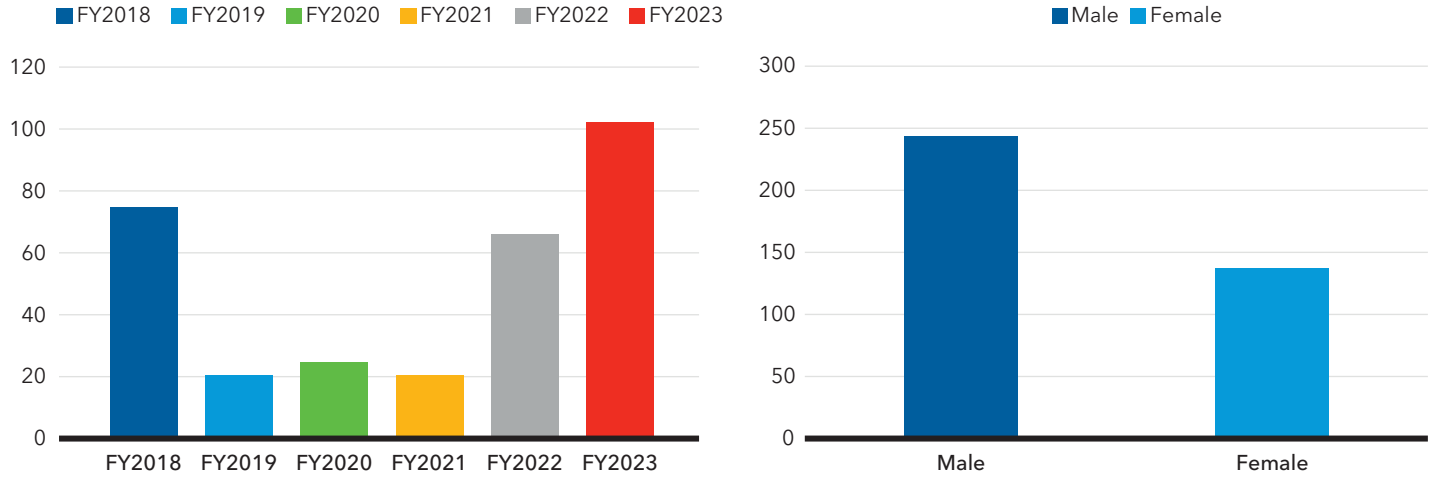
Course CBDC held in Mauritius (November 7–11, 2022)

- The in-person course on CBDCs included a selection of core topics on CBDC design, its features, and the role of CBDCs. It presented benefits, costs, and risks from the issuance of a CBDC related to monetary policy transmission, financial inclusion, financial integrity, and financial stability. It also discussed regulatory issues and international considerations. The course gave participants a foundation in CBDCs and assessed the business case for CBDC adoption from the perspective of users and central banks.

- The FDFI course held in-person introduced financial inclusion as an integral dimension of financial development. The course topics included indicators currently in use to measure financial development, its macroeconomic impact, the main policy strategies to promote financial development and inclusion, how countries can develop capital markets (equity and bond markets), strategies to increase access to finance for SMEs, developing a financial literary program to increase financial inclusion, and the promise from Fintech as a tool to promote financial inclusion.

- The virtual course on 'Nowcasting', delivered in collaboration with ICD and ATI, targeted senior officials from ministries of finance, central banks, and statistical agencies. The topics covered included nowcasting methods, type of data and techniques to develop high

FIGURE 13 AND 14. PARTICIPATION IN AFS TRAINING–ICD COURSES



frequency indicators, and two modeling approaches (factor models and machine learning) that enable the incorporation of mixed-frequency data indicators to the nowcasts and forecasts of GDP.

FY2024 AND MEDIUM-TERM PRIORITIES

The AFS training strategy focuses on ensuring exposure to priority topics and expanding access to courses that may not be delivered at ATI and/or are in high demand. In collaboration with ICD and ATI, AFS will host two courses on climate: the flagship Macroeconomics of Climate Change' course and a more detailed workshop on 'Climate Change and Macro Financial Policies'. In addition, the Center will deliver a course on 'Financial Sector Surveillance' and, for the first time in the AFS region, a more advanced modelling course on 'Monetary and Fiscal Policy Analysis with DSGE Models'.

SECTION V

BUDGET AND FINANCING

BUDGET AND FINANCING

The initial FY2023 budget estimates of US$ 13.3 million assumed a significant expansion in CD volume, a pickup in in-person delivery modality, and full disbursement of pending contributions from members. Based on the execution during the first semester and in view of liquidity concerns going forward, AFS presented a revised CD plan at the mid-year SC meeting held in December 2022 with two scenarios – one with a budget of US$ 9.6 million considering cash in hand and another US$ 10.5 assuming disbursements from countries with pending contributions.

Following delays noted in disbursements, AFS revisited the CD plan in the last quarter of FY2023. AFS requested CDDs to fund some CD activities and carried forward others to FY2024, especially non-urgent and unconfirmed missions. AFS ended the year with expenses amounting to US$ 10.3 million, a seven percent over spending based on the conservative working budget presented during the SC FY2023 mid-year meeting[13]. The Center will meet the gap from pending contributions from members. Total Phase II expenses amounted to US$ 54.6 million against the Phase II Program estimate of US$ 59.4 million (Table 8). Total contributions received from partners and members amounted to US$ 51.3 million (Table 9).

AFS Phase III program assumes a budget of US$ 59.4 million for the next five years –the same amount as the Phase II program estimate. As of end-July 2023, total pledges from donors (the **EU, Switzerland, and Germany**), member countries (**Mauritius and Botswana**), and IMF amounted to US$ 25.1 million leaving financing gap of US$ 34.3 million (Table 10). The IMF is consulting with other partners about their financial contributions to the AFS Phase III.

[13] Some FY23 expenses still need to be cleared. The Center will present the final numbers in the mid-year report.

TABLE 8. AFS PHASE II AND FY2023 OUTTURN AND FY2024 BUDGET ESTIMATES (US $ THOUSANDS)

Project	Phase II						Phase III
	Phase Summary			FY2023			FY2024 Working Budget
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)	
Public Financial Management	15,238	12,974	13,264	1,756	2,017	115%	2,287
Customs Administration	5,133	6,498	6,699	1,051	1,206	115%	1,074
Tax Administration	5,179	5,666	5,854	894	1,060	119%	1,041
Banking Supervision and Regulation	5,047	4,356	4,473	934	1,033	111%	900
Monetary Policy Operations	5,047	3,986	4,022	749	779	104%	1,088
Financial Market Infrastructures	2,514	2,180	2,089	544	455	84%	601
Real Sector Statistics	7,719	6,705	6,751	1,391	1,417	102%	1,203
Financial and Fiscal Law	1,214	1,060	1,110	119	186	157%	300
Admin Project	3,662	3,820	3,740	860	779	91%	745
Customized Training	122	-	-	-	-	-	-
Training project	525	1,050	1,134	321	358	112%	701
Governance and Evaluation	686	421	388	50	17	35%	77
Strategic Budget Reserve	1,000	-	-	-	-	-	200
Sub Total	**53,087**	**48,717**	**49,525**	**8,668**	**9,309**	**107%**	**10,217**
Trust Fund Management	**3,716**	**3,410**	**3,467**	**607**	**652**		**715**
Total	**56,803**	**52,127**	**52,992**	**9,275**	**9,960**	**107%**	**10,932**
IMF Expenses	**2,600**	**2,625**	**1,647**	**300**	**309**	**103%**	**482**
Total	**59,403**	**54,752**	**54,639**	**9,575**	**10,269**	**107%**	**11,414**

The EU's agreement to disburse the full amount at the beginning of Phase III and the early commitment from members and other donor partners will provide the required liquidity for financing FY2024 and FY2025 plans. AFS also notes the cuts in pledges for Phase III expressed by some key donor partners and possible delays in finalizing LOUs by some members through Phase III. As interim measures, AFS, in collaboration with HQ, has made temporary arrangements to tap other financing, notably on three new resident advisor positions for Phase III. These include funding of CD on debt management by CCCDI and on governance and anti-corruption by LEG in FY2024. Work on nowcasting/FPAS will be led by the MCM-backstopped resident advisor. The ongoing 5-year IMF strategic CD review will include a look at how to strengthen the IMF's field presence, including governance and the funding model.

The FY2024 budget is estimated at US$ 11.4 million with 41 percent supporting the fiscal workstreams, 24 percent the monetary and financial workstreams, and 11 percent planned for statistics. Starting FY2023024, the Fund will start covering part of the administrative costs.

TABLE 9. AFS PHASE II FINANCIAL CONTRIBUTIONS (US $ MILLIONS)

Agreement/Amendment Information					Contribution Received		Contribution Expected (U.S. Dollars)	
Partners/Members	Signed Date[1/]	Currency	Amount	U.S.Dollars	Agreement Currency	U.S.Dollars	Requested	Future Contributions[2/]
Partners				**44.4**		**45.5**	**-**	**0.02**
Australia	5/23/2016	AUD	0.3	0.2	0.3	0.2	-	-
China	7/13/2018	USD	2.0	2.0	2.0	2.0	-	-
European Commission	6/15/2021	EUR	21.0	24.7	21.0	25.6	-	-
European Investment Bank	4/19/2018	EUR	0.2	0.2	0.2	0.2	-	-
Germany	12/11/2018	EUR	2.5	2.8	2.5	2.8	-	-
Germany	11/30/2017	EUR	2.5	3.0	2.5	2.9	-	-
Netherlands	11/6/2015	EUR	1.0	1.1	1.0	1.2	-	-
Switzerland	10/8/2016	CHF	5.0	5.1	5.0	5.1	-	-
United Kingdom	10/11/2017	GBP	1.1	1.5	1.1	1.5	-	-
United Kingdom	12/12/2018	GBP	3.0	3.7	3.0	3.8	-	0.02
Members				**4.0**		**3.4**	**0.6**	**-**
Angola	10/1/2018	USD	0.3	0.3	0.3	0.3	-	-
Botswana	8/28/2017	USD	0.5	0.5	0.5	0.5	-	-
Madagascar	12/21/2018	USD	0.5	0.5	0.4	0.4	0.1	-
Mozambique, Republic Of	12/22/2017	USD	0.5	0.5	0.5	0.5	-	-
Namibia	12/2/2019	USD	0.5	0.5	0.5	0.5	-	-
Seychelles	12/20/2017	USD	0.5	0.5	0.5	0.5	-	-
South Africa	3/21/2018	USD	0.3	0.3	0.3	0.3	-	-
Zambia	8/28/2017	USD	0.5	0.5	0.5	0.5	-	-
Zimbabwe	5/11/2022	USD	0.5	0.5	-	-	0.5	-
Partners and Members Total				**48.4**	**-**	**48.9**	**0.6**	**0.02**
Internal Transfers Total[3]				**0.4**		**0.4**	**-**	**-**
Under Negotiation								
Comoros		USD	0.5	0.5				
Eswatini		USD	0.5	0.5				
Lesotho		USD	0.5	0.5				
Under Negotiation Total				**1.5**				
Host Country and IMF								
Host Country								
Cash		USD	2.0	2.0				
In-Kind				-				
IMF				**2.6**		**2.0**	**-**	**-**
Host Country and IMF Total				**4.6**				
Grand Total				**54.9**		**51.3**	**0.6**	**0.02**

1/ May also refer to agreements that are under negotiation and approval date for Capacity Development Partnership agreements (e.g. flexible/umbrella agreements).

