



PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE

Newsletter: March 2024

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HIGHLIGHTS



PFTAC's 30th Anniversary Celebration. This year marks the 30th anniversary of PFTAC. PFTAC was the IMF's first regional center for technical assistance in the world, and the model has now been replicated in 17 different locations. PFTAC has been critical in expanding IMF's engagement in the region and strengthening the countries' capacities through timely and tailored technical assistance and policy advise.

The event was commemorated at the **Pacific Islands High Level Conference on Charting**

the Course Towards Shared Prosperity organized by the Asia Pacific Department (APD) in Fiji between February 26 and 27, 2024. IMF Deputy Managing Director Bo Li reiterated the IMF's support for Pacific Island Countries (PICs) along three key dimensions: deepening engagement, fostering knowledge sharing, and enhancing financial support for tackling climate change. He also highlighted the pivotal role of PFTAC in enhancing macroeconomic frameworks across PICs, strengthening tax administrations, incorporating climate considerations into public finance management and improving public investment management. The conference further delved into the protection and growth of the blue economy; the economic effects of migration; the opportunities and challenges of digital money; and the mobilization of climate finance for PICs resilience and growth; including through the IMF's Resilience and Stability Trust (RST).

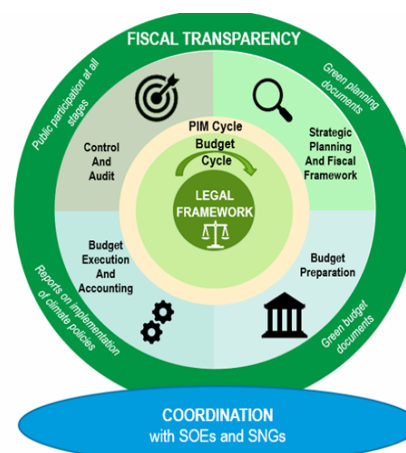
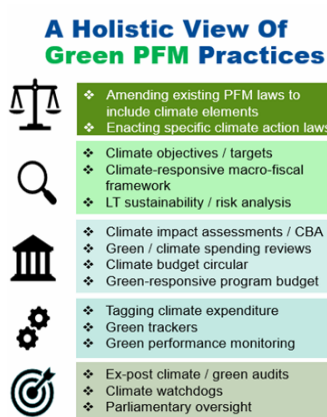
As we mark three decades of achievements, the DMD praises PFTAC donors' unwavering support. He thanks Australia, New Zealand, Korea, the United States, the European Union, and the Asian Development Bank for their crucial contributions to PFTAC's mission. Looking ahead, we invite new partners to help us tackle the Pacific region's challenges and foster sustainable resilience.



FEATURE: PALAU – INCORPORATING CLIMATE CONSIDERATIONS INTO PFM

Climate change poses significant risks to PICs, including rising sea levels, coastal erosion, flooding, saltwater intrusion, cyclones, coral bleaching, ocean acidification, and impacts on fisheries and tourism. The recent **Palau 2023 Article IV Selected Issues Paper**¹ looks at the policy options and strategies to address climate change in Palau. The PFTAC PFM Advisor played a key role in identifying opportunities to integrate climate considerations into Palau’s PFM.

Palau is developing a PFM Roadmap to guide its reforms over the next five years. This presents a good opportunity to explore integrating climate considerations into PFM systems, tailored to the authorities’ needs and capabilities. The PFM Roadmap will be informed by the PEFA assessment results but will also respond to the current fiscal challenges facing Palau.



The four entry point opportunities for incorporating climate considerations into PFM systems are:

- (i) **Budget decision making** - adding a climate lens to the budget decision making process would help ensure there is active consideration of the impact of resource allocation decisions on climate adaptation and mitigation efforts. This would require line ministries to prepare a short analysis on the climate impacts of the proposed policy, including mitigation or adaptation efforts, with their budget submissions.
- (ii) **Fiscal risks management** - authorities could identify the range of fiscal risks and decide which fiscal risks require more analysis based on the likelihood and impact, if risks were to eventuate. Information collected through this work could form the basis of a fiscal risk statement that could be published alongside the budget documents.
- (iii) **Project selection processes** - While project appraisal criteria currently include climate considerations, this could be strengthened, and more importantly climate considerations should be included in costing guidance and methodologies – to help inform resource allocation and prioritization decisions around infrastructure planning.
- (iv) **Climate reporting** - opportunity to build climate reporting into annual budget execution reports by helping the authorities identify funding received for climate initiatives as well as resources devoted by the government to climate initiatives. A second step could involve reporting on the funds actually spent on climate initiatives, which could be explored further depending on the capabilities of the new FMIS.

¹ Prepared By Emanuele Massetti, Danielle Minnett, Gemma Preston, and Paul Seeds, November 2023.

CD HIGHLIGHTS BY WORK AREA (NOV – JAN)

PUBLIC FINANCIAL MANAGEMENT

Fiji: the mission began a series of capacity development activities to assist the Ministry of Finance to design and implement a new **Chart of Accounts (CoA)** which accords with international standards such as the Government Finance and Statistics Manual (GFSM) 2014 and the Classification of Functions of Government (COFOG) and provides capability for tagging climate and gender transactions. The updating of the CoA is being driven by the new Financial Management Information System (FMIS), which is being implemented for FY2024/25.

Samoa: the mission is part of an ongoing program of **support aimed at assisting the Government of Samoa in strengthening the identification, analysis and reporting of fiscal risks.** This involved engagement with the Ministry of Finance (MoF) on broader fiscal risk analysis and reporting and the Ministry of Public Enterprises (MPE) on analysis of fiscal risks emanating from State Owned Enterprises (SOEs). There has been good uptake in the use of the tools and MoF has started to incorporate risk narrative into the (annual) Fiscal Strategy. This provides a platform upon which further risk narrative can be developed.

Samoa: the mission at the request of the Ministry of Finance **delivered training on the Public Expenditure and Financial Accountability (PEFA) assessment framework and methodology.** Training covered the administrative arrangements; scoring requirements; evidential data requirements; and the *AgilePEFA* Report format, accompanying tables and assessment findings. Samoa is keen to undertake a PEFA self-assessment to provide an updated assessment of PFM performance. The MoF will use the findings of the PEFA to inform its PFM reform agenda. PFTAC will assist the peer review of the PEFA assessment and report.

Tonga: the mission focused on **updating the asset management framework, facilitating the asset count and valuation exercise, updating related documents and tools to operationalize the framework, and training the asset management team.** The mission participated in the asset count, offering guidance on recording assets on the registry. It provided advice on addressing assets that were unaccounted for or found but not registered, along with updates to asset classes and sub-classes. Additionally, the mission developed the Terms of Reference for the Asset Management Committee, which has been presented to the Cabinet for review.

REVENUE ADMINISTRATION

Cook Islands: the mission **updated the previous tax policy review completed in 2020.** The mission reinforced previous recommendations on reforming personal income tax, retaining existing corporate income taxes, restructuring value added tax, increasing excise duties, and reviewing non-tax revenues. The authorities opted to remove tax exemptions for international companies in the offshore financial sector to meet EU and OECD harmful tax regime requirement.

Fiji: PFTAC delivered workshops on the key elements of the new Performance Management System (PMS) due to be implemented in March 2024. The training highlighted the link between the Fiji Revenue and Customs (FRCS) strategic plan and PMS, provided an overview of the PMS process and new system, explored the role of managers and employees and ways to improve performance conversations. A key emphasis was the shift and importance placed by the executives on improving the culture of FRCS and behavioral performance indicators.

Palau: the revenue administration advisor **participated in the Palau Development Symposium (PDS) to assist the Ministry of Finance and Bureau of Revenue and Taxation (BRT) integrate revenue mobilization in development effort.** Before the PDS, the President launched the BRT Taxpayer Charter in line with PFTAC advice to increase public transparency. An assessment of Palau Goods and Service Tax (PGST) implementation emphasized the importance of educating the public about recent tax changes. Additionally, the advisor collaborated with ADB on advancing tax administration reform and addressing digital transformation requirements.

