

PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE

QUARTERLY REPORT

November 2019



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I. Introduction¹

This report covers the second quarter of the 2020 Fiscal Year (FY2020/Q2) for the period August 1, 2019 to October 31, 2019. Analysis and review of program delivery and budget execution is extended to cover the first half of FY2020 (May 1 through October 31, 2019) with CD delivery at 45 percent of the original workplan (1,121 days of 2,495 planned), and 43 percent of 188 missions with 81 delivered. Actual and projected expenditure is around 45 percent of

the US\$ 8.495 million endorsed budget including the trust fund fee. Workplans for the year have been closely reviewed and adjusted to reflect execution and changing circumstances. As Steering Committee endorsement of the proposed workplan and budget changes is being sought, reporting is tentative. Once received, the revised workplans from program and country perspectives will be posted on the PFTAC website and circulated widely.

II. News

Kristalina Georgieva appointed IMF Managing Director



Ms. Kristalina Georgieva assumed her position as Managing Director of the IMF on October 1, 2019. Before joining the Fund, Ms. Georgieva was CEO of the World Bank from January 2017 to September 2019, during which time she also served as Interim President of the World Bank Group for three months. Previously, Ms. Georgieva helped shape the agenda of the European Union. She served as European Commission Vice President for Budget and Human Resources, and before that, she was Commissioner for International Cooperation, Humanitarian Aid and Crisis Response, managing one of the world's largest humanitarian aid budgets.

Prior to joining the European Commission, Ms. Georgieva worked for 17 years at the World Bank, culminating in her appointment as Vice President and Corporate Secretary in 2008. She joined the World Bank as an environmental economist in 1993. Born in Sofia, Bulgaria, in 1953, Ms. Georgieva holds a Ph.D in Economic Science and a M.A. in Political Economy and Sociology from the University of National and World Economy, Sofia, where she was an Associate Professor between 1977 and 1993. During her academic career, she was visiting fellow at the London School of Economics and at the Massachusetts Institute of Technology, and of particular relevance to PFTAC she was a lecturer at the University of the South Pacific (USP) in Suva, Fiji.

¹ PFTAC is generously funded by Australia, Korea, New Zealand, and the Asian Development Bank (ADB) and the European Union, and from November 2019, the Government of Canada. From the start of Phase V in November 2016, member countries have also agreed to financially contribute to PFTAC costs. The IMF covers the salaries for the coordinator and local administrative staff, as well as various administrative costs.

Recent and Upcoming Events and Activities

The PFM Review and the External Mid-Term Evaluation advanced during the second quarter. The Canadian evaluation firm *Universalia* was awarded the contract for the Phase V PFTAC mid-term external evaluation. Their desk work has been launched working towards preparation of an Inception Note for the consideration of the PFTAC Evaluation Sub-Committee (ESC), which consists of PFTAC members and donor partners, and several IMF Departments. The PFTAC coordinator will be meeting with the evaluators in Washington in December during a visit to IMF headquarters when *Universalia* will also be meeting with IMF Departments. The evaluation's field phase is scheduled for March – April 2020 to enable the evaluators to participate in the Steering Committee meeting and interview as many participants as possible. The final evaluation report is expected by end-2020.

Field visits have been completed for the internal review of the PFTAC Public Financial Management (PFM) program over the past decade. Richard Allen, a senior PFM expert from the IMF's Fiscal Affairs Department (FAD) and Ms. Priya Goel, a PFM expert, recently completed field visits to [Fiji](#), [Samoa](#), [Solomon Islands](#), [Nauru](#), and [Marshall Islands](#) to meet with country authorities as well as donor and development partners based in Fiji. They also attended the annual Friends of Pacific Budget Support meeting hosted by the World Bank in Sydney, Australia.

Both the external mid-term evaluation and the PFM review will utilize the 2020 Steering Committee meeting in Niue in late March 2020 to engage and seek stakeholder views.

PFTAC Coordinator David Kloeden attended the annual retreat of IMF Regional Capacity Development Centers (RCDC) at IMF Headquarters in October in conjunction with the IMF Annual Meetings. Coordinators from the 16 RCDCs and staff of the Institute for Capacity Development (ICD) are shown at right. The group was honored by the attendance of new IMF Managing Director Georgieva in the retreat opening session. The IMF announced plans to open a 17th RCDC in Almaty, Kazakhstan for the Caucasus, Central Asia, and Mongolia (CCAM) region.