2/ The future contributions amount is set to zero for completed installments.

3/ Refers to transfers from one program phase to another (e.g. phase rollovers) and includes the contribution from COVID19 Initiative account for $240K.

TABLE 10. AFS PHASE III FINANCIAL CONTRIBUTIONS (US $ MILLIONS)

Agreement/Amendment Information			Contribution	Contribution Expected (U.S. Dollars)	
Partners/Members	Signed Date[1/]	U.S.Dollars	U.S.Dollars	Requested	Future Contributions[2/]
Partners		**12.3**	**11.3**	**-**	**1.1**
European Commission	5/22/2023	9.1			
Germany	12/22/2022	1.1	-	-	1.1
Switzerland	11/14/2022	2.1	2.1	-	-
Members		**0.5**	**-**	**0.1**	**0.4**
Botswana	3/28/2023	0.5	-	0.1	0.4
Partners and Members Total		**12.8**	**11.3**	**0.1**	**1.5**
Under Negotiation					
European Commission		5.5			
Under Negotiation Total		**5.5**			
Host Country					
Cash		4.0	1.6	-	2.4
In-Kind		-			
IMF		**2.8**			
Host Country and IMF Total		**6.8**			
Grand Total		**25.1**	**12.9**	**0.1**	**3.9**
Program Document Budget		59.4			
		(34.3)			

1/ May also refer to agreements that are under negotiation and approval date for Capacity Development Partnership agreements (e.g. flexible/umbrella agreements).

2/ The future contributions amount is set to zero for completed installments.

ANNEXES

Annex I

FY23 Workplan Execution

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
BSR	Regional	Prudential Supervision of Cybersecurity – Off and On-site Assessments	1		1	IP
BSR	Regional	Prudential Supervision of Cybersecurity – On-site Examination Manual	1		1	V
BSR	Regional	Review of Bank Corporate Governance Regulatory Framework (4 countries)		1		
BSR	Regional	Climate Risk and Financial Stability		1	1	V
BSR	Regional	Strengthening Corporate Governance Regulation for the Banking Sector		1	1	V
BSR	Regional	Strengthening Corporate Governance Regulation for the Banking Sector	1		1	V
BSR	Regional	International Financial Reporting Standards 17 (IFRS 17)		1	1	V
BSR	Angola	Basel II/III - Reform Implementation	1	1		
BSR	Angola	Basel II/III Reform Finalization	1			
BSR	Botswana	Cybersecurity Regulation Review	1	1	1	V
BSR	Botswana	Liquidity Risk Regulatory Reform - Commence Draft LCR NSFR Regulation	1	1	1	V
BSR	Botswana	Liquidity Risk Regulatory Reform - Review of Draft LCR NSFR Regulation	1	1		
BSR	Botswana	On-site Examination - Cybersecurity	1	1		
BSR	Comoros	Basel II/II Reform Implementation - Regulation and Guideline Reform	1	1		
BSR	Comoros	Basel II/II Reform Implementation - Regulation and Guideline Reform	1			
BSR	Eswatini	Governance Regulatory Reform		1	1	V
BSR	Eswatini	Governance Regulatory Reform		1		
BSR	Lesotho	Risk-Based Supervision Framework Enhancement - Off-site Supervision and Risk Rating and SAP Final	1	1	1	IP
BSR	Lesotho	Risk-Based Supervision Framework Enhancement - On-site Examination-Framework	1	1	1	V
BSR	Lesotho	Risk-Based Supervision Framework Enhancement - On-site Examination-Exam	1	1		
BSR	Madagascar	Basel II/III Reform	1	1	1	IP
BSR	Madagascar	Basel II/III Reform	1	1	1	H
BSR	Madagascar	Basel II/III Reform			1	H
BSR	Mauritius	Cyber Risk Supervision - Onsite Examination Guidance (first)	1	1	1	IP

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
BSR	Mauritius	Cyber Risk Supervision - Onsite Examination Guidance (second)	1	1	1	IP
BSR	Mauritius	Cyber Risk Supervision - Onsite Examination Guidance (third)	1	1		
BSR	Mauritius	Cyber Risk Supervision - Finalization of Cyber Security Regulation	1	1	1	V
BSR	Mozambique	On-site Examination - Cybersecurity (first)	1	1	1	IP
BSR	Mozambique	On-site Examination - Cybersecurity (second)	1			
BSR	Namibia	On-site Examination - Cybersecurity	1	1		
BSR	Namibia	RBS Framework Enhancement - Off-Site Supervision - Quarterly Risk Report	1	1	1	V
BSR	Namibia	RBS Framework Enhancement - Risk Rating and Supervisory Action Planning	1	1	1	IP
BSR	Seychelles	Basel II/III - Regulatory Reform	1	1	1	IP
BSR	Seychelles	Basel II/III - Internal Capital Adequacy Assessment Process (ICAAP) - Training		1	1	IP
BSR	Seychelles	Basel II/III - Internal Capital Adequacy Assessment Process (ICAAP)	1	1	1	IP
BSR	Zambia	Cyber Risk Regulation	1	1		
BSR	Zambia	On-site Examination - Cybersecurity (first)	1	1	1	IP
BSR	Zambia	On-site Examination - Cybersecurity (second)	1		1	IP
BSR	Zambia	Basel II/III Reform Implementation - LCR and NSFR Reform		1	1	IP
BSR	Zimbabwe	On-site Examination - Cybersecurity (first)	1	1	1	IP
BSR	Zimbabwe	On-site Examination - Cybersecurity (second)	1			
BSR	Zimbabwe	Risk-based Supervision Framework Enhancement	1	1		
CADM	Regional	Illicit Trade in collaboration with SADC	1			
CADM	Regional	Business Continuity, Disaster Recovery and Emergency Planning	1	1		
CADM	Regional	Business Continuity Guidelines funded through CCCDI	1	1	1	V
CADM	Angola	Business Continuity Plan (CCCDI)	1	1	1	V
CADM	Angola	Project Management & Internal Audit	1	1	1	IP
CADM	Botswana	Risk Management (Phase II)	1			
CADM	Botswana	Valuation (Phase III)	1			
CADM	Comoros	Customs Valuation (joint with JSA)	1	1	1	V
CADM	Comoros	Medium-Term Strategy (joint with JSA)	1	1	1	V
CADM	Comoros	Risk Management Phase II	1	1	1	IP
CADM	Comoros	Excise Procedures	1	1		
CADM	Comoros	Excise Legislation (Joint with LEG)	1	1	1	IP
CADM	Comoros	Legislation (joint with LEG)	1	1	1	IP
CADM	Comoros	Post Clearance Audit Phase II	1			

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
CADM	Comoros	Risk Management (joint with JSA)			1	IP
CADM	Eswatini	Excise (Phase V)	1	1	1	IP
CADM	Lesotho	Customs Diagnostics Study (joint with FADR2)	1			
CADM	Lesotho	Excise (Phase II)	1	1	1	IP
CADM	Lesotho	Coordinated Border Management (Phase II)	1	1	1	IP
CADM	Lesotho	Coordinated Border Management (Phase III)	1	1		
CADM	Madagascar	Business Continuity Plan (CCCDI)	1	1	1	V
CADM	Madagascar	Project Management	1	1	1	V
CADM	Madagascar	Legislation (joint with LEG)	1	1	1	IP
CADM	Madagascar	Exemptions and Suspensions (joint with JSA)	1	1		
CADM	Madagascar	Customs Valuation	1	1		
CADM	Madagascar	CD Review and Planning for AFS Phase III (joint with JSA)	1	1	1	IP
CADM	Madagascar	Post Clearance Audit	1	1	1	IP
CADM	Madagascar	Risk Management and Intelligence	1	1	1	IP
CADM	Mauritius	Computer Audit	1			
CADM	Mozambique	Governance and Transparency	1			
CADM	Namibia	Business Continuity Plan (CCCDI)	1	1	1	V
CADM	Namibia	Mid-Term Strategy Review	1	1	1	IP
CADM	Namibia	Risk Management and Training and Development		1	1	IP
CADM	Namibia	Performance Management and Stakeholder Engagement	1	1	1	IP
CADM	Namibia	Customs Procedures Phase I		1	1	IP
CADM	Namibia	Performance Management Phase II			1	IP
CADM	Namibia	Customs Procedures Phase II		1	1	IP
CADM	Seychelles	Entry Processing	1	1	1	IP
CADM	Seychelles	Post Clearance Audit	1	1	1	IP
CADM	Zambia	Intelligence and Risk Management Phase II	1	1	1	IP
CADM	Zambia	Data Analytics	1	1		
CADM	Zimbabwe	Post Clearance Audit (Phase II)	1	1	1	V
CADM	Zimbabwe	Coordinated Border Management (Phase II)	1	1	1	IP
CADM	Zimbabwe	Customs Valuation (Phase II)	1	1		
CADM	Zimbabwe	Risk Management and Intelligence	1	1	1	IP
FFL	Regional	Role of Legal Frameworks in Tackling Gender Inequality	1			
FFL	Botswana	Fiscal Tax Law Reform	1	1	1	V
FFL	Botswana	Fiscal Tax Law Reform			1	V
FFL	Comoros	Customs Legislation	1	1	1	IP
FFL	Eswatini	Public Financial Management Legal frameworks	1			
FFL	Lesotho	Public Debt and Aid Management Bill			1	V
FFL	Madagascar	Customs Legislation	1	1	1	IP
FFL	Mozambique	Drafting of NPS Law			1	IP
FFL	Mozambique	Public Financial Management Legal frameworks	1	1	1	IP

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
FFL	Namibia	Bank Resolution Framework			1	V
FFL	Seychelles	Bank Resolution Framework			1	IP
FFL	Seychelles	Bank Resolution Framework			1	IP
FFL	Seychelles	Central Bank Legislation			1	V
FFL	Mauritius	Review of Amendment to the Banking Act	1	1		
FMIF	Regional	Cross Border Payments in a Digital Era	1			
FMIF	Regional	CBDC Developments and Frameworks	1			
FMIF	Regional	Regional Course on Financial Market Infrastructures: Principles and Practices	1	1	1	V
FMIF	Regional	Digital Money: Balancing Innovation and Regulation for a new Frontier		1	1	H
FMIF	Angola	Diagnostic Mission for Financial Market Infrastructure & Fintech Analysis	1	1		
FMIF	Botswana	Drafting of National Payment System Law	1			
FMIF	Botswana	Oversight of National Payment System	1	1	1	IP
FMIF	Botswana	Training on Oversight and Supervision of CSD (NBFIRA)		1	1	IP
FMIF	Comoros	Oversight of Fintech Payment Service Providers	1	1		
FMIF	Eswatini	Oversight Training - Non Bank Payment Service Providers	1	1	1	H
FMIF	Lesotho	Oversight Training - Non Bank Payment Service Providers	1	1	1	H
FMIF	Lesotho	Review of National Payment System Regulation		1		
FMIF	Madagascar	Principles of Financial Market Infrastructures Training	1	1	1	V
FMIF	Mauritius	Fintech Oversight and Regulation	1	1		
FMIF	Mauritius	Principles of Financial Market Infrastructures Review	1			
FMIF	Mozambique	Drafting of the National Payment Systems Law	1	1	1	IP
FMIF	Namibia	Fintech Oversight and Regulation	1	1		
FMIF	Seychelles	Review of Principles of Financial Market Infrastructures Assessment	1	1		
FMIF	South Africa	Principles of Financial Market Infrastructures Responsibility	1			
FMIF	South Africa	Payment System Risk Management - Supervision	1	1		
FMIF	South Africa	Digital Payments - Stablecoins	1	1		
FMIF	Zambia	Review of Revised National Payment System Law	1			
FMIF	Zimbabwe	Fintech Oversight and regulation	1	1		
ICD-TRN	Regional	Financial Sector Surveillance	1	1		
ICD-TRN	Regional	Financial Sector Policies	1	1		
ICD-TRN	Regional	Financial Development and Financial Inclusion			1	IP
ICD-TRN	Regional	General Macroeconomic Analysis –Nowcasting	1	1	1	V
ICD-TRN	Regional	Central Bank Digital Currency	1	1	1	IP
ICD-TRN	Regional	Climate	1			