Samoa: the mission provided training and advice to strengthen audit capability of Ministry of Customs and Revenue. The sessions delivered over three weeks focused on: (a) reviewing and auditing complex tax technical issues relating to multinational enterprises (MNEs) and businesses owned by foreigners; (b) transfer pricing reviews and audits; (c) reviewing and interpreting financial statements; (d) undertaking disputes cases and understanding Mutual Agreement Procedures (MAP); and (e) how to interpret and use information contained in the Country-by-Country Reports (CbCR).

Timor-Leste: the mission **reviewed the scope of the Internal Audit (IA) function with a focus on internal controls.** It examined whether coverage reflects risk management approaches and provided advice on IA approaches and methods. Additional support was provided to develop key strategic processes for the full establishment of an IA function, including an IA charter that would set out a framework on the role, authority, responsibilities, and reporting arrangements related to the IA function. Training was provided across a range of IA services and field work tools as well as a workshop for the senior management group on the concepts of internal control, and a governance framework.

Tonga: the mission developed job descriptions for Tonga Ministry of Revenue and Customs (MoRC) staff. This involved meetings with senior leaders to clarify job purposes and skills, testing drafts of the skills, and updating them based on feedback. Additional advice was given regarding job rotation policy

and succession planning at the request of MoRC. The changes will ensure clearer performance expectations and support performance management.

SUMMARY OF Q1-Q2 MISSIONS COMPLETED IN Q3

Cook Islands: the remote mission **reviewed the organizational structure of the Cook Islands Revenue Management Division (RMD)**. The mission recommended changes to Taxpayer Services and Audit Section to reduce management overheads and consolidate work functions. Additionally, a two-pronged approach for resourcing was suggested; first to pursue increase in staff salaries in line with government salary bandings and second to seek supplemental support of medium-term specialists from donor agencies.

Another remote mission **assisted the RMD to strengthen its international tax work initiative**. The mission facilitated the creation of an Administrative Compliance Strategy document to meet the OECD Exchange of Information standards; analyzed bank account data exchanged and concerns raised by partner entities (peers), formulated twenty-four-month international tax agenda with a detailed schedule, and outlined legislative revisions, policies, and procedures necessary for forthcoming peer evaluations.

Fiji: the mission **focused on finalizing the Value Added Tax (VAT) Bill and preparation of VAT Regulations**. Two further drafts of the VAT Bill were prepared and a first draft of the VAT Regulations. Transfer Pricing Regulations were redrafted to properly reflect transfer pricing practices, particularly Base Erosion and Profit Shifting (BEPS).

Nauru: the mission **reviewed progress of the implementation of Compliance Improvement Strategy (CIS) by Nauru Revenue Office (NRO)**. The mission provided instructions to the audit team, building their capability, which led to finalization of six 'aged' audit cases by December 2023. Additionally, the NRO endorsed the audit standard operating procedures and use of audit templates. The NRO CIS for 2023-2024 was finalized with registration, filing, payment, reporting and tax arrears highlighted as five priority risk categories.

Niue: the remote assistance **assessed the additional support required by the Niue Tax and Customs Department to start implementation of their new organization structure**. Potential external providers for project and supplemental assistance were identified and proposals developed for the financial secretary to use in sourcing additional capacity.

Niue: the purpose of the mission was to **prepare the Tax Administration (TA) Regulations** for submission to Parliament with TA Bill. TA Regulations draft was prepared along with a table explaining the regulations and links to the TA Bill.

Papua New Guinea: as per request from Internal Revenue Commission (IRC), the **mission provided advice to Commissioner General on the technical evaluation of responses for the Integrated Taxation Administration system (ITAS) tender process**. Recommendations were given on the

implementation factors that have significantly influenced the successful development and deployment of chosen solutions in other tax administrations.

A second mission **intended to assist IRC to begin implementation of a PMS to complement the new organizational structure**. As some prerequisites were still in progress, a follow-up mission was recommended. The pre-requisites include finalizing transition to the new IRC organizational structure and the configuration of a new Human Resources Information Technology System that is in progress. IRC was further impacted by the civil disruptions in early 2024.

Samoa: the remote mission **facilitated the development of a new corporate strategic plan**, taking into considerations the current and future environment and risks; and the proposed changes planned by the Government for Ministry of Revenue and Customs.

Regional: the remote activity provided **support with the completion of the International Survey on Revenue Administrations (ISORA) 2022 for all Pacific Island countries (PICs). All 15 PICs completed the 2022 ISORA by the November 30, 2023 deadline**. Three workshops were delivered focusing on *Introduction and ISORA Overview* and sessions on the new ISORA forms introduced this year. Additional bilateral support was provided following the workshops.

FINANCIAL SECTOR SUPERVISION

Cook Islands: in response to a request from the Financial Supervisory Commission of the Cook Islands (FSC) and in continuation of the Supervision Framework Enhancement Program (SFEP) initiated in January 2017, **the mission assisted the FSC in upgrading its liquidity risk management framework for banks, developing a prudential standard for operational risk capital requirement for banks and reviewing the draft supervisory manual** written by the FSC staff based on outline provided by a previous PFTAC mission.

MACROECONOMIC PROGRAMMING AND FRAMEWORK

Fiji: the mission assisted the Ministry of Finance to build a macro-fiscal model and provided **training on the economic theory underpinning the model**. The model provides for fiscal policy to be endogenous to GDP, allowing authorities to examine the full implications of changes in fiscal policy. A control panel was also constructed allowing authorities to run a number of macro-fiscal scenarios either on an individual parameter basis, or in a range of combinations. The Reserve Bank of Fiji also joined the sessions. The model's ability to estimate current year GDP(E), utilizing a range of data sources such as VAT returns and government spending, is of key interest to the authorities.

Fiji: the mission delivered technical assistance and training to support the RBF's development of forecasting and nowcasting tools. By the end of the mission, the Reserve Bank of Fiji (RBF) had prototyping tools to help with in-year estimation of certain GDP (expenditure) components; guidance on possible points to consider in any future re-estimation of the currency basket, the impact of the real exchange rate on monetary policy, monetary policy operations and the impact on monetary conditions, use of the domestic market's desk information for balancing government flows, the points to consider in assessing the impact of excess liquidity on monetary conditions, how excess liquidity could be drained and the costs of different approaches.

Nauru: the mission provided support on the Nauru macro-fiscal model to undertake scenario analysis in relation to the operations of the Refugee Processing Centre. An updated macro-fiscal projections tool was produced which illustrates the significant fiscal cliff confronting Nauru's Authorities if the assumed scaled-down of the Regional Processing Centre activity eventuates. The tool illustrates the broad scale and shape of potential policy responses that could be taken to navigate the associated fiscal adjustment, over the short, medium, and longer term.

Samoa: the scoping mission assessed the existing macro-fiscal forecasting tools at the Ministry of Finance (MoF) and discussed potential new approaches. The MoF's current tool is an accounting-based Excel framework, the Excel tool also uses some pre-estimated econometric forecasting models. As the econometric models have not been re-estimated, the MoF has increasingly used informed judgement.

With a richer set of GDP data now available from the Samoa Bureau of Statistics, a three-sector GDP macro-fiscal model is proposed for the MoF's macro-fiscal policy setting. Such an approach would link the Real Sector (GDP), with the Fiscal and External (Balance of Payments) Sectors. Given the significant role played by remittances and donors in the Samoan economy, it is also recommended that the proposed model incorporate a measure of Gross National Disposable Income.

The Central Bank of Samoa (CBS) attended many of the meetings as an interested party. The Institute of Capacity Development (ICD) is leading a separate project to the CBS on Nowcasting and the development of a quarterly projection model.

Solomon Islands: the diagnostic mission assessed the existing economic and forecasting tools and processes utilized the Ministry of Finance (MoF) and Central Bank of Solomon Islands. The central bank uses a four-sector financial programming type model while the MoF currently uses a GDP(P) forecasting tool, a CPI tool, and a revenue forecasting tool - built with previous PFTAC support. The mission recommended construction of a two-sector (real and fiscal) macro-fiscal forecasting framework taking the external and monetary sector variables as exogenous. In addition to consultation and assessment of existing tools, the mission delivered seminar-style presentations on macro-fiscal forecasting and analysis, and conceptual lectures on macro-fiscal forecasting.