Modeled on the highly successful joint Pacific and Caribbean Revenue Mobilization conference held in Washington in July 2018 for small island states, **the Fiscal Affairs Department is hosting a conference on the Role of Public Finance in Strengthening Climate Resilience from December 4 – 6, 2019.** This is a joint event of PFTAC and CARTAC, the IMF's CD Center in the Caribbean, with participation of other small states with generous support and funding by the Government of Japan.



With deep regret, we share the sad news of the untimely passing of Mr. Iaokiri Koreaua. As he was affectionately known, Kiri was the Commissioner of the Kiribati Taxation Division (KTD) and a friend and partner of PFTAC and the Pacific community of tax administrators. He is seen at left receiving an award from the Fijian Ministry for Economy, Hon. Aiyez Sayed-Khaiyum at the 2018 PITAA meeting for the achievements of the KIRD in strengthening core tax functions. We all had the pleasure of Kiri's presence in Majuro at the 2019 PITAA meetings in late September.

Canada becomes PFTAC's Sixth and Newest Donor Partner

Canada responds to PFTAC's funding call by contributing C\$1.5 million to Phase V. Canada places significant importance on its relationship with Pacific Island countries, particularly in supporting their efforts to address their unique vulnerabilities and challenges. Canada is pleased to work with multilateral partners such as the IMF, through PFTAC, in responding to the region's requests for technical assistance and capacity development in areas such as PFM and financial sector supervision. Canada looks forward to working with the PFTAC community in ensuring a resilient Pacific region.



Global Affairs
Canada

Affaires mondiales
Canada

Canada's commitment to the Pacific region

Canada recognizes that Small Island Developing States like those in the Pacific region are a richly diverse group of countries that face common challenges based on their geographic, demographic and economic realities. In turn, these vulnerabilities create barriers to their sustainable development. Canada is committed to partnering with Pacific Island countries to help them overcome these challenges.

How does Canada's contribution to PFTAC relate to its wider objectives in the Pacific region?

As a Pacific nation, Canada will always be bound by geography to the countries of the Pacific. However, it is through our common efforts to tackle shared priorities that our people-to-people, institutional and commercial ties continue to flourish. Canada places significant importance on its relationship with Pacific Small Islands Developing States partners, particularly in supporting their efforts, through PFTAC and other channels, to address their unique vulnerabilities and challenges.

What does PFTAC and the IMF offer as a Capacity Development provider that others cannot match?

The IMF has leading technical capacity and global perspective on inclusive economic development as well as building financial resilience. This is why Canada values its partnership with PFTAC.

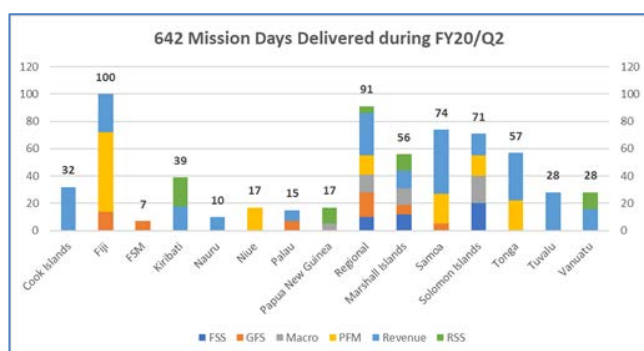
What other initiatives is Canada supporting to help Pacific Island countries?

Guided by its Feminist International Assistance Policy, Canada is promoting gender equality and empowering women and girls in the Pacific and across the globe. We are supporting UN Women in its efforts to improve working conditions for women market vendors in Fiji, Solomon Islands, and Vanuatu, with the Markets for Change Project. Canada is also a principal contributing donor to the Joint Pacific Initiative for Biodiversity, Climate Change, and Resilience to be launched in 2020. This initiative aims to assist Pacific Island countries in preserving and restoring marine and terrestrial biodiversity, as well as reducing and managing climate change-related vulnerabilities. In addition, Canada is funding over C\$1million in small projects in Pacific Small Island Development States every year, through the Canada Fund for Local Initiatives and other mechanisms.