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
ICD-TRN	Regional	High Frequency Indicators / Quarterly National Accounts Introductory	1	1		
MFXMO	Regional	Forecasting and Policy Analysis Systems	1	1		
MFXMO	Regional	Fundamentals of Sound Central Bank Communication	1	1	1	V
MFXMO	Regional	Modernizing Central Bank Communication	1	1	1	V
MFXMO	Regional	Repo Market Development	1	1	1	H
MFXMO	Regional	Basic and Advanced Market Development	1	1		
MFXMO	Regional	Modernization of Monetary Policy Operational Frameworks and Financial Market Development 1/	1		1	V
MFXMO	Angola	Emergency Liquidity Assistance	1			
MFXMO	Angola	Monetary Policy Implementation and Operations	1	1	1	V
MFXMO	Angola	Modernizing the Monetary Policy Framework and Transition to Inflation Targeting	1	1	1	V
MFXMO	Botswana	Forecasting and Policy Analysis System	1	1	1	IP
MFXMO	Botswana	Monetary Policy Implementation and Operations	1			
MFXMO	Botswana	Emergency Liquidity Assistance	1			
MFXMO	Botswana	Developing a Composite Leading Indicator to Nowcast GDP Growth			1	IP
MFXMO	Comoros	Monetary Policy Implementation and Operations	1	1	1	IP
MFXMO	Comoros	Monetary Policy Implementation and Operations	1	1	1	IP
MFXMO	Comoros	Emergency Liquidity Assistance	1	1	1	IP
MFXMO	Eswatini	Emergency Liquidity Assistance	1	1		
MFXMO	Eswatini	Liquidity Forecasting and Management	1			
MFXMO	Lesotho	Monetary Policy Implementation and Operations	1			
MFXMO	Madagascar	Interbank Market Development	1	1	1	IP
MFXMO	Madagascar	Monetary Policy Implementation and Operations	1	1	1	IP
MFXMO	Madagascar	Forecasting and Policy Analysis System	1	1	1	IP
MFXMO	Madagascar	Monetary Policy Implementation and Operations	1	1	1	IP
MFXMO	Mauritius	Foreign Exchange Operations	1	1	1	V
MFXMO	Mauritius	Foreign Exchange Operations		1	1	IP
MFXMO	Mauritius	Monetary Policy Implementation and Operations	1	1		
MFXMO	Mauritius	Attachment	1			
MFXMO	Mauritius	Support Bank of Mauritius transition to a new Monetary Policy Framework			1	IP
MFXMO	Mozambique	Implementation of the Monetary Policy Operational Strategy	1	1	1	IP
MFXMO	Mozambique	Follow up on Implementation of the Foreign Exchange Interventions	1	1	1	IP
MFXMO	Namibia	Emergency Liquidity Assistance		1		
MFXMO	Seychelles	Monetary Policy Communications	1			
MFXMO	Seychelles	Monetary Policy Implementation and Operations	1			

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
MFXMO	Seychelles	Emergency Liquidity Assistance	1			
MFXMO	Zambia	Forecasting and Policy Analysis System	1	1		
MFXMO	Zambia	Foreign Exchange Operations	1	1	1	V
MFXMO	Zimbabwe	Monetary Policy Implementation and Operations	1			
PFM	Regional	Fiscal Data and Governance	1			
PFM	Regional	International Public Sector Accounting Standards	1	1	1	H
PFM	Regional	GovTech solutions to Improve Public Financial Management	1	1	1	IP
PFM	Regional	Long Term Fiscal Sustainability and Climate Related Fiscal Risk	1	1	1	IP
PFM	Regional	Fiscal Risks Management for Sovereign Guarantees	1	1	1	IP
PFM	Angola	Medium Term Expenditure Framework	1	1	1	IP
PFM	Angola	Arrears Prevention and Cash Management	1	1		
PFM	Angola	Public Investment Management	1	1		
PFM	Botswana	Debt & Contingent Liability Management	1	1		
PFM	Botswana	Public Financial Management Act Review	1			
PFM	Botswana	PIMA update with Climate Module (AFS participation in HQ mission)	1	1	1	IP
PFM	Botswana	Fiscal Risks			1	IP
PFM	Comoros	Treasury Single Account and Cash Management (follow-up mission)	1	1		
PFM	Comoros	Organic Law Implementation	1	1		
PFM	Comoros	Establishment of Central Accounting Agency (follow-up mission)	1	1		
PFM	Comoros	Medium-Term Budget Framework	1	1		
PFM	Comoros	Fiscal Risk Management	1	1	1	IP
PFM	Comoros	Budget Preparation and Execution			1	IP
PFM	Comoros	Training on Cash Forecasting Analysis Tool (CFAT)			1	H
PFM	Eswatini	Medium-Term Fiscal Framework	1	1		
PFM	Eswatini	Public Investment Management	1	1		
PFM	Eswatini	Contingent Liability Fiscal Risk Management (AFS participation in HQ mission)	1	1	1	IP
PFM	Eswatini	Contingent Liability Fiscal Risk Management (Follow-up)	1	1		
PFM	Lesotho	Medium-Term Fiscal Framework	1	1	1	IP
PFM	Lesotho	Gender Responsive Budgeting	1	1	1	IP
PFM	Lesotho	Accounting/Reporting Gap Analysis	1	1	1	IP
PFM	Lesotho	Fiscal Risk Management			1	IP
PFM	Lesotho	Public Financial Management Hackathon			1	IP
PFM	Madagascar	Accrual Based Accounting	1	1	1	IP
PFM	Madagascar	Public Investment Management Manual	1		1	H

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
PFM	Madagascar	Asset Management	1	1		
PFM	Madagascar	Fiscal Risk Management and SOE Health Check tool	1	1	1	V
PFM	Madagascar	Treasury Single Account and Cash Management	1	1		
PFM	Mauritius	International Public Sector Accounting Standards Roadmap	1	1	1	H
PFM	Mauritius	Public Investment Management	1	1	1	V
PFM	Mozambique	Treasury Reforms	1	1	1	V
PFM	Mozambique	Treasury Reforms			1	IP
PFM	Mozambique	Medium-Term Fiscal Framework	1	1		
PFM	Namibia	Public Financial Management Act Review	1	1	1	IP
PFM	Namibia	PIMA (AFS participation in HQ mission)	1	1		
PFM	Namibia	Sustainable Development Goals Costing/Budgeting	1	1		
PFM	Seychelles	Cash Management	1	1	1	V
PFM	Seychelles	IFMIS Strategy Follow-up	1	1	1	IP
PFM	Seychelles	PIMA (AFS participation in HQ mission)	1	1	1	IP
PFM	Seychelles	IFMIS Follow-up			1	V
PFM	South Africa	Gender Responsive Budgeting	1	1	1	IP
PFM	Zambia	Fiscal Risk Management	1	1	1	IP
PFM	Zambia	Cash Management/Treasury Single Account	1	1		
PFM	Zambia	Fiscal Risk Management and SOE's		1	1	IP
PFM	Zimbabwe	Budget Preparation- Baseline Costing	1	1		
PFM	Zimbabwe	Fiscal Reporting - Expenditure Tracking	1	1	1	IP
PFM	Zimbabwe	Contingent Liability/Fiscal Risk Management	1	1		
PFM	Zimbabwe	Public Investment Management	1	1	1	V
PFM	Zimbabwe	Public Investment Management Follow-up	1			
PFM	Zimbabwe	Cash Management/Treasury Single Account		1	1	V
PFM	Zimbabwe	Macro-Fiscal Forecasting			1	IP
RSS	Regional	Development of Producer Price Index	1	1	1	V
RSS	Regional	Analytical Skills for National Accountants	1	1	1	IP
RSS	Regional	Price Statistics Fundamentals	1	1	1	IP
RSS	Angola	Alignment of Quarterly GDP Series to the New Annual National Accounts Series	1	1	1	IP
RSS	Angola	Improvement of GDP Volume and Price Measurement	1	1	1	V
RSS	Angola	Update the Consumer Price Index	1	1	1	IP
RSS	Angola	Update the Consumer Price Index	1	1	1	V
RSS	Angola	Update the Producer Price Index	1			
RSS	Botswana	Strategic Planning for Rebasing ANA and Future National Accounts Developments	1	1	1	IP
RSS	Botswana	Development of Producer Price Index	1	1	1	IP

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
RSS	Botswana	National Accounts	1	1	1	IP
RSS	Comoros	Assistance in Implementing Improved Statistical Techniques and 2008 SNA	1	1	1	IP
RSS	Comoros	Compilation of Recent Annual GDP	1	1		
RSS	Comoros	Improvement of National Accounts	1	1	1	IP
RSS	Comoros	Improvement of National Accounts	1	1	1	IP
RSS	Comoros	Update the Consumer Price Index	1	1	1	IP
RSS	Comoros	Update the Consumer Price Index	1	1	1	IP
RSS	Comoros	Update the Consumer Price Index	1	1		
RSS	Eswatini	Peer to Peer Engagement - Consumer Price Index	1	1	1	IP
RSS	Eswatini	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	IP
RSS	Eswatini	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1		
RSS	Eswatini	Review Producer Price Index Calculation System	1	1		
RSS	Lesotho	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	IP
RSS	Lesotho	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	IP
RSS	Lesotho	Improvement of National Accounts	1	1	1	V
RSS	Madagascar	Update Consumer Price Index	1			
RSS	Madagascar	Improving Quarterly GDP by Production at Current Prices	1	1		
RSS	Madagascar	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	IP
RSS	Madagascar	GDP - Process Tables	1	1	1	V
RSS	Mauritius	Development of Institutional Sector Accounts	1			
RSS	Mauritius	Development of Sectoral Quarterly Financial Accounts and Financial Balance Sheets	1	1	1	IP
RSS	Mauritius	Review the Alignment of Residential Property Price Index	1	1	1	V
RSS	Mozambique	Review Quarterly GDP(E) Data Sources and Methods	1	1	1	IP
RSS	Mozambique	Review Quarterly GDP(E) Data Sources and Methods	1	1	1	IP
RSS	Namibia	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	V
RSS	Namibia	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1		
RSS	Namibia	Development of Producer Price Index	1	1	1	V
RSS	Namibia	Development of Producer Price Index	1			
RSS	Seychelles	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1		1	IP
RSS	Seychelles	Rebasing Annual National Accounts and Improving Quarterly National Accounts	1	1	1	IP