DEBT MANAGEMENT

Solomon Islands: a workshop on Primary Markets Issuance and Debt Transparency/ Investor Relations was held in December. The mission provided authorities with capacity to undertake government securities auctions, produce documents to improve debt transparency and engage with local investors. The mission team met with Solomon Island authorities including the Ministry of Finance and Central Bank of Solomon Islands (CBSI) and provided real-life investor engagement scenarios for officials. The mission also delivered capacity development to market participants on government securities auctions and the communications and consultation process, complementing the base for investor relations.

Timor-Leste: the mission reviewed the institutional arrangements for debt management. The mission met with officials from the Ministry of Finance and Central Bank of Timor-Leste to review the institutional arrangements for public debt management. It provided recommendations to the governance structure and organizational arrangements for debt management to enhance efficiency and effectiveness of debt management operations, aligning them with international sound practice.

GOVERNMENT FINANCE STATISTICS

Marshall Islands: the mission assisted the Economic Policy, Planning and Statistics Office (EPPSO) in improving the compilation and dissemination of government finance statistics (GFS) in accordance with the international standards. The mission examined the dissemination practices and progress in increasing the timeliness of the statistical outputs; (ii) reviewed the potential uses of the new financial management information system (FMIS) in establishing a sub-annual compilation process; (iii) provided tailored GFS training to increase self-sufficiency of the statistical production.

Palau: the mission held in-person meetings with officials from the Bureau of Budget and Planning (BBP) and the Bureau of National Treasury (BNT) within the Ministry of Finance (MOF) to review the state of the GFS compilation in the country, scope future work and provide applied assistance following the deployment of a new financial management information system (FMIS). The mission refined the mapping of the chart of accounts (COA) to the GFS taxonomy, proposed improvements to the format of the national GFS publication and identified actions needed to be taken to roll out the quarterly GFS compilation in the country.

Tonga: the mission assisted the Ministry of Finance (MOF) in rebuilding capacity, enhancing the compilation methods, and expanding the scope and coverage of the outputs. Despite the inclusion of the GFS-based fiscal tables in the Budget Statement and the Budget Strategy, the set of statistical outputs and their coverage remain incomplete. The mission holistically reviewed the transaction classifications and provided a set of specific recommendations to the authorities. To present the

expenditure in accordance with COFOG, the mission integrated the COFOG breakdown into a new production file to simplify GFS compilation and facilitate their dissemination to the IMF GFS database.

REAL SECTOR STATISTICS

Kiribati: the mission **assisted the Kiribati National Statistics Office (KNSO) in updating the gross domestic product (GDP) estimates to 2022 and worked towards completing a full rebasing by the end of the mission.** The KNSO's 2022 GDP current price estimates drafted by KNSO were checked and added to the rebase database and all series were rebased to the 2019 base year. After final review by KNSO staff, the accounts will be ready for official release to users.

Palau: the mission **supported the Office of Planning and Statistics (OPS) of the Bureau of Budget and Planning in Palau in developing producer price indexes (PPIs) and international trade price indexes (XMPIs), particularly for activities related to tourism services.** Collected data was assessed and migrated to production folders and compilation tools for the production of PPIs and XMPIs. The original workplan is largely on track and was jointly reviewed with actions and outputs covering all development steps through to dissemination. Challenges experienced were addressed and detailed advice given and documented. An inaugural publication scheduled for July 2024 and use in National Accounts compilation for fiscal year 2023/24 remains on track.

Solomon Islands: in response to a request from the Solomon Islands National Statistics Office (SINSO) and the Central Bank of the Solomon Islands (CBSI), **the mission reviewed the annual estimates prepared for 2021 and 2022, convened a meeting between SINSO and CBSI to review the quarterly national accounts (QNA) system previously developed with CBSI and prepared a workplan to transfer the QNA system to the SINSO & start publication.** As a result of the mission the National Accounts section of SINSO have prepared a draft National Accounts bulletin for 2021 and 2022 and have a written agreement with CBSI to work together on developing the CBSI QNA system and transferring it to the SINSO.

Tokelau: the mission **provided training on national accounts to the staff of the Tokelau National Statistics Office (TNSO) and reviewed the current data sources and methodologies used to compile estimates of GDP by production and expenditure approach.** The mission also assisted TNSO to update draft estimates of GDP from 2016/2017 to 2022/2023, and recommended methodological improvements, and enhancements to supporting documentation.

Vanuatu: in response to a request from the Vanuatu Bureau of Statistics (VBoS), the mission **conducted a scoping mission reviewing their SNA (System of National Accounts) methodology and timeliness** and developing a workplan for improvements. VBoS have reviewed and agreed the workplan and begun to implement it.

REGIONAL WORKSHOPS

STRENGTHENING PUBLIC INVESTMENT MANAGEMENT IN THE PACIFIC



This workshop focused on strengthening public investment management practices in the Pacific, including how to integrate a climate perspective to support resilient and sustainable infrastructure. The workshop builds on previous regional public investment workshops and responds to countries’ interest and demand for further intensive technical engagement to build capacity.

Sixty-five percent of the attendees at workshop were women which hosted forty participants from 14² of the 16 PFTAC countries.

The workshop targeted specific areas such as: ensuring good alignment with the national infrastructure plans and the budget allocation process; ensuring project appraisal and selection guidelines are established and inform investment decisions; that the full costs of projects are considered and budgeted for including appropriate provisions for maintenance; and that the progress of project implementation can be effectively monitored and reported.

² Cook Islands, Fiji, FSM, Kiribati, RMI, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Timor-Leste, Tokelau, Tonga, Tuvalu, Vanuatu

Participants appreciated the practical approach and found sharing country experiences and group activities valuable to making positive changes to their processes. For example, participants conducted a simulated appraisal using real country data to practice appraisal techniques. A roleplay was also conducted where countries were divided into four groups representing the external funding agency, implementing agency, Ministry of Finance, and project manager to experience the project selection and approval process from different perspectives.

Common areas identified for strengthening were project planning, appraisal, prioritization, monitoring and maintenance. The need for robust asset management frameworks, integrating climate change and improved inter-agency coordination were also highlighted.

Action plans were developed by participants to encourage them to apply knowledge learned in the workshop to their roles. Participants were encouraged to share the action plans with relevant colleagues on return so there is broad understanding and commitment to implement it. PFTAC will follow up with countries on their action plans, to assess progress made.



RISK ANALYTICS FOR TAX COMPLIANCE

Tax administration experts from across the Pacific convened in Suva, Fiji for an enlightening five-day journey into the future of tax compliance in November. The Pacific Islands Tax Administrators Association (PITAA) and PFTAC joined forces to co-host the workshop for a deep dive into **Risk Analytics for Tax Compliance**.

The Honorable Biman Prasad, Deputy Prime Minister and Minister of Finance, Fiji addressed the participants. He portrayed tax compliance risk management not as a bureaucratic task but as an embodiment of fiscal integrity and fairness—elements critical to nurturing public trust and creating a thriving economic landscape. These comments resonated with the participants and PFTAC donors and partners who attended the event.

A diverse group of twenty-two professionals representing nine member countries participated in the workshop with a shared mission: to explore and master tax compliance strategies through the lens of data analytics.

The workshop was set against fiscal challenges—mounting country debts and an urgent call for social and infrastructure investments. PFTAC's Director, Mr. Samir Jahjah, and PITAA's representative, Mr. Petero Maivucevuce, emphasized how the knowledge exchanged during the workshop could pave the way for beneficial transformations within the member countries.

Through interactive sessions, the attendees engaged with the intersection of tax compliance and data analytics, uncovering how to use and understand data for more thoughtful decision-making and efficient resource allocation. They delved into best practices for data management and emerged with analytical

Participant testimonial

Regional Workshop on Risk Analytics for Tax Compliance
6 - 10 November 2023
Holiday Inn Hotel, Suva, Fiji

Mr. Blaise Savinio
Project Manager - IT and Business Reform
Internal Revenue Commission
PAPUA NEW GUINEA

★★★★★

"The first two days was hectic and practical for me, but I learnt a lot. I noticed that the Risk Differentiation Framework (RDF) tool gives a fair approach to calculate risks and I liked using the RDF tool the most as it had hands-on experience and there were calculations and methodologies involved. I look forward to learning the best I can and apply to the learning when I return home!"