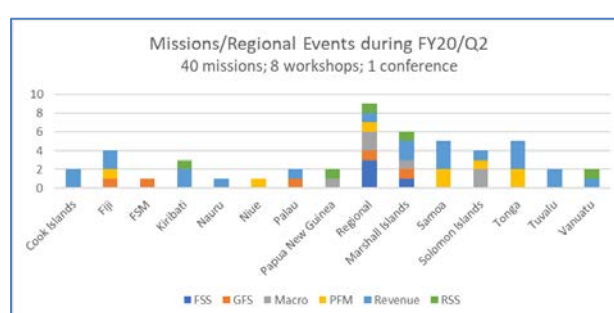
Recently, Canada supported "reverse graduation" as part of the Organisation for Economic Co-operation and Development's Development Assistance Committee rules, which allows countries to be reinstated as eligible to receive official development assistance if they suffer a drop in their gross national income per capita. Canada has also championed the use of "resilient debt instruments" as president of the G7 in 2018.

III. PFTAC Developments

FY2020/Q2 Activity – by country and program

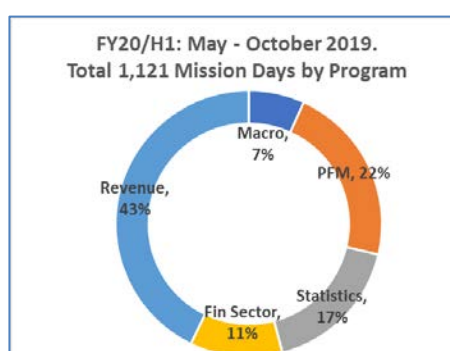


There were 642 days of Technical Assistance (TA) and training delivered over 40² distinct missions and 9 regional events during the second quarter of FY2020 (August – October 2019). This entailed at last one mission to each PFTAC member (excluding **Timor Leste** and **Tokelau**), with the **Marshall Islands** receiving six



missions, five each in **Samoa** and **Tonga**, and four each in **Fiji** and **Solomon Islands**. All PFTAC countries (including **Timor Leste** and **Tokelau**) have participated in multiple training courses and workshops, across all programs this half year. Even the resource intensive PEFA assessment mission and three other missions, 100 TA days were delivered to **Fiji**, followed by 91 TA days for regional events comprising eight workshops and a conference. This reflected an increase of 21 percent of TA days over the first quarter of FY2020 (up from 530 to 642 days), but a 48 percent increase in TA activity (up from 33 to 49 missions), predominantly the result of an intensive program of regional workshops and training events across or between every PFTAC program. This comprised three Financial Sector Supervision (FSS) events, two joint Macro/Public Financial Management (PFM) events, and a single event each for the Revenue, PFM, and Government Finance Statistics (GFS) programs plus a joint event of the Revenue, Real Sector Statistics (RSS) and Macro programs.