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
RSS	Seychelles	Updating and Development of Producer Price Index	1	1	1	IP
RSS	Seychelles	Updating/Development of Producer Price Index	1	1	1	V
RSS	Seychelles	Price Statistics		1	1	IP
RSS	South Africa	Improving Seasonal Adjustment	1	1		
RSS	South Africa	Development of Residential Property Price Index	1	1	1	V
RSS	South Africa	Development of Residential Property Price Index	1	1	1	IP
RSS	Zambia	Assistance in backcasting of annual GDP	1	1		
RSS	Zambia	Improvement of GDP volume and price measurement	1	1		
RSS	Zambia	Update Producer Price Index	1	1	1	IP
RSS	Zimbabwe	Review 2019, 2020 and 2021 GDP estimates	1	1	1	IP
RSS	Zimbabwe	Rebasing Annual National Accounts and Development of Quarterly National Accounts	1	1	1	IP
RSS	Zimbabwe	Development of Producer Price Index	1	1	1	IP
TADM	Angola	Strategy Implementation	1			
TADM	Angola	Value Added Tax	1	1		
TADM	Angola	Compliance Risk Management	1	1	1	IP
TADM	Botswana	Compliance Risk Management	1	1	1	IP
TADM	Botswana	Large Taxpayer Unit	1	1	1	IP
TADM	Botswana	Organizational Structure	1	1	1	V
TADM	Botswana	Specific Issue		1		
TADM	Comoros	Compliance Management	1	1		
TADM	Comoros	Registration	1	1		
TADM	Comoros	SIGIT Implementation	1	1		
TADM	Comoros	Tax Administration Reforms			1	IP
TADM	Eswatini	Audit Training	1	1	1	V
TADM	Eswatini	Insurance	1	1		
TADM	Eswatini	Insurance	1	1		
TADM	Eswatini	Tax administration Review			1	IP
TADM	Lesotho	Compliance Risk Management	1	1		
TADM	Lesotho	Debt Recovery 2	1	1	1	IP
TADM	Lesotho	Compliance Risk Management	1			
TADM	Lesotho	Transfer Pricing	1			
TADM	Lesotho	Tax Debt Management			1	IP
TADM	Madagascar	Taxpayer Services	1	1	1	IP
TADM	Madagascar	Taxpayer Services	1			
TADM	Madagascar	VAT Compliance	1	1	1	V
TADM	Madagascar	VAT Compliance 2	1	1	1	IP
TADM	Madagascar	Compliance Risk Management Data Analysis (3)	1	1		
TADM	Madagascar	Digital Marking		1	1	V
TADM	Mauritius	Advanced Analytics	1			

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
TADM	Mozambique	Audit	1			
TADM	Mozambique	Payment and Debt-FU	1			
TADM	Namibia	Business Process Review	1	1	1	IP
TADM	Namibia	Compliance Risk Management	1	1	1	IP
TADM	Namibia	Audit	1	1	1	IP
TADM	Seychelles	Debt Recovery	1	1	1	IP
TADM	Seychelles	Compliance Risk Management	1	1	1	V
TADM	Seychelles	Foreign Account Tax Compliance Act (FATCA) Compliance	1	1	1	IP
TADM	Seychelles	Foreign Account Tax Compliance Act (FATCA) Compliance		1		
TADM	South Africa	Transfer Pricing scoping	1	1	1	IP
TADM	South Africa	Transfer Pricing 1		1	1	IP
TADM	South Africa	Transfer Pricing 1		1		
TADM	Zambia	Sector Specific Compliance	1			
TADM	Zambia	Sector Specific Compliance-VAT	1	1	1	V
TADM	Zambia	Value Added Tax - Compliance Risk Management			1	IP
TADM	Zimbabwe	Strategy Implementation	1	1		
TADM	Zimbabwe	Audit	1	1	1	IP
TADM	Zimbabwe	Debt Recovery	1	1	1	IP
TADM	Zimbabwe	Debt Recovery	1	1	1	IP
TADM	Zimbabwe	Tax and Revenue Management System	1	1	1	IP
TADM	Zimbabwe	Strategy Implementation	1			
			275	**246**	**202**	
CCCDI Funded CD on Debt Management and Tax Administration						
DM	Regional	Managing International Sovereign Bond Portfolios in Adverse Market Conditions				
DM	Regional	Debt Sustainability Analysis			1	IP
DM	Regional	Developing Annual Borrowing Plans			1	IP
DM	Mozambique	Medium Term Debt Management Strategy			1	IP
DM	Zambia	Debt Sustainability Analysis			1	IP
DM	Zimbabwe	Validation and reconciliation of public external debt database			1	IP
TADM	Comoros	HQ mission and foollw-up on ECF Program			1	IP
TADM	Comoros	Reform Strategy Implementation			1	H
TADM	Comoros	Support to Reform Implementation			1	V
TADM	Lesotho	TADAT Assessment			1	IP
TADM	Madagascar	VAT Peformance			1	V
TADM	Madagascar	TADAT Assessment			1	IP
TADM	Madagascar	Follow-up on VAT Performamce and Post TADAT Strategy			1	IP

Funding Program	Country	Topic	FY23 Plan	FY23 Revised (Nov 2022)	FY23 Actual Execution	Delivery Modality
AML CFT Thematic Fund CD						
AML /CFT	Regional	Multi-country training on 'Correspondent Banking' jointly with the EU's AML/CFT Global Facility and Bank of Mauritius.			1	V
AML /CFT	Regional	Course on 'Transparency of Beneficiary Ownership: from Technical Recommendations to Implementation' in collaboration with the EU's AML/CFT Global Facility.			1	V
AML /CFT	Regional	Multi country training on 'Virtual Assets (VAs) and Virtual Asset Service Providers' (VASPs)			1	IP
AML /CFT	Angola	Legal and regulatory framework, risk-based approach to financial sector, strengthening of financial intelligence unit, and correspondent banking relations			1	IP
AML /CFT	Botswana	Development and implementation of sound and effective risk-based approach to AML/CFT supervision			1	IP
AML /CFT	Namibia	Assisting in addressing the gaps identified during the AML/CFT mutual evaluating (Namibia)			1	IP

1/ Included the workshop on basis and advanced market development.

BSR-Banking Supervision and Regulation; CADM-Customs Administration; DM-Debt Managment; FFL-Financial and Fiscal Law; FMIF-Financial Market Infrastructure and Fintech; ICD-TRN-Macroeconomic Training Courses; MFXMO-Money and FX Market Operations; PFM-Public Financial Management; RSS-Real Sector Statistics; TADM- Tax Administration.

Note: Some of the regional training events were executed in collaboration with regional partners and ATI. Some missions initially planned by AFS were delivered by HQ.

V - Virtual; IP - In person; H- Hybrid;

Annex II

FY24 Workplan

Funding Program	Country	Topic	Delivery Modality
BSR	Regional	Working with the Basel Core Principles	IP
BSR	Regional	Liquidity Risk, IRRBB, and Climate Risk Supervision	IP
BSR	Botswana	Liquidity risk regulatory reform - Review of draft LCR NSFR regulation	V
BSR	Botswana	Cyber Risk Supervision-Onsite Examination Guidance (first)	IP
BSR	Comoros	Basel II/III Reform Implementation - Regulation and Guideline Reform	IP
BSR	Comoros	Basel II/III Reform Implementation - Regulation and Guideline Reform	H
BSR	Lesotho	Risk-Based Supervision Framework Enhancement - On-site Examination - Exam	IP
BSR	Lesotho	Risk-Based Supervision Framework Enhancement - Early Intervention	V
BSR	Madagascar	Basel II/III Reform - Regulation Development	V
BSR	Madagascar	Basel II/III Reform - Regulation Development	IP
BSR	Mozambique	Prudential Supervision - Foundation - Training	IP
BSR	Mozambique	Prudential Supervision - Intermediate - Training	IP
BSR	Mozambique	On-site Examination - Cybersecurity (second)	IP
BSR	Namibia	Cyber Risk Regulation Review	IP
BSR	Namibia	Cyber Risk Supervision - Onsite Examination Guidance (first)	IP
BSR	Namibia	Cyber Risk Supervision - Onsite Examination Guidance (second)	IP
BSR	Namibia	RBS Framework Enhancement	IP
BSR	Seychelles	Risk-Based Supervision Framework Enhancement - Risk Rating and Supervisory Action Planning	IP
BSR	Seychelles	Risk-Based Supervision Framework Enhancement - Off-site Supervision	IP
BSR	Zambia	Basel II/III Reform Implementation - Liquidity Coverage Ratio and Net Stable Funding Ratio Reform	IP
BSR	Zambia	Basel II/III Reform Implementation - Liquidity Coverage Ratio and Net Stable Funding Ratio Reform	V
BSR	Zimbabwe	Risk-based Supervision - Risk Analysis / Business Model - Training	IP
BSR	Zimbabwe	Cyber Risk Supervision - Onsite Examination Guidance (second)	IP
CADM	Regional	African Continental Free Trade Area Workshop	IP
CADM	Regional	Project Management	V
CADM	Angola	Project Management	IP
CADM	Comoros	Risk Management	IP
CADM	Comoros	Legislation	V
CADM	Comoros	Excise Procedures	IP
CADM	Eswatini	Excise	IP
CADM	Lesotho	Coordinated Border Management	IP
CADM	Lesotho	Excise	IP
CADM	Madagascar	Project Review	IP
CADM	Madagascar	Exemptions	IP

Funding Program	Country	Topic	Delivery Modality
CADM	Madagascar	Post-Clearance Audit	IP
CADM	Madagascar	Risk Management & Intelligence	IP
CADM	Mozambique	Customs Diagnostic (joint with FADR2)	IP
CADM	Namibia	Customs Induction Training (Phase 1)	IP
CADM	Namibia	Customs Procedures (Phase 3)	IP
CADM	Namibia	Customs Valuation (Phase 1) and Risk Management	IP
CADM	Seychelles	Post-Clearance Audit	IP
CADM	Zambia	Intelligence and Risk Management	IP
CADM	Zimbabwe	Post-Clearance Audit (Phase 2)	IP
CADM	Zimbabwe	Customs Valuation (Phase 2)	IP
CADM	Zimbabwe	Risk Management & Intelligence	IP
FFL	Regional	Managing Sovereign Debt Portfolios in adverse Market Conditions	V
FFL	Mauritius	Review of Amendment to the Banking Act (Mission)	V
FFL	Mauritius	Review of Amendment to the Banking Act (Mission)	IP
FFL	Comoros	Customs Legislation	V
FMIF	Regional	Effective Policies for Crypto Assets	V
FMIF	Regional	Potential Risk of Stable Coins	V
FMIF	Regional	Central Bank Digital Currencies	IP
FMIF	Regional	Principles for Financial Market Infrastructures -Building a Risk Perspective	V
FMIF	Regional	Modernization of Payment Systems Infrastructure	V
FMIF	Angola	Financial Market Infrastructure Development Diagnostic	IP
FMIF	Angola	Principles for Financial Market Infrastructures Training	IP
FMIF	Botswana	Principles for Financial Market Infrastructures Training	IP
FMIF	Botswana	Fintech E- Money Oversight	IP
FMIF	Comoros	Payment System Development - CSD	IP
FMIF	Eswatini	Principles for Financial Market Infrastructures Training Assessment CSD	V
FMIF	Lesotho	Review National Payment System Regulations	V
FMIF	Lesotho	Oversight Retail Payment Systems	IP
FMIF	Madagascar	Review of Principles for Financial Market Infrastructures Real Time Gross Settlement Assessment	V
FMIF	Mauritius	Fintech Oversight and Regulation	IP
FMIF	Mauritius	Principles for Financial Market Infrastructures Review	IP
FMIF	Mozambique	Professional Attachment Program	V
FMIF	Namibia	Financial Market Infrastructures Cyber Resiliency	V
FMIF	Namibia	Fintech: Guidance on Regulatory Sandbox	V
FMIF	Seychelles	Review of Principles for Financial Market Infrastructures Responsibilities	V
FMIF	Seychelles	Review of Principles for Financial Market Infrastructures Assessment	V
FMIF	South Africa	Digital Payments Stablecoins - Webinars	V
FMIF	South Africa	Supervision of National Payment Switch Participants	IP
FMIF	Zambia	Review of National Payment Switch Law	V
FMIF	Zimbabwe	Fintech Oversight & Regulation	IP