Participant testimonial

Regional Workshop on Risk Analytics for Tax Compliance
6 - 10 November 2023
Holiday Inn Hotel, Suva, Fiji

Mr. Salvin Singh
Principal Intelligence Analyst,
Corporate Services
Revenue and Customs Services
FIJI

★★★★★

"My experience has been positive and engaging. I frequently work with MS Excel and data analysis, which aligns well with the objectives of this workshop. Our facilitator, Mr. Stuart Hamilton's expertise in data analytics is appreciated. I have prior experience with the RDF tool, finding it valuable for identifying high-risk taxpayers, especially in Fiji's context with limited resources."

skills sharpened for the fight against non-compliance. Participants also built their network of like-minded tax analysts, committing to use these networks to support each for better outcomes across the Pacific.

As the workshop closed, the expertise of each attendee had been enriched with strategies for applying customized compliance approaches, ensuring that their home countries could stride toward higher compliance rates and, in turn, greater economic resilience.

The workshop was more than a professional gathering; it was a coming together of minds to empower economies recovering in the post-pandemic era. It enhanced individual capabilities and was a collective step forward in safeguarding nations' economic and social well-being across the Pacific.



The graphic features logos for the Pacific Islands Tax Administrators Association (PITAA) and the Pacific Islands Tax Administrators Forum (PITAF) at the top. The main title is "Participant Testimonial" in a large, blue, cursive font. Below the title, the workshop details are listed: "Regional Workshop on Risk Analytics for Tax Compliance", "6 - 10 November 2023", and "Holiday Inn Hotel, Suva, Fiji". A circular portrait of Ms. Theresa Amosa-Alatupe is shown on the right. To the left of the portrait, her name and title are listed: "Ms. Theresa Amosa-Alatupe, Assistant Chief Executive Officer, Ministry of Customs & Revenue, SAMOA". Below this, there are five gold stars. The testimonial text is enclosed in a rounded rectangular box with a green border.

PITAA
Pacific Islands Tax Administrators Association

PITAF
Pacific Islands Tax Administrators Forum

PFTAC

Participant Testimonial

Regional Workshop on Risk
Analytics for Tax Compliance
6 - 10 November 2023
Holiday Inn Hotel, Suva, Fiji

Ms. Theresa Amosa-Alatupe
Assistant Chief Executive Officer
Ministry of Customs & Revenue
SAMOA

★★★★★

"I have learnt a great deal from this workshop and I would say that this is one of the few workshops that offers practical solutions to tackle real challenges we face as tax officers. Moreover, I am eager to focus on practical exercises addressing real tax challenges rather than extensive theory. I believe that optimizing our data analysis methods will help us efficiently identify areas for tax compliance improvement, ultimately increasing tax revenue, which is crucial given our resource constraints."

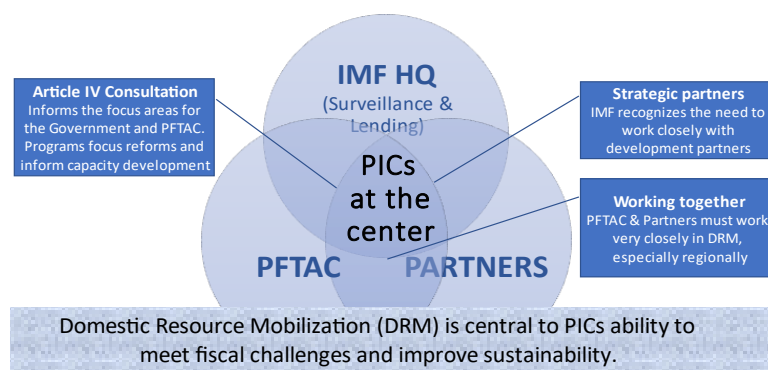
OUTREACH AND PARTNER COOPERATION

The Public Financial Management resident advisors attended the Friends of Pacific Budget Support (FOPBS) meeting organized by the World Bank in November 2023.

This annual meeting brings together development partners to discuss and coordinate the use of budget support in the region. IMF's Asia Pacific Department also joined along with various development partners including Australian DFAT, New Zealand MFAT, USAID, the World Bank, ADB, EU, and the US Graduate School.



Working together to ensure PICs are at the Centre



PFTAC presented on *Improving Revenue Mobilization in the Pacific* and discussed the significance of Domestic Resource Mobilization (DRM) for PICs, emphasizing its role in reducing debt, creating fiscal room, funding sustainable development goals (SDGs) and climate initiatives, and fostering financial resilience.

Effective collaboration among development partners in budget support has been crucial in preventing Pacific nations from being overburdened by their limited resources. The meeting supplements ongoing engagement between partners on individual country operations. PFTAC remains actively engaged with regional and country-level donors, and the FOPBS meeting enhances this collaboration to improve the integration of budget support activities.

The Revenue program presented an overview of its work program at the meeting of the Australia-Pacific Partnership Platform during October. The Australia-Pacific Partnerships Platform works with partners to provide a suite of flexible, fit-for-purpose services that support development investments in governance, stability and resilience in the region. Currently, six Pacific governments (Tuvalu, Nauru, Republic of the Marshall Islands, Kiribati, Federated States of Micronesia, and the Cook Islands) are supported in diverse areas, including governance, infrastructure, customs, education, climate change, public financial management and health.

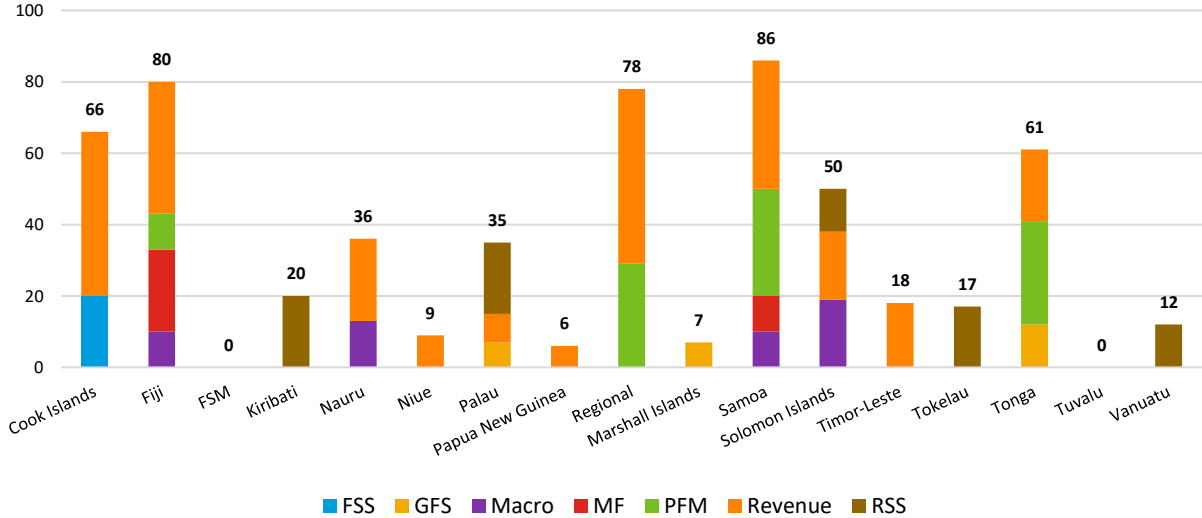
The development of this relationship allows both organizations to align assistance for mostly fragile states, strengthen collaboration, and prevent duplication of efforts. With a gender specialist onboard, the Platform offers a great avenue for cooperation in this space and the Revenue program is already initiating discussions in this regard.