FY2020 Cumulative Activity for First Half of FY2020



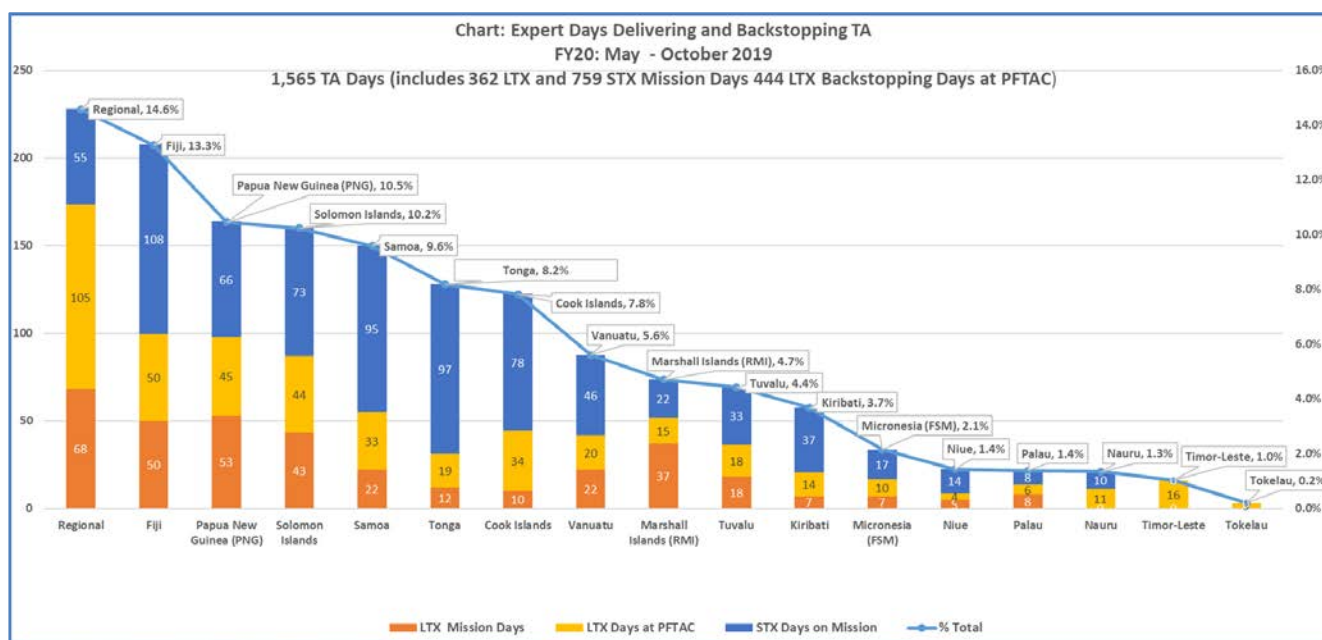
By the mid-point of FY2020 (May 1 – October 31, 2019), 1,121 days of TA and training have been delivered through 81 distinct missions or activities. Two thirds of this activity has been fiscal, dominated by the Revenue (43 percent) and PFM (22 percent) programs. Macroeconomic statistics comprising the GFS and RSS sub-programs account for 17 percent of TA days, followed by FSS (11 percent) and the Macro program (7 percent). This is a 45 percent outturn against the baseline FY2020 workplan (1,121 TA days delivered versus 2,495 days planned), and 43 percent mission outturn (81 missions versus 188 planned). However, as a proportion of the proposed mid-year revision to the workplans discussed below, the mid-year outturn is 50 percent of missions (81 mission versus a revised plan of 161) and 48 percent of TA days (1,121 of the revised plan of 2,336 days). The Macro, GFS and FSS programs have delivered at least half or more of their adjusted workplans, the Revenue program is just under half executed, while the PFM program is at 43 percent of delivery of the revised workplans suggesting a back-loading of effort required in the second half of FY20.

² Counting as a single mission any with more than one expert all working on the same issues and Terms of Reference

Program	Original FY20 Workplan				Delivered thru end-Oct 2019				% Orig Plan Delivered			
	LTX	STX	Total	Missions	LTX	STX	Total	Missions	LTX	STX	Total	Missions
Public Financial Management	250	418	668	41	95	151	246	14	38%	36%	37%	34%
Financial Sector Supervision	65	171	236	23	45	81	126	10	69%	47%	53%	43%
Government Finance Statistics	83	38	121	10	55	13	68	6	66%	34%	56%	60%
Real Sector Statistics	125	89	214	18	67	58	125	8	54%	65%	58%	44%
Revenue Administration	84	884	968	72	24	434	458	33	29%	49%	47%	46%
Legal/Tax Policy	0	90	90	5	0	22	22	1	0%	24%	24%	20%
Macroeconomic Programming and Analysis	165	33	198	19	76	0	76	9	46%	0%	38%	47%
Total	772	1723	2495	188	362	759	1121	81	47%	44%	45%	43%

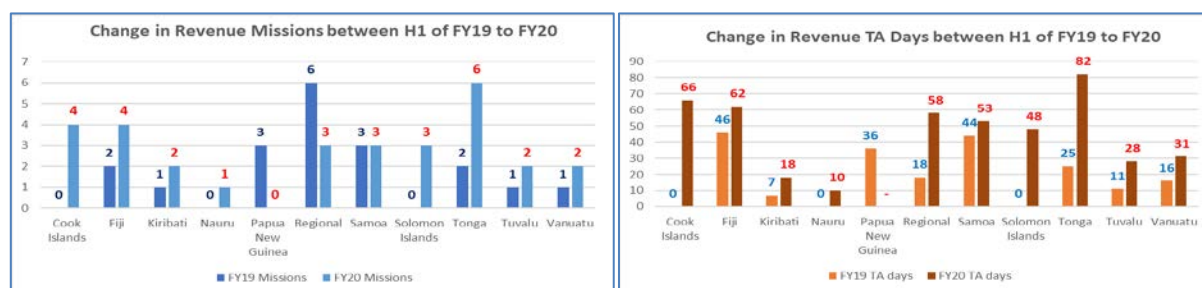
Program	Mid-FY20 Updated Workplan				% Chg Updated/Original Plan				% Updated Plan Delivered			
	LTX	STX	Total	Missions	LTX	STX	Total	Missions	LTX	STX	Total	Missions
Public Financial Management	199	364	563	33	-20%	-13%	-16%	-20%	48%	41%	44%	42%
Financial Sector Supervision	74	155	229	18	14%	-9%	-3%	-22%	61%	52%	55%	56%
Government Finance Statistics	83	29	112	8	0%	-24%	-7%	-20%	66%	45%	61%	75%
Real Sector Statistics	125	127	252	19	0%	43%	18%	6%	54%	46%	50%	42%
Revenue Administration	69	904	973	65	-18%	2%	1%	-10%	35%	48%	47%	51%
Legal/Tax Policy	0	55	55	4	0%	-39%	-39%	-20%	0%	40%	40%	25%
Macroeconomic Programming and Analysis	135	17	152	14	-18%	-48%	-23%	-26%	56%	0%	50%	64%
Total	685	1651	2336	161	-11%	-4%	-6%	-14%	53%	46%	48%	50%