Funding Program	Country	Topic	Delivery Modality
ICD-TRN	Regional	Monetary and Fiscal Policy Analysis with DSGE Models	IP
ICD-TRN	Regional	Financial Sector Surveillance	V
ICD-TRN	Regional	Macroeconomics of Climate Change	V
ICD-TRN	Regional	Climate Change and Macro-Financial Policies	IP
MFXMO	Regional	Emergency Liquidity Assistance / Collateral Management	V
MFXMO	Regional	Foreign Exchange Operations and Interventions	H
MFXMO	Regional	Liquidity Forecasting and Liquidity Management	V
MFXMO	Regional	Forecasting and Policy Analysis System Processes	H
MFXMO	Angola	Emergency Liquidity Assistance Framework	IP
MFXMO	Angola	Forecasting and Policy Analysis System	IP
MFXMO	Angola	Monetary Policy Implementation and Operations	IP
MFXMO	Botswana	Emergency Liquidity Assistance	IP
MFXMO	Botswana	Forecasting and Policy Analysis System	IP
MFXMO	Comoros	Monetary Policy Implementation and Operations	IP
MFXMO	Eswatini	Liquidity Forecasting and Management	IP
MFXMO	Eswatini	Emergency Liquidity Assistance	IP
MFXMO	Lesotho	Monetary Policy Implementation and Operations	IP
MFXMO	Madagascar	Forecasting and Policy Analysis System	IP
MFXMO	Madagascar	Foreign Operations and Foreign Exchange Policy Implementation	IP
MFXMO	Madagascar	Monetary Policy Implementation and Operations	IP
MFXMO	Mauritius	Monetary Policy Implementation and Operations	IP
MFXMO	Mauritius	Monetary Policy Implementation and Operations	IP
MFXMO	Mozambique	Monetary Policy Implementation and Operations	IP
MFXMO	Mozambique	Monetary Policy Implementation and Operations	IP
MFXMO	Mozambique	Foreign Operations and Foreign Exchange Policy Implementation	IP
MFXMO	Namibia	Emergency Liquidity Assistance	IP
MFXMO	Seychelles	Monetary Policy Implementation and Operations	IP
MFXMO	Zambia	Forecasting and Policy Analysis System	IP
PFM	Regional	Digitalization – Integrating Risk Management and Compliance into PFM Digital Solutions	H
PFM	Regional	Fiscal Risks (Lusophone Counries)	IP
PFM	Regional	Fiscal Risks Management	IP
PFM	Regional	Fiscal Data Governance	IP
PFM	Angola	Medium Term Expenditure Framework	H
PFM	Angola	Cash Management - Training on Cash Flow Tool	H
PFM	Angola	Arrears Prevention and Cash Management	H
PFM	Angola	Public Investment Management	H
PFM	Botswana	Public Investment Management Assessment (PIMA) follow-up	IP
PFM	Botswana	Managing Fiscal Risks	IP
PFM	Comoros	State's Finances Organic Law	H
PFM	Comoros	Central Accounting Agency of the Treasury	H

Funding Program	Country	Topic	Delivery Modality
PFM	Comoros	Central Accounting Agency of the Treasury	H
PFM	Comoros	Treasury Single Account	H
PFM	Comoros	State Owned Enterprise- Health Check Tool	H
PFM	Eswatini	Medium Term Fiscal Framework	IP
PFM	Eswatini	Managing Fiscal Risks	IP
PFM	Eswatini	Public Investment Management Manual and Workshop	IP
PFM	Lesotho	Medium Term Budget Framework	IP
PFM	Lesotho	Public Financial Management Regulations	BL
PFM	Lesotho	Follow-up on Fiscal Reporting	IP
PFM	Lesotho	Fiscal Risk Statement	IP
PFM	Lesotho	State Owned Enterprise Fiscal Risk Assessment	IP
PFM	Madagascar	Cash Management, Treasury Single Account follow-up and Accounting	H
PFM	Madagascar	Fiscal Risk Management follow up (1 expert)	H
PFM	Madagascar	Accrual Accounting	H
PFM	Madagascar	Asset Management	H
PFM	Mauritius	Public Investment Management Workshop	IP
PFM	Mauritius	Financial Management Manual	IP
PFM	Mozambique	Medium-Term Fiscal Framework	H
PFM	Mozambique	Treasury Reforms	H
PFM	Namibia	Fiscal Risks Reporting and Management	IP
PFM	Namibia	Macro-Fiscal Climate Public Investment Management Assessment	IP
PFM	Namibia	Digitalization follow-up	BL
PFM	Seychelles	Cash Forecasting Training Workshop	IP
PFM	Seychelles	Fiscal Risks	IP
PFM	Seychelles	Macro-Fiscal Framework	IP
PFM	South Africa	Fiscal Transparency Evaluation	IP
PFM	South Africa	Support on SOE Fiscal Risk Management	IP
PFM	Zambia	Follow-up on Cash Management	IP
PFM	Zambia	Medium-Term Budget Framework	IP
PFM	Zambia	Fiscal Risk Management	IP
PFM	Zimbabwe	Macro-Fiscal	IP
PFM	Zimbabwe	Macro-Fiscal	IP
PFM	Zimbabwe	Support on SOE Fiscal Risk Management	IP
PFM	Zimbabwe	Fiscal Reporting	IP
RSS	Angola	Rebasing National Accounts	IP
RSS	Angola	Updating Consumer Price Index	IP
RSS	Botswana	Updating/Development of Producer Price Index	IP
RSS	Botswana	Rebasing Annual National Accounts	IP
RSS	Comoros	Rebasing National Accounts	IP
RSS	Comoros	Rebasing National Accounts	IP
RSS	Comoros	Updating Consumer Price Index	IP

Funding Program	Country	Topic	Delivery Modality
RSS	Eswatini	Rebasing National Accounts	V
RSS	Eswatini	Develop/ Update Producer Price Index	IP
RSS	Lesotho	Rebasing Annual National Accounts and Improving Quarterly National Accounts	IP
RSS	Lesotho	Developing Producer Price Index	IP
RSS	Madagascar	Rebasing National Accounts	IP
RSS	Madagascar	Rebasing/Updating Consumer Price Index	IP
RSS	Mauritius	Informal Sector	IP
RSS	Mauritius	Develop/Update Producer Price Index	IP
RSS	Mauritius	Informal Sector	IP
RSS	Mozambique	Updating Consumer Price Index	IP
RSS	Mozambique	Rebasing Annual National Accounts	IP
RSS	Mozambique	Rebasing Annual National Accounts	IP
RSS	Namibia	Rebasing Annual National Accounts	IP
RSS	Namibia	Developing Producer Price Index	IP
RSS	Seychelles	Development of Quarterly Gross Domestic Product	IP
RSS	Seychelles	Updating Consumer Price Index	IP
RSS	South Africa	Development of Residential Property Price Index	IP
RSS	Zambia	Rebasing National Accounts	IP
RSS	Zambia	Updating Consumer Price Index	IP
RSS	Zimbabwe	Development of Quarterly National Accounts	IP
RSS	Zimbabwe	Development of Producer Price Index	IP
RSS	Zimbabwe	Development of Quarterly National Accounts	IP
TADM	Regional	International Survey on Revenue Administration (ISORA)	IP
TADM	Angola	Audit	IP
TADM	Botswana	Taxpayer Services	IP
TADM	Comoros	Large and Medium Taxpayer Office Structure	IP
TADM	Comoros	Post Tax Administration Diagnostic Assessment Tool (TADAT) Reform Structure	IP
TADM	Comoros	Compliance Management-Tax register	IP
TADM	Eswatini	Audit	IP
TADM	Lesotho	Post Tax Administration Diagnostic Assessment Tool 1	IP
TADM	Madagascar	Post Tax Administration Diagnostic Assessment Tool (TADAT) Reform	IP
TADM	Madagascar	Post Tax Administration Diagnostic Assessment Tool (TADAT) Reform 2	IP
TADM	Namibia	Audit	IP
TADM	Namibia	Business Process Review	IP
TADM	Namibia	HQ led TADAT	IP
TADM	Seychelles	Compliance Risk Management	IP
TADM	Seychelles	HQ led Strategy Setting	IP
TADM	South Africa	Transfer Pricing 1	V
TADM	South Africa	Transfer Pricing 2	IP
TADM	Zambia	Compliance Improvement Plan for Value Added Tax Control	IP
TADM	Zambia	E-invoicing	IP

Funding Program	Country	Topic	Delivery Modality
TADM	Zambia	E-invoicing	IP
TADM	Zimbabwe	Audit	IP
TADM	Zimbabwe	Audit 2	IP
CCCDI Funded CD on Debt Management and Tax Administration			
DM	Comoros	Government Securities Issuance Processes and Techniques	IP
DM	Comoros	Developing Operational and Regulatory Procedures for Government Securities Issuance	IP
DM	Comoros	Processes and Procedures Follow-up	IP
DM	Lesotho	Market Transparency and Investor Relations Management	IP
DM	Lesotho	Developing Framework for Managing Loan Guarantees	IP
DM	Lesotho	Developing Annual Borrowing Plan	IP
DM	Mozambique	Local currency bond market development	IP
DM	Mozambique	Debt Management Business Processes/Workflows	IP
DM	Regional	Debt Sustainability Analysis for Market Access Countries	IP
DM	Regional	Local Currency Bond Market Development	IP
DM	Regional	Debt Reporting and Investor Relations	IP
DM	Regional	Managing Sovereign Debt in Adverse Market Conditions	IP
DM	Seychelles	Review of the Legal Framework for Debt Management	IP
DM	Seychelles	Review of the Legal Framework for Debt Management	V
DM	South Africa	Loan Negotiation and Interpretation of Loan Agreements	IP
DM	Zambia	Training in Medium-Term Debt Strategy/Annual Borrowing Plan	IP
LEG-GAD Funded CD			
LEG-GAD	Zambia	Diagnostic Misssion	IP
LEG-GAD	Regional	Legal, Organizational, and Strategic Approaches to Confronting Corruption	1P

BSR-Banking Supervision and Regulation; CADM-Customs Administration; DM-Debt Managment; FFL-Financial and Fiscal Law; FMIF-Financial Market Infrastructure and Fintech; ICD-TRN-Macroeconomic Training Courses; MFXMO-Money and FX Market Operations; PFM-Public Financial Management; RSS-Real Sector Statistics; TADM-Tax Administration.