SUMMARY OF PFTAC ACTIVITIES

FY 2024 Q3 Execution. During the third quarter (November 2023 – January 2024), thirty-six technical assistance activities (TA) and four regional events were delivered over 581 TA days. All member countries received capacity development support except FSM and Tuvalu. The Revenue Administration program contributed the largest share of total TA days at 47 percent, followed by PFM at 17 percent, and RSS at 14 percent. The Macro programs collectively accounted for 15 percent while GFS represented 4 percent, and FSS accounted for the remaining 3 percent.

Workshops. The regional events featured a workshop in Samoa on *Public Investment Management* to help countries improve their handling of project planning, allocation, and implementation, including integrating climate considerations for resilient infrastructure. Another key event was a *Risk Analysis* training for tax officials in Fiji, attended by donors and key government officials, including Fiji’s Deputy Prime Minister and Minister for Finance. The training equipped the participants with skills and tools necessary to identify, assess, and mitigate risks associated with tax evasion and avoidance. The webinar on *Regional IT Network* focused on Tax Administration Digital Modernization and equipped participants with knowledge and strategies to initiate and implement effective tax modernization projects. Finally, through a series of virtual support, 15 PICs successfully completed the 2022 ISORA by November, representing a notable progress in filling ISORA data requirements.

581 MISSION DAYS DELIVERED IN FY24/Q3 - BY COUNTRY



FY 2024 Cumulative and Year-end Projected Outturn. The execution rate as at end of third quarter is 70 percent with 1,547 TA days delivered over the mid-year plan of 2,141 (109 of 154 missions). The projected outturn by yearend is anticipated to range between 85 – 90 percent if the execution of the workplan remains consistent without any postponements or cancellations of missions. At program level, all workstreams have at least completed 60 percent of planned activities.

FY 2024 Budget and Financial

Update. The budget outturn at the end of third quarter is 65 percent (US\$ 4.8m of US\$ 7.5m) while commitment for remainder of FY 2024 indicate a trajectory towards yearend budget outturn of 90 percent (US\$ 6.8m of US\$ 7.5m).

Regarding fundraising, the Asian Development Bank (ADB) released an additional US\$ 0.5 million, raising total disbursed contributions from US\$ 13.2 million to US\$ 13.7 million.

The United States pledged US\$ 1.25 million for Phase VI operations, pending approval by Congress, which would decrease the funding gap to US\$ 13.9 million. Additionally, Japan announced direct funding support for PFTAC, marking a significant milestone for their contributions towards IMF regional technical assistance center.

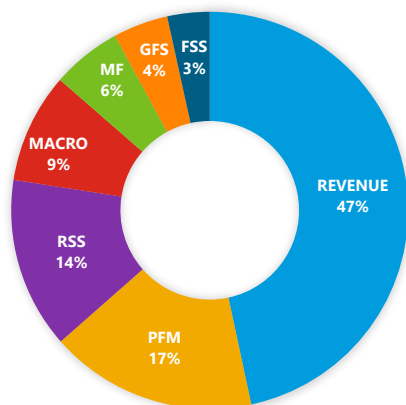
Phase VI Member and Donor Contributions to PFTAC Funding (US\$)			
	Proposed Contributions	Contributions Received	LoU Status
Member Countries			
Fiji	\$705,000	-	Pending
Cook Islands	\$115,000	-	Pending
Kiribati	\$85,000	-	Pending
Marshall Islands	\$115,000	-	Pending
Micronesia	\$115,000	-	Pending
Nauru	\$85,000	-	Pending
Niue	\$30,000	-	Pending
Palau	\$115,000	-	Pending
Papua New Guinea	\$1,410,000	-	Pending
Samoa	\$170,000	\$34,000	✓
Solomon Islands	\$170,000	-	Pending
Timor Leste	\$560,000	\$112,000	✓
Tokelau	\$10,000	-	✓
Tonga	\$175,000	\$83,000	✓
Tuvalu	\$30,000	-	Pending
Vanuatu	\$170,000	-	Pending
Sub-Total Member:	\$4,060,000	\$229,000	
Donors			
Asian Development Bank	\$1,000,000	\$1,000,000	✓
Australia	\$7,340,674	\$2,665,200	✓
European Commission	\$5,183,000	\$2,591,500	✓
Korea	\$3,500,000	\$3,500,000	✓
New Zealand	\$3,699,821	\$3,705,594	✓
Sub-Total Donors:	\$20,723,495	\$13,462,294	
Total	\$24,783,495	\$13,691,294	
Funding Gap	\$15,216,505	\$26,308,706	
Program Document Budget	\$40,000,000		

ANNEX

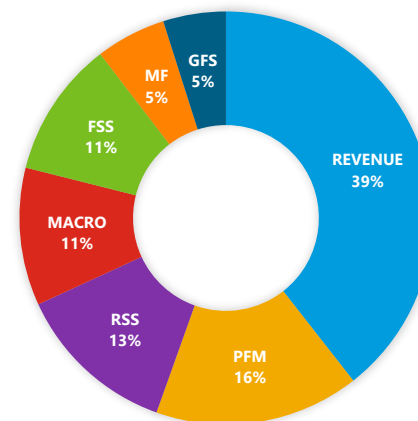
FY2024 OUTTURN UPDATE

PROGRAM	QUARTER 3 OUTTURN				OUTTURN AS AT Q3 (JAN)				OUTTURN AS AT Q3 (JAN) - PERCENT			
	LTX	STX	Total	Missions	LTX	STX	Total	Missions	LTX	STX	Total	Missions
PUBLIC FINANCIAL MANAGEMENT	50	48	98	5	113	135	248	11	67%	53%	59%	55%
FINANCIAL SECTOR SUPERVISION	7	13	20	1	81	84	165	11	75%	82%	79%	69%
GOVERNMENT FINANCE STATISTICS	26	0	26	3	76	0	76	7	66%	0%	55%	58%
REAL SECTOR STATISTICS	24	57	81	5	48	148	196	13	36%	95%	68%	59%
REVENUE ADMINISTRATION	40	231	271	21	96	514	610	49	86%	84%	84%	86%
MACROECONOMIC PROGRAMMING AND ANALYSIS	20	32	52	4	75	92	167	11	65%	103%	81%	73%
MACROECONOMIC FRAMEWORKS	33	0	33	1	85	0	85	7	57%	-	57%	58%
SUB-TOTAL	200	381	581	40	574	973	1547	109	63%	79%	72%	71%
DEBT MANAGEMENT	0	46	46	2	0	133	133	5	-	75%	75%	63%
TOTAL	200	427	627	42	574	1106	1680	114	63%	78%	72%	70%

FY24/ Q3: 581 MISSION DAYS BY PROGRAM



FY24/ Q1-Q3: 1,547 MISSION DAYS BY PROGRAM



FY2024 Q4: PLAN (FEB-APR)

FEBRUARY

Country	Program	Description	Advisor/s	Dates
Fiji	Revenue	PMS - KPI Training and Review	STX – Reardon	Jan 29 – Feb 16 (4 STX days)
FSM	GFS	Increasing the timeliness of the data and assisting with the chart of accounts reform	LTX – Moskalenko	Feb 5 – 9
Kiribati	GFS	Developing the recording of the sovereign wealth fund and producing balance sheet statistics	STX – Buuren	Jan 29 – Feb 9
	Revenue	Tax Policy Reform - Phase 2 (VAT/ GST) (Hybrid)	STX – Mullins	Feb 12 – 17
Regional	PFM	Workshop on Gender and Green Budgeting (held in Nadi, Fiji)	LTX – Seeds LTX – Lavea HQX – Preston STX – Bosnic STX – Kauffmann	Feb 27 – Mar 1
	PFM	Pacific Catastrophe Risk Insurance Company (PCRIC) Disaster Risk Financing Workshop (held in Suva)	LTX – Lavea LTX – Seeds	Feb 6 – 8
	Revenue	Quality Assurance ISORA 2023	STX – O’Keefe	Feb 12 – Mar 15 (4 STX days)
	Revenue	Pacific Initiative Regional Workshop for CD Planning on International Tax (hosted by ADB)	LTX – McAlister LTX – Williams	Feb 13 – 16
	Revenue	Revenue Mobilization Workshop (hosted by PACER Plus)	LTX – McAlister LTX – Williams STX – Mitchell	Feb 27 – 29
Solomon Islands	PFM	Draft Financial Regulations of remaining chapters of PFMA	LTX – Lavea STX – Cooper	Feb 19 – Mar 1
	Revenue	Skills Gap Analysis Assistance	STX – Lendon	Jan 29 – Feb 9
	Revenue	Strengthening Design and Monitoring Section	STX – Vivian	Jan 29 – Feb 9