Of 1,121 TA days delivered in the field, 759 were delivered by short-term experts (STX) and 362 by the resident long-term experts or advisors (LTX). The LTX additionally had 444 work days at the PFTAC office which are apportioned across the applicable countries or regional work, giving a grand total of 1,565 days of TA effort between May 1 and October 31, 2019, or at least six person-years (FTEs). When taking account of these 1,565 TA days, 14.6 percent was devoted to regional activities such as workshops, and then the six largest beneficiary countries in descending order (Fiji, PNG, Solomon Islands, Samoa, Tonga, and the Cook Islands) utilized a further 60 percent of these days.



Scaling-up of the Revenue program has now been underway for a year. Additional funding from Australia facilitated a significant expansion of the Revenue program beginning November 1, 2018, and with two financing tranches received so far, the expanded program continues throughout FY2020 into early FY2021. A comparison of TA delivery between the baseline program in the first half of FY2019 versus the scaled-up program in the first half of FY2020 highlights the extent and focus of the expansion. Under the baseline plan, 19 missions comprising

203 TA days were delivered between May 1 and October 31, 2018. In FY2020, this has grown to 34 missions (an increase of 15 missions or 79 percent) delivered and 456 TA days (an increase of 277 days or 136 percent). A significant proportion of the expansion (14 of the 15 extra missions, and 213 of the extra 277 TA days) in the first half of FY2020 has been directed to six countries (Cook Islands, Nauru, Solomon Islands, Tonga, Tuvalu, and Vanuatu) that are signatories to the PACER Plus trade agreement where PFTAC assistance is directed to tax policy, legislative, and administrative changes to compensate for the expected decline in trade tax revenues.



The second quarter is historically very busy for training and peer-learning events. Almost half (10 of 21) of the workshops and conferences planned in FY2020 were delivered between August 1 and October 31, 2019. Three events were held in association with PFTAC regional partners, namely the Association of Financial Supervisors in the Pacific (AFSPC) with two events in **Tonga** in September, and the Pacific Islands Tax Administration Association (PITAA) annual conference in the **Marshall Islands** also in September. The Revenue and GFS program each held regional training events in Nadi, **Fiji** and a Cyber Risk Regulation workshop of the FSS program was held in Suva, **Fiji**. The PFM and Macro programs jointly delivered a Fiscal Frameworks training course in **PNG** in August with the Singapore Training Institute (STI) and an event in the **Solomon Islands** also in August on Managing Fishing Revenues. The PFM program jointly delivered a Budget Documentation workshop with the UNDP in Suva, **Fiji** in September, and finally, the RSS, Revenue, and Macro programs joined forces to deliver an event for statisticians and tax administrators in the **Marshall Islands** in September on the use of administrative data for National Accounts. In total, 344 officials from PFTAC member countries attended these events comprising 1,200 person-days of training, of which 43 percent of attendees were female (146 of 344).