Annex III

Updated Action Plan on Mid-Term External Evaluation

Recommendations	IMF Response	Action Taken	Main Responsibility
On Relevance			
Justification: The scope of the AFS program has increased and requires reprioritization followed by its budget restructuring.			
1. CD-Level: AFS SC should look for a budget restructured in Phase III with respect to Phase II, accommodating the new priorities – fragile countries and global topics – and reviewing the composition of budget allocations per funding program: i.e., a new resource allocation formula. Consideration should be given to the streamlining of PFM and RSS portfolios of CD activities, prioritizing areas that are essential (track 1) or show strong compliance.	The Phase III program and budget allocation across funding programs will reflect the new priorities, including CD on the global topics and to countries facing fragile conditions. CD will remain demand driven and closely linked to domestic reform programs of member countries. New resident advisors will support the global topics. The center will be guided by IMF policy documents and guidance notes in the delivery the program (e.g., New Framework for Enhanced Engagement on Governance and Corruption Issues, IMF Strategy on Gender, New IMF Strategy on Climate, IMF strategy on FCS, Staff Reports, IMF programs with member countries, etc.). In Phase III further effort will be made to strengthen the integration of CD with lending or surveillance. The center will continue to coordinate CD priorities for the region with donor partners.	Starting FY24 budget allocation across funding programs is being reviewed taking in consideration (i) the phase III program budget endorse by SC, (ii) new funding programs, including on debt management and governance backstopped by MCM and LEG respectively, and (iii) funding from other vehicles to support AFS members i.e., the CCCDI and AML/CFT Trust Fund. The FCS countries and global topics remain a priority. Members will note the relatively more CD interventions planned in the FCS countries and the increase in CD on the global topics in FY24.	AFS in consultation with AFR and IMF CD Departments (CDDs)
Justification: SC strategic guidance would benefit from more regular follow-up and participation.			
2. Entity Level: AFS SC monitoring should be strengthened by adopting a mid-year virtual meeting review of its program, in addition to its annual meeting, and consider participation from Planning, Tax and Customs, Statistics agencies and relevant regional bodies.	The June 2022 SC meeting endorsed the adoption of a mid-year virtual SC meeting and the participation of tax/customs authorities, statistics departments, and relevant regional bodies as observers. The mid-year review meeting will be held in December 2022/January 2023.	The first mid-year SC meeting was held virtually in December 2022. Tax, customs, and statistical agencies are now being invited to attend the annual and mid-year SC meetings virtually.	AFS

Recommendations	IMF Response	Action Taken	Main Responsibility
On Coherence and Impact			
Justification: Political economy constraints do affect the pace of reforms.			
3. CD-Level: AFS Center, supported by LTXs, should prioritize CD activities that face upfront lower political economy constraints that may prevent/ delay the implementation of CD-related recommendations or the achievement of their associated milestones. Political economy constraints can be split into: (i) vested interests against reform implementation; (ii) electoral environments opposed to breaking the status-quo; or (iii) absence of or low leverage from reform champions to make regulatory changes or obtain sufficient budget	Political economy considerations are taken on board while formulating CD plans. This includes assessment of risks related to political support, management support and technical staff capacity/ commitment and risk mitigation strategies. Updates on political economy conditions are being gathered from multiple sources by AFS advisors, including from CD Departments, country teams, donor partners, and CD recipients. These conditions are reflected in reports --briefing papers and back-to-office reports.	The political economy remains one of the key factors considered while formulating CD plans. CDMAP provides risk assessments based on updated information from different stakeholders. AFS reports will continue to highlight key risks and risk mitigation strategy.	AFS
Justification: Wrap-up meetings on AFS missions among donors are irregular and spotty, and multi-donor co-financing of CD activities is ad-hoc.			
4. Entity Level: AFS Center, through LTXs, should organize regular CD briefings meetings with donors, defining ex-ante and per funding program, the chair of those meetings (focal points): either the local IMF Resident Representative or a leading DP which has a significant program in that area. IMF-HQ should look more proactively for strategic projects where complementary multi-year donor involvement may help guarantee sustained implementation.	AFS is sending notifications to donor partners for debriefings. The center also consults the donors during outreaches. The mid-year review meetings will provide additional platform for discussing CD priorities for the region.	Regular debriefings are being held by LTXs. AFS continues to inform donors on timings of missions and the availability of LTXs for debriefings.	AFS

Recommendations	IMF Response	Action Taken	Main Responsibility
On Effectiveness			
Justification: Some outcomes and milestones show minimal progress and may be outdated. For global topics, sound diagnostic studies before implementation should be best practice among RTACs.			
5. CD Level: AFS Center, supported by LTXs and in collaboration with IMF-HQ, should carefully review the existing country-based outcomes and milestones of the RBM logframe and collaborate with IMF HQ in the gradual definition of those referring to the global topics. These should contribute to justify the budget reallocations supporting the implementation of CD services in Phase III. Notably, MCM has already started this exercise. A review of this kind should be done in consultation with Authorities and donors involved in certain CD activities, so as to gain their ownership in setting the targets. And as soon as diagnostic studies are concluded on the new global topics, AFS Center should collaborate with the respective departments at IMFHQ to gradually define country-based outcomes and milestones in the RBM catalog that will justify the budget allocated to their CD services. Proper baselines should also be set up front.	The RBM governance framework provides for updating the logframe regularly to take on board the evolving CD priorities of the IMF. AFS will actively contribute to adding and commenting on any deficiencies of the RBM framework, especially regarding whether existing outcomes and objectives link well to the AFS-funded CD activities. The center will also strengthen coordination with authorities to ensure appropriateness of milestones and outcomes iro the CD projects.	New objectives and outcomes have been introduced in the RBM logframe to provide better coverage of the global topics. Examples on new outcomes: Budget is an effective tool for the strategic allocation of resources towards policies that promote gender equality, the country improves tax laws to respond to climate change, the country improves tax laws to strengthen governance, authorities have a baseline understanding of corruption risks, ...	AFS and ICD/RBM Team in consultation with AFR and CDDs
Justification: User-friendliness of the RBM logframe (and CD Port) can be improved.			
6. Entity Level: IMF-HQ should continue providing regular trainings and set put appropriate management checks to ensure compliance by LTXs with regular updating of the ratings in the RBM logframe, and refine criteria to evaluate the DAC ratings of Impact and Efficiency.	The full implementation of the CDMAP system will ensure improved compliance for monitoring and reporting purposes.	Guidelines from HQ and support from the RBM team continue to guide LTXs on updating logframes. AFS team also gained from an in-house training in March 2023 on CDMAP.	AFS and ICD/RBM Team in consultation with AFR and CDDs

Recommendations	IMF Response	Action Taken	Main Responsibility
On Efficiency			
Justification: The pandemic brought significant cost-savings with virtual missions, but AFS fees for STXs show large dispersion.			
7. CD- and Entity Level: To foster cost efficiency, AFS Center, supported by LTXs, should define an optimal mix ratio between inperson and virtual missions for each funding program; and IMF-HQ should review and, if possible, adjust STX daily fees so as to reduce their dispersion. New ratios might learn from those of 2021, adjusted by CD activities that (i) have strategic priority; (ii) do require in-person missions; and (iii) do show progress in milestones. And as AFS does not set STX salaries and therefore cannot unilaterally adjust STX daily fees especially if these same STXs work for other Fund RTACs such revision can only be done by IMF-HQ while acknowledging the professional background and international salary scales that justify different levels of remuneration.	Some ratios on the mix of CD delivery modality have been considered in the FY23 work plan. Going forward these will be part of the discussion at SC meetings.	The SC reports will include information on the CD delivery modality. This will be based on the preferences of authorities and the feasibility of delivering remotely given differing local circumstances.	AFS in consultation with AFR and CDDs

Recommendations	IMF Response	Action Taken	Main Responsibility
On Impact			
Justification: Progress on and impact of selected reforms proposed by CD delivery can benefit from joining efforts with IMF programs conditionality (CD-surveillance). Regarding the introduction of five global topics – good governance and anti-corruption, climate change, gender, digitalisation and financial inclusion – the two main issues are: national awareness of their importance remains low, and the pool of IMF experts on global topics remains limited and gender-biased.			
8. Entity Level: AFS Center, in collaboration with IMF-HQ, (i) should consider linking certain CD delivery to IMF programs conditionality of certain structural benchmarks or quantitative targets (CD-surveillance) when appropriate as CD activities are generally demand-driven; (ii) organize national conferences on global topics, so that they are not perceived as donor-imposed in the national consultations of Phase III; and (iii) IMF-HQ should keep creating a wider pool of potential STX and LTX experts. Extensive dissemination should be carried out for their diagnostic studies, through a well-planned and implemented Outreach and Communication Program. Moreover, special efforts should be made in hiring to include more regional LTXs and STXs from SSA, and in particular women. The ongoing STA exercise review of its roster of experts could usefully be replicated by all functional IMF departments.	AFS will continue to work with AFR team and IMF CD departments to ensure consistency of AFS CD with IMF program conditionalities. AFS reports will include recommendations from Article IV reports and IMF programs. The center will use appropriate high level events to further sensitize member countries on the global topics (as the one organized by AFR/ATI/AUC/AFS on governance). AFR and AFS Teams will continue to work toward increasing the share for experts from the SSA region	AFS is holding regular consultations with AFR country teams and CD Departments to ensure consistency of CD plans with policy advice, including program priorities. At this stage the Center does not plan any high-level events given the funding challenges in phase III. CDDs are organizing such events i.e., LEG has also started efforts in organizing outreach and conferences on global topics related to GA and AML/CFT. Currently seven out of the 14 AFS resident experts are from the SSA region (including resident experts funded by LEG, CCCDI, and AML-CFT Thematic Fund posted at AFS).	AFS in consultation with AFR and CDDs

Recommendations	IMF Response	Action Taken	Main Responsibility
On Sustainability			
Justification: Sustainability also faces three issues: (i) lowest absorption capacity, especially in fragile countries, (ii) follow-up supervisory missions are presently under-budgeted, and (iii) lack of a clear sustainability/exit/building capacity strategy.			
9. CD-Level: For low-capacity fragile countries, AFS Center should not refrain from asking IMF-HQ for the appointment of a dedicated resident LTX; and for all countries, AFS Center should ensure a sufficient budget for peer-learning and/or follow-up supervisory missions as well as for the design of customized sustainable exit building capacity strategies. LTX should be appointed in fragile countries in well-justified discipline(s) and have a comprehensive CD program, so as to optimize their hiring. Follow-up missions and exit strategies should be particularly needed for those CD activities whose initial positive compliance with milestones and TA recommendations shows promising achievement of outcomes.	The center will actively support the IMF's New Strategy on Fragile and Conflict-affected States and increase support to this group of countries, including through customized training and peer-learning opportunities.	The center is actively supporting the IMF's New Strategy on Fragile and Conflict-affected States with relatively higher number of CD missions, including customized training and peer-learning opportunities.	AFS in consultation with AFR and CDDs
Justification: LTXs rotation gaps have been too large and affect program implementation.			
10. Entity Level: AFS Center should monitor new procedures aimed at ensuring advanced, timely and effective recruitment of LTXs by IMFHQ, led by back-stoppers. If unexpected delays occur, it should have the capacity to hire temporary STXs in order to bridge the gap of the transition period, thus leveraging out-going LTXs with STXs to facilitate the handover.	Outgoing LTXs are being used as short terms experts to support implementation of the annual work plan and for on-boarding of incoming experts.	No unexpected delays were noted through FY23 on recruitments. One PFM LTX who joined FAD continued to follow-up on the implementation of AFS projects pending the arrival of the new LTX. The expert left in September 2022 and new LTX joined in November 2022.	AFS in consultation with AFR and CDDs