	RSS	Updating national accounts to 2021-22	LTX – Powell	Jan 29 – Feb 9
Timor-Leste	MF	Macroeconomic Frameworks	LTX – Nield	Jan 29 – Feb 9
	Revenue	Assist with implementation of VAT#3	STX – Ledua	Jan 29 – Feb 16
Vanuatu	MF	Macroeconomic Frameworks (DoFT) / FPAS (RBV)	LTX – Nield	Feb 12 – 23
	RSS	Updating GDP to 2022	LTX – Powell	Feb 12 – 23

MARCH

Country	Program	Description	Advisor/s	Dates
Cook Islands	Macro/ MF	Macro-Fiscal Modeling	LTX – Beaumont LTX – Nield	Mar 25 – Apr 5
Fiji	PFM	Chart of Accounts – GFS Mapping	LTX – Seeds	Mar 11 – 30 (10 LTX days)
	Revenue	Review of Transfer Pricing Risks and Strengthen Audit	STX – Velji	Mar 13 – 22
Palau	DM	Fundamentals of public debt management training	STX – Robinson	Mar 4 – 8
Papua New Guinea	PFM	Budget Execution and Control and Cash Management	LTX – Seeds STX – Garner HQX – Huang	Mar 13 – 26
	Revenue	Develop Job Descriptions for Leadership Roles in New Organization Structure	STX – Lendon	Mar 18 – Apr 18 (remote – 5 days)
Samoa	DM	Enhanced Debt Reporting	STX – Robinson	Mar 12 – 18
	MF	FPAS/ Nowcasting (ICDMM HQ Led)	LTX – Nield	Mar 11 – 22
Solomon Islands	FSS	Implementation of Risk-Based Supervision -Follow-up of Previous Work and Review of Banks Risk Rating Model	LTX – Kumar STX – Fiennes	Mar 11 – 15
Timor-Leste	Revenue	Establish Taxpayer Services Function - Pilot	STX – Shrosbree	Mar 11 – 20
Vanuatu	FSS	Implementing Standardized Approach of Basel III for credit risk – Review of Bank Risk Model 2	LTX – Kumar	Mar 25 – Apr 3
	GFS	Building consolidated general government sector datasets	LTX – Moskalenko	Mar 4 – 15

APRIL

Country	Program	Description	Advisor/s	Dates
FSM	FSS	Review of Prudential and Risk Management Regulations - 2	LTX – Kumar	Apr 10 – 19
Marshall Islands	FSS	Review of Bank Risk Rating Model	LTX – Kumar	Apr 22 – 26
Regional	FSS	Sub-Regional Training on Prudential Regulations for North Pacific Countries (FSM, Palau, RMI) (to be held in FSM)	LTX – Kumar	Apr 16 – 19
	GFS	Government Finance Statistics Workshop (to be held in Apia, Samoa)	LTX – Moskalenko STX – Youngberry	Apr 15 – 19
	MF/ Macro	Workshop on Monetary Policy and Nowcasting for Pacific Island Central Banks	LTX – Nield LTX – Beaumont HQX – TBC	Apr 10 – 19
	Revenue	Gender in Pacific revenue administration	LTX – Williams	Apr 17 – 19 (remote – 3 LTX days)
	RSS	Workshop on National Accounts and Household Surveys (to be held in Suva, Fiji – jointly with South Pacific Commission)	LTX – Powell STX – TBC	Apr 8 – 12
	Samoa	MF	Peer Review of PEFA Self-Assessment	LTX – Seeds
PFM		Extending Use of Fiscal Risk Tools	LTX – Seeds STX – Barry	Apr 22 – May 3
Revenue		Review Impact of Territorial Tax on other Tax Laws	STX – Aw	Apr 5 – 19 (remote – 5 days)
Revenue		Managing Tax Evasion	STX – Velji	Apr 3 – 10
Solomon Islands	PFM	Strengthening Fiscal Reporting Framework	STX – Marzan	Apr 15 – 26
Tonga	Revenue	Develop a planning, design, and monitoring function	STX – Shrosbree	Apr 3 – 17 (remote – 8 days)

FY2024 Q3: OUTTURN (NOV-JAN)

NOVEMBER

Country	Program	Description	Advisor/s	Dates
Cook Islands	FSS	Basel III Standardized Approaches for Measurement of Various Risks	LTX – Kumar STX – Fiennes	Nov 6 – 15
	Revenue	Tax Policy Review	STX – Mullins	Nov 20 – Dec 8 (remote – 10 STX days)
Fiji	Macro/ MF	Macro-fiscal modelling (continuation)	LTX – Beaumont LTX – Nield	Nov 20 – Dec 7
	PFM	Desk Review of Chart of Accounts	LTX – Seeds	Nov 11 – Dec 15 (10 LTX days)
	Revenue	Performance Management Implementation Training	LTX – Williams STX – Reardon	Nov 20 – Dec 1
Kiribati	RSS	Complete the current price revisions (including the use of the updated CPI)	STX – McAllister	Nov 10 – 22
Nauru	Macro	Macro-Fiscal Modelling	STX – Crooke	Nov 11 – 20
Palau	Revenue	Tax reform review and digitalization	LTX – McAlister	Nov 15 – 24
	RSS	Develop Producer Price Index (PPI)	STX – Draper	Nov 6 – 17
Regional	DM	Pacific Regional DSA training (Led by HQ and held in Fiji)	HQX – Broek HQX – Disu HQX – Manoel	Nov 13 – 17
	PFM	Strengthening Public Investment Management Workshop (Held in Apia, Samoa)	LTX – Seeds LTX – Lavea STX – Du Preez STX – Tandberg	Nov 27 – Dec 1
	Revenue	Regional Training on Risk Analysis (Held in Fiji)	LTX – McAlister STX – Hamilton	Nov 6 – 10
	Revenue	Regional IT Network Webinar	STX – Grant STX – Lewis	Nov 17

Samoa	PFM	PEFA Training	LTX – Seeds	Oct 30 – Nov 3
	PFM	Introduction to Fiscal Risk Analysis Tools	LTX – Seeds STX – Barry	Oct 30 – Nov 10
	Revenue	Strengthen Audit and TIMS	STX – Velji	Nov 14 – Dec 1
Solomon Islands	Macro	Economic and fiscal forecasting diagnostics	STX – Rahman	Nov 19 – Dec 5
Timor-Leste	DM	Develop and implement debt management organizational structure	STX – Horman STX – Vilanova	Nov 11 – 28
Tokelau	RSS	Updating national accounts	STX – Krishna	Oct 30 – Nov 10
Tonga	GFS	Reconciling GFS data sources and facilitating consolidation	LTX – Moskalenko	Nov 6 – 17
	Revenue	Develop Job Descriptions	STX – Lendon	Nov 1 – 10 (Hybrid – 20 STX days)
Vanuatu	RSS	Updating GDP to 2022	LTX – Powell	Nov 6 – 17

DECEMBER

Country	Program	Description	Advisor/s	Dates
Samoa	Macro/ MF	Macro-Fiscal Scoping	LTX – Beaumont LTX – Nield	Dec 11 – 15
Solomon Islands	DM	Local currency bond market development - Auctioning CD	STX – Appleby STX – Northfield	Dec 11 – 15
	RSS	Updating GDP	LTX – Powell	Dec 4 – 16

JANUARY

Country	Program	Description	Advisor/s	Dates
Fiji	MF	FPAS/ Nowcasting	LTX – Nield	Jan 8 – 11 Jan 22 – 24
Marshall Islands	GFS	Assist Economic Policy, Planning and Statistics Office (EPPSO) in improving the compilation and dissemination of GFS	LTX – Moskalenko	Jan 15 – 19
Palau	GFS	Increasing the timeliness of the GFS data	LTX – Moskalenko	Jan 22 – 26
Timor-Leste	Revenue	Develop Internal Audit Plan and Training	STX – Story	Jan 8 – 17
Tonga	PFM	Implement Asset Management Framework	LTX – Lavea STX – Youngberry	Jan 20 – Feb 3