Mid-Year Workplan Update

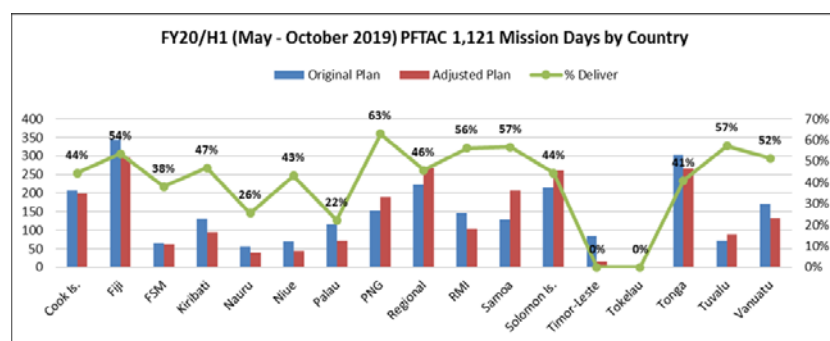
The original FY2020 workplan envisaged delivery of 2,495 days of TA over 188 missions – this excludes the time spent by the advisors at PFTAC as reported above. As in past years at the mid-year point of program execution, each program workplan was carefully reviewed to reflect actual delivery against expectations, and to identify and make provision for changing or unforeseen circumstances as intended by the nimble and responsive PFTAC model. The review entails proposed changes and recalibrations of plans for the remaining six months of FY2020, namely from November 1, 2019 to April 30, 2020.

Mid-year changes to the FY2020 plans will be submitted to the Steering Committee for endorsement on a lapse of time basis and are then expected to be posted in detail on the PFTAC website by early December and will be presented from both program and country perspectives. Accordingly, the following proposed changes are tentative and subject to this governance oversight.

The proposed revised FY2020 workplan will deliver 161 missions and activities versus the original plan of 188, a reduction of 14 percent using 2,336 TA days of LTX and STX time, a 6 percent reduction over the original plan. With the exception of FY2019 when the workplan expanded at midyear due to the scaling-up of the

Revenue program, a modest downward adjustment is the norm from the typically very ambitious baseline plans to take account of the realities in delivery and absorptive capacity and changing and unforeseen circumstances. The PFM, Macro, FSS, and GFS workplan adjustments are downwards, although the FSS and GFS programs have seen some substitution of missions with remote or at-home work that kept overall delivery close to their original plans. PFM missions are down 20 percent (41 to 33), with **Fiji** reduced from 10 to 5 planned missions primarily due to the stepped-up activity of other TA providers like the ADB and as some reforms have been slower to gain traction than expected e.g., PFM legislation. The PFM program also will deliver four very resource and time intensive PEFA assessments (**PNG, Fiji, Tonga, and Palau**) that require up to four times more TA days than a single-expert mission, so TA day utilization is reduced by only 16 percent from original plan. Downward revision of the Macro program is due to the delayed change of the resident advisor with the original plan anticipating a six-month overlap now reduced to a number of weeks due to unavoidable recruitment delays. The RSS workplan is revised slightly upwards and the Revenue program is operating at its fully-scaled up activity level albeit with a 10 percent revision downwards on mission numbers but TA days close to unchanged.

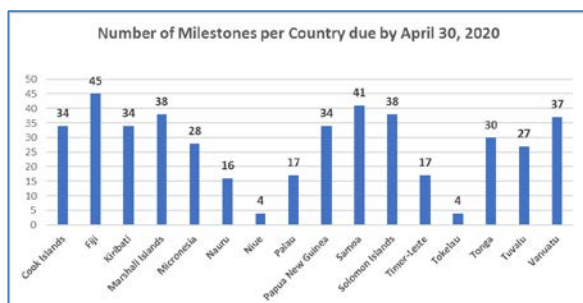
- **PFM:** 33 instead of 41 missions/events, using 563 instead of 668 days;
- **FSS:** 18 instead of 23 missions/events, using 229 instead of 236 days;
- **Macro:** 14 instead of 19 missions/events, using 152 instead of 198 days;
- **Revenue:** 65 instead of 72 missions/events, using 973 instead of 968 days;
- **RSS:** 19 instead of 18 missions/events, using 252 instead of 214 days;
- **GFS:** 8 instead of 10 missions/events, using 112 instead of 121 days.
- **Legal:** 4 instead of 5 missions, using 55 instead of 90 days.



Four countries (**PNG, Samoa, Solomon Islands, and Tuvalu**) see marginal increases in the volume of TA they will receive from the proposed adjusted workplans along with regional TA delivery versus the original plan from the start of the year, with the net declines being shared across the other 12 PFTAC member countries, mostly with marginal reductions.