Annex IV

Key Economic Indicators

Population (million)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	29.2	30.2	31.3	32.4	33.4	34.5	35.7	36.8	39.0
Botswana	2.4	2.4	2.5	2.5	2.5	2.6	2.6	2.7	2.8
Comoros	0.8	0.8	0.9	0.9	0.9	0.9	1.0	1.0	1.1
Eswatini	1.1	1.1	1.1	1.1	1.1	1.1	1.2	1.2	1.2
Lesotho	2.0	2.0	2.0	2.0	2.1	2.1	2.1	2.1	2.2
Madagascar	24.2	24.9	25.7	26.5	27.3	28.2	29.0	29.8	31.5
Mauritius	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Mozambique	27.8	28.6	29.4	30.3	31.2	32.1	33.0	33.9	35.8
Namibia	2.3	2.4	2.4	2.5	2.5	2.6	2.6	2.6	2.7
Seychelles	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
South Africa	56.3	57.1	57.9	58.8	59.6	60.1	60.6	61.5	63.4
Zambia	16.8	17.3	17.8	18.4	18.9	19.5	20.0	20.6	21.7
Zimbabwe	14.2	14.4	14.6	14.9	15.2	15.5	15.8	16.2	16.8
AFS Total	**178.4**	**182.7**	**187.0**	**191.6**	**196.2**	**200.5**	**204.9**	**209.7**	**219.6**

Real GDP per capita (US dollars)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	7,482	7,210	6,873	6,597	6,025	5,901	5,863	5,891	5,985
Botswana	14,374	14,657	14,962	15,118	13,546	14,872	15,538	15,823	16,534
Comoros	2,949	2,980	3,007	2,979	2,895	2,879	2,844	2,825	2,833
Eswatini	8,537	8,651	8,769	8,918	8,686	9,271	9,216	9,374	9,652
Lesotho	2,931	2,832	2,776	2,703	2,580	2,603	2,626	2,652	2,705
Madagascar	1,610	1,625	1,628	1,646	1,483	1,521	1,542	1,563	1,624
Mauritius	21,328	22,149	23,017	23,686	20,220	20,963	22,741	23,791	25,656
Mozambique	1,274	1,284	1,293	1,285	1,233	1,227	1,243	1,270	1,366
Namibia	10,623	10,317	10,232	9,960	8,993	9,066	9,245	9,332	9,473
Seychelles	27,490	28,531	29,121	29,736	27,213	29,117	31,411	32,354	34,280
South Africa	13,886	13,839	13,846	13,690	12,640	13,146	13,312	13,126	13,166
Zambia	3,384	3,395	3,426	3,372	3,184	3,237	3,257	3,296	3,403
Zimbabwe	2,234	2,312	2,387	2,201	1,991	2,117	2,137	2,143	2,176
AFS average	**9,085**	**9,214**	**9,334**	**9,376**	**8,514**	**8,917**	**9,306**	**9,495**	**9,912**

Real GDP (percent change)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	−2.6	−0.2	−1.3	−0.7	−5.6	1.1	2.8	3.5	3.9
Botswana	7.2	4.1	4.2	3.0	−8.7	11.8	6.4	3.7	4.1
Comoros	3.3	3.8	3.6	1.8	−0.2	2.1	2.4	3.0	4.0
Eswatini	1.1	2.0	2.4	2.7	−1.6	7.9	0.5	2.8	2.6
Lesotho	1.9	−2.7	−1.3	−2.0	−3.9	2.1	2.1	2.2	2.1
Madagascar	4.0	3.9	3.2	4.4	−7.1	5.7	4.2	4.2	4.7
Mauritius	3.9	3.9	4.0	2.9	−14.6	3.5	8.3	4.6	3.7
Mozambique	3.8	3.7	3.4	2.3	−1.2	2.3	4.1	5.0	6.1
Namibia	0.0	−1.0	1.1	−0.8	−8.0	2.7	3.8	2.8	2.6
Seychelles	5.4	4.5	3.2	3.1	−7.7	7.9	8.8	3.9	3.8
South Africa	0.7	1.2	1.5	0.3	−6.3	4.9	2.0	0.1	1.6
Zambia	3.8	3.5	4.0	1.4	−2.8	4.6	3.4	4.0	4.5
Zimbabwe	0.5	5.0	4.7	−6.1	−7.8	8.5	3.0	2.5	2.7
AFS average	**2.5**	**2.4**	**2.5**	**0.9**	**−5.8**	**5.0**	**4.0**	**3.3**	**3.6**

Inflation (percent change)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	30.7	29.8	19.6	17.1	22.3	25.8	21.4	11.7	9.8
Botswana	2.8	3.3	3.2	2.7	1.9	6.7	12.2	6.5	4.7
Comoros	0.8	0.1	1.7	3.7	0.8	0.0	12.0	8.1	2.0
Eswatini	7.8	6.2	4.8	2.6	3.9	3.7	4.8	5.4	4.6
Lesotho	6.6	4.4	4.8	5.2	5.0	6.0	8.2	6.8	5.5
Madagascar	6.1	8.6	8.6	5.6	4.2	5.8	8.2	9.5	8.1
Mauritius	1.0	3.7	3.2	0.5	2.5	4.0	10.8	9.5	5.5
Mozambique	17.4	15.1	3.9	2.8	3.1	5.7	9.8	7.4	6.2
Namibia	6.7	6.1	4.3	3.7	2.2	3.6	6.1	5.0	4.6
Seychelles	−1.0	2.9	3.7	1.8	1.2	9.8	2.7	3.1	3.5
South Africa	6.3	5.3	4.6	4.1	3.3	4.6	6.9	5.8	4.6
Zambia	17.9	6.6	7.5	9.2	15.7	22.0	11.0	8.9	7.3
Zimbabwe	−1.6	0.9	10.6	255.3	557.2	98.5	193.4	172.2	104.2
AFS average	**7.8**	**7.2**	**6.2**	**24.2**	**47.9**	**15.1**	**23.6**	**20.0**	**13.1**
Excl. Zimbabwe	**8.6**	**7.7**	**5.8**	**4.9**	**5.5**	**8.1**	**9.5**	**7.3**	**5.5**

General Governement gross debt (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	75.7	69.3	93.0	113.6	138.9	86.9	67.1	63.3	56.8
Botswana	16.4	14.5	14.9	16.5	18.7	19.0	19.9	20.6	18.1
Comoros	16.0	18.6	17.7	22.0	24.0	25.4	29.1	32.5	37.1
Eswatini	24.9	27.6	33.9	39.5	41.2	41.5	45.4	39.3	37.8
Lesotho	43.6	44.1	45.9	48.9	60.0	56.4	57.9	58.5	56.0
Madagascar	40.3	40.1	42.9	41.0	51.2	52.3	57.0	53.1	52.4
Mauritius	63.0	62.2	64.0	82.2	94.6	88.4	80.9	78.1	76.3
Mozambique	126.2	104.2	106.7	99.0	120.0	107.2	76.1	102.8	100.8
Namibia	45.8	43.8	50.4	59.4	66.6	72.0	71.3	68.5	65.5
Seychelles	66.1	60.3	55.9	54.2	84.8	72.9	63.4	62.5	55.8
South Africa	47.1	48.6	51.7	56.2	69.0	69.0	71.0	72.3	77.0
Zambia	58.0	63.4	75.2	94.4	140.2	110.8	–	–	–
Zimbabwe	49.9	74.1	51.0	82.3	84.4	59.8	92.8	102.3	91.4
AFS average	**51.8**	**51.6**	**54.1**	**62.2**	**76.4**	**66.3**	**61.0**	**62.8**	**60.4**
excl. Zambia	**51.3**	**50.6**	**52.3**	**59.6**	**71.1**	**62.6**	**61.0**	**62.8**	**60.4**

Fiscal balance (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	−4.5	−6.6	2.3	0.8	−1.9	3.8	1.6	−0.2	−2.5
Botswana	0.7	−1.1	−5.0	−8.5	−10.9	−2.4	−2.0	−2.7	−0.6
Comoros	−5.5	−0.1	−1.3	−4.3	−0.5	−2.8	−3.7	−6.4	−4.3
Eswatini	−9.0	−6.8	−9.5	−6.7	−4.5	−4.6	−5.7	0.7	−2.1
Lesotho	−9.4	−1.9	−4.0	−5.0	0.3	−4.4	−3.4	2.5	2.7
Madagascar	−1.1	−2.1	−1.3	−1.4	−4.0	−2.8	−6.8	−3.0	−3.8
Mauritius	−2.7	−1.6	−2.2	−8.2	−10.4	−4.0	−3.2	−4.2	−3.1
Mozambique	−5.1	−2.0	−5.6	0.1	−5.4	−3.6	−5.2	−4.8	−2.1
Namibia	−9.3	−5.0	−5.1	−5.5	−8.1	−8.8	−7.3	−4.1	−2.9
Seychelles	0.2	0.5	−0.5	1.4	−16.3	−5.5	−1.0	−2.0	−0.5
South Africa	−3.7	−4.0	−3.7	−4.7	−9.6	−5.6	−4.5	−5.9	−6.4
Zambia	−5.7	−7.5	−8.3	−9.4	−13.8	−8.1	−7.9	−6.3	−6.1
Zimbabwe	−6.6	−10.6	−5.4	−0.9	0.8	−2.2	−2.1	−3.0	−2.2
AFS average	**−4.8**	**−3.8**	**−3.8**	**−4.0**	**−6.5**	**−3.9**	**−3.9**	**−3.0**	**−2.6**

General Government Revenue (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	17.5	17.5	22.9	21.2	21.3	23.3	23.4	21.5	19.9
Botswana	34.8	33.5	30.6	28.3	25.7	29.5	29.8	30.8	29.5
Comoros	13.4	18.8	17.8	15.8	18.3	17.0	13.9	14.3	14.7
Eswatini	25.2	28.2	25.1	27.3	28.9	25.4	25.3	31.4	28.4
Lesotho	44.7	48.4	47.2	46.8	53.4	48.5	44.5	51.0	49.4
Madagascar	12.4	12.8	13.0	13.9	12.4	11.2	13.6	14.6	15.2
Mauritius	20.6	22.0	21.8	22.1	21.6	24.0	23.8	23.9	23.7
Mozambique	23.9	27.1	25.8	29.9	27.5	27.9	29.2	28.6	28.1
Namibia	32.5	33.1	31.2	31.9	33.4	30.8	30.1	32.4	32.5
Seychelles	36.3	34.8	35.1	35.7	34.0	34.0	31.9	33.9	34.4
South Africa	26.2	25.8	26.5	26.8	25.0	27.1	27.7	27.5	27.2
Zambia	18.2	17.5	19.4	20.4	20.3	22.3	20.8	22.0	22.2
Zimbabwe	17.0	18.1	14.9	10.8	13.3	15.4	16.0	15.6	15.6
AFS average	**24.8**	**26.0**	**25.5**	**25.5**	**25.8**	**25.9**	**25.4**	**26.7**	**26.2**