ACTIVITIES IN PROGRESS - COMPLETION STATUS

Country	Program	Description	Advisor/s	Dates	Completion Status
Cook Islands	Revenue	Review Organization Design and Structure (remote)	STX – Vivian	Oct 23 – Nov 24 (16 STX days)	Completed
	Revenue	Consolidating International Tax Work Program (remote)	STX – Velji	Oct 16 – Nov 10 (20 STX days)	Completed
Fiji	Revenue	Transfer Pricing Regulations (remote)	STX – Burns	Jul 3 – Jan 26 (10 STX days)	Completed
	Revenue	Undertake post implementation review of TPOS/ NTIS	LTX – McAlister	Dec 11 – Feb 29 (20 LTX days)	In-Progress
Nauru	Revenue	Enhance Compliance Improvement Strategy and improve core tax functions (remote)	STX – Ledua	Sep 13 – Dec 13 (10 STX days)	Completed
Niue	Revenue	Facilitating capacity support (remote)	LTX – Williams	Aug 25 – Dec 8 (5 LTX days)	Completed
	Revenue	Tax Administration Act (TAA) Amendments and NCTA – Digital Transactions (remote)	STX – Burns	Sep 25 – Dec 8 (4 STX days)	Completed
Papua New Guinea	Revenue	ICT Evaluation (remote)	STX – Grant	Jul 10 – Dec 15 (5 STX days)	Completed
	Revenue	Performance Management System Implementation and Training (remote)	STX – Reardon	Aug 28 – Jan 26 (3 STX days)	Completed
Regional	Revenue	Facilitating ISORA for the Pacific (remote)	STX – O’Keefe	Sep 18 – Dec 15 (16 STX days)	Completed
	Revenue	Risk Analysis – Follow-up	STX – Hamilton	Jan 15 – Mar 15 (15 STX days)	In-Progress
Samoa	Revenue	Renewal of Corporate Strategic Plan (remote)	STX – Vave	Aug 28 – Dec 15 (2 STX days)	Completed

FY2024 Q3: REGIONAL EVENTS

TA Sector	Description	Location	Advisor	Mission Days	Participants		Month
					F	M	
Debt Management	Pacific Regional DSA training	Nadi, Fiji	HQX – Broek HQX – Disu HQX – Manoel	5	11	13	Nov 13 – 17
Public Financial Management	Regional Workshop – Strengthening Public Investment Management	Apia, Samoa	LTX – Seeds LTX – Lavea STX – Du Preez STX – Tandberg	5	26	14	Nov 27 – Dec 1
Revenue Administration	Regional Workshop – Risk Analysis Training	Suva, Fiji	LTX – McAlister STX – Hamilton	5	7	15	Nov 6 – 10
Revenue Administration	Regional IT Network Webinar	Virtual	STX – Grant STX – Lewis	1	7	15	Nov 17

TA Sector	Description	Location	Attended By:	Mission Days	Month
Public Financial Management	Friends of Pacific Budget Support Meeting	Sydney, Australia	LTX – Lavea LTX – Seeds	2	Nov 15 - 16
Revenue Administration	Australia-Pacific Partnership Platform	Suva, Fiji	LTX – Williams	1	Oct 12

TA REPORTS TRANSMITTAL STATUS

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
Public Financial Management	Fiji	Strengthening Fiscal Risk Statement	Seeds/ Rahman	Aug-23	29-Jan-2024
	Fiji	Chart of Accounts	Seeds	Nov-Dec 23	Not Finalized
	Marshall Islands	Strengthening Budget Practices	Seeds/ Higgins	Jul-23	19-Dec-2023
	Niue	Review of PFMA	Lavea/ McKenzie	Nov-21	Not Finalized
	Niue	Draft Public Financial Management Act (PFMA)	Lavea/ McKenzie	May-Jun 22	Not Finalized
	Palau	Develop PFM Roadmap	Seeds/ Marzan	Aug-23	29-Jan-2024
	Samoa	Strengthening cash management and banking arrangements	Seeds/ Higgins	Sep-23	14-Feb-2024
	Samoa	Introduction to Fiscal Risk Analysis Tools	Seeds/ Barry	Nov-23	12-Feb-2024
	Tokelau	Strengthen Budget & Planning Process for Quality Spending	Lavea/ Keith	Apr-May 22	Not Finalized
	Tokelau	Develop Framework to enhance Budget Transparency and Credibility	Lavea/ Youngberry	May-23	Not Finalized
	Tonga	Review existing legislation, reforms, expectation	McKenzie	Sep-20	Not Finalized
	Tonga	Finalizing PFMA	Lavea/ McKenzie	Aug-21	Not Finalized
	Tonga	Implement Improvements to Reconciliation process	Lavea/ Kauffmann	Sep-21	Not Finalized
	Tonga	Improving Fixed Asset Management	Lavea/ Youngberry	Jan-Feb 24	Not Finalized
Financial Sector Supervision	Cook Islands	Review and Development of Prudential Standards for Banks	Kumar/ Fiennes	Oct-Nov 22	Not Finalized
	Cook Islands	Basel III Standardized Approaches for Measurement of Various Risks	Kumar/ Fiennes	Nov-23	Not Finalized
	Fiji	Training - On-site examination of a bank's cyber risk exposure	Wilson	Jun-23	Not Finalized
	Fiji	Review of Banking Act 1985	Kumar/ Tutsch/ Kroytor	Sep-23	Not Finalized
	FSM	Banking Regulatory Reform	Hefty	Jun-19	Not Finalized
	FSM	Banking Legislation and Prudential Standards	Carvalho	Apr-20	Not Finalized
	FSM	Review of Prudential and Risk Management Regulations	Kumar	Aug-23	Not Finalized
	Marshall Islands	Regulatory Framework for MIDB and other NBFIs	Kumar/ Fiennes	Oct-22	Not Finalized

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Marshall Islands	Prudential Standards- Impact Study & Industry consultation	Kumar	Apr-23	Not Finalized
	Marshall Islands	Review of Prudential Standards and Prudential Returns	Kumar	Sep-23	Not Finalized
	Palau	Development of Prudential Standards for Banks	Kumar	Jun-23	Not Finalized
	Papua New Guinea	Basel III Approaches and Off-Site Financial Risk Analysis	Kumar/ Fiennes	Sep-Oct 23	Not Finalized
	Samoa	Cyber Security – On-Site Examination	Wilson	Mar-23	Not Finalized
	Solomon Islands	Developing Regulatory Framework for NBCIs	Kumar/ Awayiga	May-Jun 22	Not Finalized
	Solomon Islands	Diagnostic and FSI for Financial Sector	Hafeman	Jan-23	Not Finalized
	Solomon Islands	Prudential Standards – Impact Study and Financial Risk Analysis Training	Kumar/ Fiennes	Mar-23	Not Finalized
	Tonga	Diagnostic and Developing Regulatory Framework for NBFIs	Kumar/ Kacani	Jul-22	Not Finalized
	Tonga	Review of Prudential and Risk Management Standards	Kumar/ De Bie	Aug-Sep 22	Not Finalized
	Tonga	Impact Study Templates and Financial Risk Analysis	Kumar/ Fiennes	Jan-Feb 23	Not Finalized
	Tonga	Training - On-site examination of a bank's cyber risk exposure	Kumar/ Gaidosch	Jun-23	Not Finalized
	Tuvalu	Development of a Consolidated Prudential Standard for Commercial and Development Banks	Kumar	Mar-22	Not Finalized
	Tuvalu	Prudential Regulations – Impact Study and Industry Consultation	Kumar	Sep-Oct 22	Not Finalized
	Vanuatu	Review of Prudential Standards and Development of Impact Study Templates	Kumar/ Asmui/ Close	Feb-23	Not Finalized
	Vanuatu	Risk-Based Supervision - Training on Financial Risk Analysis and Review of Bank Risk Model	Kumar	Jul-23	Not Finalized
Debt Management	Fiji	Liability Management Operations	Katz/ Williams	Sep-23	Not Finalized
	Solomon Islands	Local currency bond market development	Appleby/ Northfield	Aug-23	Not Finalized
	Solomon Islands	Local currency bond market development - Auctioning CD	Appleby/ Northfield	Dec-23	No TAR
	Timor-Leste	Develop and Implement Debt Management Organizational Structure	Horman/ Vilanova	Nov-23	Not Finalized
Macroeconomic Programming	Fiji	Macro-Fiscal Modelling/ Fiscal Sustainability Training	Beaumont	Sep-Dec 23	Not Finalized
	Nauru	Updated Macro-Fiscal Projection Tool	Crooke	Nov-23	29-Nov-2023
	Samoa	Macro-Fiscal Scoping	Beaumont/ Nield	Dec-23	07-Feb-2024
	Solomon Islands	Macro-Fiscal Analysis	Rahman	Nov-Dec 2023	16-Jan-2024

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Timor-Leste	Financial Programming Training	Beaumont	Feb-23	Not Finalized
	Timor-Leste	Support for Financial Programming	Beaumont	Jun-23	No TAR ³
	Tonga	Macro-Fiscal Framework	Beaumont	Mar-Apr 23	No TAR ⁴
	Vanuatu	Financial Programming Training	Beaumont	Feb-23	Not Finalized
	Vanuatu	Support for Financial Programming	Beaumont	Jun-23/ Oct-23	Not Finalized ³
Macroeconomic Frameworks	Fiji	FPAS/ Nowcasting	Nield	Jan-24	No TAR
	Cook Islands	Tax Policy Review	Mullins	Nov-Dec 23	Not Finalized
	Cook Islands	Review Organization Design and Structure	Vivian	Oct-Nov 23	Not Finalized
	Cook Islands	Consolidating International Tax Work Program	Velji	Oct-Nov 23	07-Feb-2024
	Fiji	BEPS and Inclusive Framework	Velji	Jan-23	08-Feb-2024
	Fiji	Performance Management Implementation Training	Williams/ Reardon	Nov-Dec 23	No TAR
	Kiribati	Strengthening Tax Audit (International) and Collection	Ledua	Sep-Oct 23	07-Feb-2024
	Nauru	Risk management of tax collection and tax audit capability development	Ledua	Aug-Dec 23	23-Jan-2024
	Niue	Reform Progress Review	O'Keefe	Sep-Oct 22	Not Finalized
Revenue Administration	Niue	Facilitating Capacity Support	Williams	Aug-Dec 23	No TAR
	Palau	Implementation of Tax Reforms	Piper	Jun-Jul 22	20-Mar-2024
	Palau	Implementation readiness for tax reform	Piper	Nov-Dec 22	20-Mar-2024
	Palau	Tax Reform Review and Digitalization	McAlister	Nov-23	No TAR
	Papua New Guinea	Program and change management support	Singh	Sep-23	Not Finalized
	Papua New Guinea	ICT Evaluation	Grant	Jul-Dec 23	No TAR
	Papua New Guinea	Performance Management System Implementation and Training	Reardon	Aug- 23 – Jan-24	Not Finalized
	Samoa	Inclusive Framework on Base Erosion and Profit Shifting (BEPS) implementation	Velji	Aug-Sep 23	07-Feb-2024
	Samoa	Strengthen Audit Function	Velji	Nov-Dec 23	08-Dec-2023

³ End of Project Report will be released upon Phase II completion in December 2024

⁴ TA Report will be released upon completion of second mission planned for FY25

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Samoa	Renewal of Corporate Strategic Plan	Vave	Aug-Dec 23	No TAR
	Solomon Islands	VAT Transition ITC Analysis and Approach	Ettridge	Sep-Oct 23	Not Finalized
	Timor-Leste	Develop Taxpayer Services Strategy	Shrosbree	Oct-23	Not Finalized
	Timor-Leste	Business case support to return registration function to TLTA control	Shrosbree	Oct-23	07-Feb-2024
	Timor-Leste	Develop Internal Audit Plan and Training	Story	Jan-23	13-Mar-2024
	Tonga	Taxpayer Services Charter and Strategy	O'Keefe	Sep-Oct 23	12-Feb-2024
	Tonga	Develop Job Descriptions	Lendon	Nov-23	No TAR
Government Finance Statistics	Marshall Islands	Improving Compilation and Dissemination of GFS	Moskalenko	Jan-24	Not Finalized
	Palau	Increasing Timeliness of GFS Data	Moskalenko	Jan-24	Not Finalized
	Solomon Islands	Compiling GFS for GG Operations	Moskalenko	Oct 23 – Nov 3	15-Dec-2023
	Tonga	Reconciling GFS data sources and facilitating consolidation	Moskalenko	Nov-23	14-Dec-2023
	Tuvalu	Establishing GFS Compilation	Moskalenko	Sep-23	14-Dec-2023
Real Sector Statistics	Cook Islands	National Accounts Training and Update of Annual GDP	Krishna	Feb-23	Not Finalized
	Cook Islands	Compilation of Balance of Payments Statistics	Angulo	Jul-23	Not Finalized
	Fiji	Implement new annual benchmarks in QNA	Scheiblecker	Nov-21	Not Finalized
	Fiji	Review GDP by expenditures at constant prices	Freeman	Apr-May 23	Not Finalized
	Kiribati	Mapping 2019 HIES to National Accounts	Powell	Oct-22	Not Finalized
	Kiribati	Updating National Accounts to 2021	McAllister	Nov-22	Not Finalized
	Kiribati	Price Revisions	McAllister	Nov-23	Not Finalized
	Nauru	Update Annual National Accounts to 2021	Powell	Nov-22	Not Finalized
	Nauru	Updating National Accounts to 2021-22	Powell	Sep-23	Not Finalized
	Niue	Updating GDP to 2020-21	Freeman	Oct-22	Not Finalized
	Niue	New GDP Benchmark – Data Sources	Freeman	Aug-23	Not Finalized
	Niue	New GP Benchmarks – Publication	Freeman	Sep-23	Not Finalized
	Palau	Improvements to GDP Estimates – GDP Deflators and Developing Producer Price Indexes (PPI)	Powell/ Draper	Nov-22	Not Finalized
Palau	Develop Producer Price Index (PPI)	Draper	Nov-23	Not Finalized	

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Papua New Guinea	User liaison and dissemination of National Accounts	Davies	Apr-May 23	Not Finalized
	Samoa	Reduce Expenditure/Production discrepancy and provide recommendations for Supply & Use table development	Abbasi	Sep-23	Not Finalized
	Solomon Islands	Compile SUTs	Powell/ Achille	Mar-Apr 22	Not Finalized
	Solomon Islands	Develop System for Production of Quarterly Activity Indicators	Powell	Jul-Sep 22	Not Finalized
	Solomon Islands	Updating National Accounts to 2021	Powell	Sep-22	Not Finalized
	Solomon Islands	Updating national accounts to 2021	Davies	Apr-23	Not Finalized
	Solomon Islands	Updating Quarterly GDP	Powell	Dec-23	Not Finalized
	Tokelau	Updating national accounts	Krishna	Nov-23	Not Finalized
	Tonga	QNA compilation - Training	Scheiblecker	Apr-22	Not Finalized
	Tonga	Quarterly GDP(P) compilation	Powell	Jun-Aug 22	Not Finalized
	Tonga	Maintaining Annual GDP Production	Powell	Jun-23	Not Finalized
	Tuvalu	Balance of Payments	Rikardsson	Mar-22	Not Finalized
	Tuvalu	Balance of Payments	Rikardsson	Mar-23	Not Finalized
	Tuvalu	Updating National Accounts to 2022	Andrews	Sep-23	Not Finalized
	Vanuatu	Updating GDP to 2022	Powell	Nov-23	Not Finalized

NO TAR – indicates that the mission did not produce a technical assistance report - mission was training based or required a back to office report only.