General Government Expenditure (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024-2026 Average
Angola	22.0	24.1	20.6	20.4	23.3	19.5	21.8	21.7	22.3
Botswana	34.1	34.7	35.6	36.9	36.5	32.0	31.8	33.6	30.0
Comoros	18.9	18.8	19.2	20.2	18.8	19.8	17.6	20.7	19.0
Eswatini	34.2	35.1	34.6	34.0	33.5	30.0	31.0	30.7	30.5
Lesotho	54.1	50.3	51.2	51.8	53.1	52.9	47.8	48.5	46.7
Madagascar	13.5	14.9	14.4	15.4	16.4	14.0	20.3	17.6	19.1
Mauritius	23.3	23.6	23.9	30.2	32.1	28.1	27.1	28.2	26.8
Mozambique	29.0	29.1	31.3	29.8	32.9	31.5	34.4	33.4	30.3
Namibia	41.8	38.1	36.3	37.4	41.5	39.6	37.3	36.6	35.4
Seychelles	36.1	34.3	35.6	34.3	50.2	39.5	32.9	35.8	34.9
South Africa	29.9	29.9	30.2	31.5	34.6	32.7	32.2	33.4	33.7
Zambia	23.9	25.0	27.7	29.8	34.1	30.4	28.7	28.3	28.3
Zimbabwe	23.7	28.7	20.3	11.7	12.5	17.5	18.1	18.5	17.8
AFS average	**29.6**	**29.7**	**29.3**	**29.5**	**32.3**	**29.8**	**29.3**	**29.8**	**28.8**

Gross National Savings (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	24.3	23.5	28.7	27.0	26.9	36.1	34.7	30.5	26.8
Botswana	30.8	31.4	26.6	23.8	25.6	28.9	29.6	33.3	36.0
Comoros	8.8	12.0	13.0	13.0	16.3	16.3	6.9	2.5	−0.1
Eswatini	20.7	19.1	14.6	17.5	19.3	16.7	15.3	20.6	19.6
Lesotho	19.3	20.9	19.5	23.6	27.3	19.2	13.8	23.9	25.6
Madagascar	16.8	15.4	21.4	20.4	12.3	10.1	17.8	19.6	20.7
Mauritius	20.0	22.0	22.4	21.5	19.8	21.5	25.4	21.6	19.5
Mozambique	14.4	13.6	19.7	41.0	23.5	27.0	25.9	23.5	26.8
Namibia	5.8	13.3	11.4	13.5	16.5	5.9	1.9	9.9	11.6
Seychelles	10.3	11.1	26.4	24.3	8.7	15.3	14.3	16.7	16.9
South Africa	14.3	14.2	13.2	13.3	14.4	16.5	14.6	13.9	14.4
Zambia	34.9	39.3	37.3	39.7	42.9	37.7	34.4	35.4	36.5
AFS average	**18.4**	**19.7**	**21.2**	**23.2**	**21.1**	**20.9**	**19.5**	**20.9**	**21.2**

Data on Gross National Savings not available for Zimbabwe

Total investment (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	27.2	24.2	21.4	21.0	25.4	24.9	23.7	24.2	24.7
Botswana	22.1	25.0	25.9	30.9	32.8	27.3	26.4	29.9	31.6
Comoros	13.1	14.3	15.9	16.5	18.0	15.5	11.5	9.7	6.1
Eswatini	12.8	12.8	13.3	13.6	12.3	14.1	17.0	17.2	16.9
Lesotho	27.1	25.0	22.8	25.2	28.3	23.6	18.2	23.3	29.4
Madagascar	16.4	15.8	20.7	22.7	17.7	15.1	23.4	25.3	25.3
Mauritius	17.3	17.7	18.9	19.4	18.2	19.8	19.9	20.3	21.2
Mozambique	46.6	33.2	50.0	60.1	50.8	49.8	61.8	36.9	64.8
Namibia	22.0	17.7	14.9	15.3	13.6	15.7	15.3	15.2	15.2
Seychelles	30.0	30.2	29.0	27.4	22.2	25.6	23.0	25.7	26.8
South Africa	17.0	16.6	16.2	15.9	12.4	12.8	15.1	16.1	16.8
Zambia	38.2	41.0	38.6	39.3	32.3	28.5	32.0	31.5	31.7
AFS average	**24.1**	**22.8**	**24.0**	**25.6**	**23.7**	**22.7**	**23.9**	**22.9**	**25.9**

Data on Total Investment not available for Zimbabwe

Current account balance (percent of GDP)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	–3.1	–0.5	7.3	6.1	1.5	11.2	11.0	6.2	2.1
Botswana	8.0	5.6	0.4	–6.9	–8.7	–0.5	3.1	3.3	4.3
Comoros	–4.4	–2.3	–2.9	–3.5	–1.7	0.8	–4.6	–7.3	–6.2
Eswatini	7.9	6.2	1.3	3.9	7.1	2.7	–1.7	3.4	2.7
Lesotho	–7.8	–4.0	–3.3	–1.5	–1.0	–4.4	–4.4	0.6	–3.7
Madagascar	0.5	–0.4	0.7	–2.3	–5.4	–5.0	–5.6	–5.7	–4.6
Mauritius	–3.9	–4.5	–3.8	–5.0	–8.8	–13.3	–13.5	–8.2	–5.9
Mozambique	–32.2	–19.6	–30.3	–19.1	–27.3	–22.8	–36.0	–13.3	–38.0
Namibia	–16.5	–4.4	–3.6	–1.8	2.6	–9.8	–13.5	–5.3	–3.5
Seychelles	–19.7	–19.1	–2.6	–3.1	–13.5	–10.4	–7.3	–9.2	–10.7
South Africa	–2.7	–2.4	–2.9	–2.6	2.0	3.7	–0.5	–2.3	–2.4
Zambia	–3.3	–1.7	–1.3	0.4	10.6	9.2	2.4	3.8	4.8
Zimbabwe	–3.4	–1.3	–3.7	3.5	2.5	1.0	0.8	0.4	0.7
AFS average	**–6.2**	**–3.7**	**–3.4**	**–2.4**	**–3.1**	**–2.9**	**–5.3**	**–2.6**	**–4.7**

Volume of exports of goods and services (percent change)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	–2.0	–1.3	–10.7	–5.9	–7.3	–8.6	2.9	2.4	1.9
Botswana	–8.4	–5.5	11.9	–8.8	–18.6	31.7	12.0	2.1	4.5
Comoros	–1.7	2.1	12.9	–0.5	–50.8	121.1	4.8	–3.3	4.7
Eswatini	3.8	4.0	–2.8	16.3	–2.4	9.9	8.6	–4.1	2.5
Lesotho	9.5	5.5	0.3	–0.4	–21.3	15.7	5.7	1.9	1.2
Madagascar	–31.9	–9.7	–5.9	14.8	–30.6	30.2	15.2	9.3	2.4
Mauritius	–7.2	3.6	3.5	–4.7	–39.1	–7.3	37.2	6.6	5.2
Mozambique	–6.2	34.5	5.2	–3.7	–17.9	16.9	32.1	–10.7	5.3
Namibia	9.5	20.1	10.4	–7.5	–16.2	10.1	18.9	8.9	4.6
Seychelles	–8.4	3.9	27.0	6.2	–28.4	9.0	0.0	5.3	11.1
South Africa	0.4	–0.3	2.7	–3.4	–11.9	10.0	7.5	3.6	5.2
Zambia	–5.2	4.0	5.4	–11.7	9.2	–1.8	–3.2	6.9	7.8
AFS average	**–4.0**	**5.1**	**5.0**	**–0.8**	**–19.6**	**19.7**	**11.8**	**2.4**	**4.7**

Data on Volume of exports of goods and services not available for Zimbabwe

Volume of imports of goods and services (percent change)									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	–30.5	5.7	–11.2	–11.4	–33.1	8.3	28.8	–1.8	–0.1
Botswana	–20.9	–12.9	15.9	11.6	5.0	2.3	–4.1	5.5	5.4
Comoros	8.9	4.0	8.5	0.1	1.9	7.5	1.0	32.7	2.8
Eswatini	8.3	7.3	4.6	1.5	–1.3	14.4	–9.7	–3.8	2.0
Lesotho	1.1	3.4	–4.5	0.2	–3.0	–1.6	–3.3	8.6	3.6
Madagascar	19.1	7.0	–0.5	1.8	–20.7	10.8	3.8	15.1	3.5
Mauritius	2.9	5.5	3.8	1.4	–11.6	10.7	8.2	3.9	3.6
Mozambique	–21.4	–0.2	20.9	–8.7	–5.6	–2.1	34.3	–25.6	21.8
Namibia	–4.9	–2.0	2.9	–8.5	–15.9	30.0	15.7	–0.6	1.4
Seychelles	7.7	7.1	14.1	0.4	–28.4	11.0	8.5	3.7	7.8
South Africa	–4.1	1.5	3.2	0.4	–17.4	9.5	14.2	5.9	4.2
Zambia	–8.2	12.6	6.4	–20.3	–17.6	13.2	15.1	11.5	6.5
AFS average	**–3.5**	**3.2**	**5.3**	**–2.6**	**–12.3**	**9.5**	**9.4**	**4.6**	**5.2**

Data on Volume of imports of goods and services not available for Zimbabwe

Reserves, Net, Months of imported goods and services, Months									
	2016	2017	2018	2019	2020	2021	2022	2023	2024–2026 Average
Angola	10.3	8.4	8.7	13.6	9.5	7.1	6.8	6.5	6.8
Botswana	13.8	12.2	10.4	9.9	6.5	6.3	6.6	6.8	7.2
Comoros	6.6	6.7	7.0	7.0	7.9	9.4	7.4	7.5	7.7
Eswatini	3.5	3.3	2.8	3.2	3.1	3.1	2.4	2.4	2.4
Lesotho	4.0	4.2	4.0	4.3	4.1	5.1	4.0	4.5	5.6
Madagascar	3.0	3.8	4.3	5.3	4.8	4.5	3.8	3.7	3.6
Mauritius	8.3	9.5	10.4	16.9	14.4	12.4	12.0	9.6	9.4
Mozambique	2.9	3.8	3.8	5.3	4.7	2.6	2.9	2.1	2.1
Namibia	3.5	4.6	4.4	5.0	4.1	4.5	4.6	4.7	4.8
Seychelles	3.7	3.2	3.3	5.2	3.7	3.7	3.6	3.5	3.6
South Africa	5.7	5.6	6.0	8.4	6.4	5.5	5.2	4.8	4.4
Zambia	2.6	2.2	2.1	2.6	1.3	2.9	3.1	3.3	4.2
Zimbabwe	0.6	0.5	0.2	0.3	0.1	1.3	0.4	0.2	0.2
AFS average	**5.3**	**5.2**	**5.2**	**6.7**	**5.4**	**5.3**	**4.8**	**4.6**	**4.8**

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