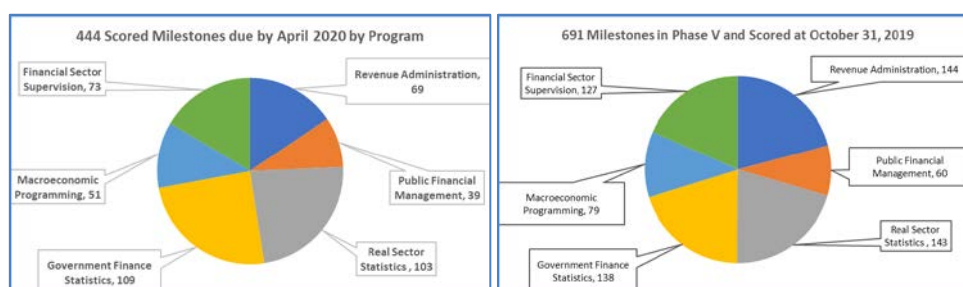
Six countries (**Fiji, PNG, RMI, Samoa, Tuvalu, and Vanuatu**) have all received half or more of their intended delivery against the revised workplans, and all other countries will receive more than half of their planned TA in the second half of FY2020.

Managing for Results

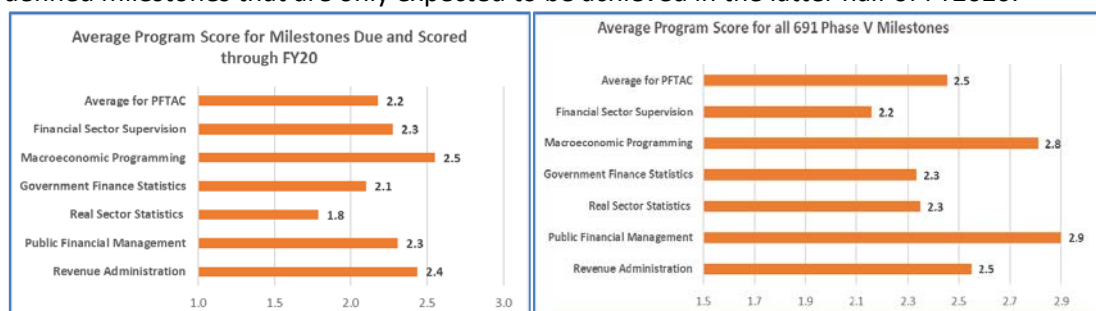


PFTAC technical assistance continues to be monitored against the IMF Results Based Management (RBM) system. For each country where PFTAC works, and for each specific outcome that contributes to the objectives' overall achievement, one or more milestones are defined. An outcome with a multi-year horizon is typically defined as having at least one (but usually not more than two or three) milestone(s) for accomplishment in each year on the journey to achievement of the outcome.

Since the start of Phase V, 691 milestones have been defined and tracked, up from 523 milestones being tracked a year ago. While there is a degree of correlation between the number of milestones being monitored per country and their volume of CD received from PFTAC, this is skewed by program. For example, less than 30 percent of tracked milestones are fiscal (144 Revenue and 60 PFM), yet these two fiscal programs account for closer to 60 percent of TA delivery and budget utilization. This is primarily the result of a greater degree of detail adopted by the Statistics program when RBM was first introduced, and the more gradual and parsimonious definition and adoption of milestones for other programs (and departments) over time. The IMF's governance and reporting policies for RBM are still evolving as the system beds down, and further guidance from Washington is forthcoming that will influence future PFTAC reporting, particularly at the country level.



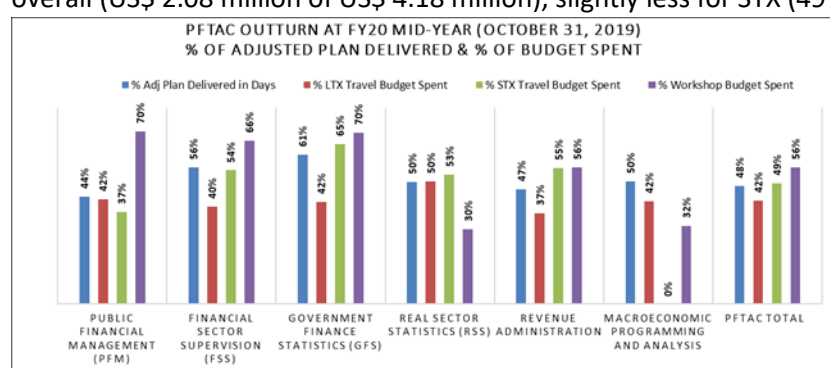
A subset of 444 scored milestones reflect achievements that fall due by the end of FY2020. Included in this analyzed group are milestones with due dates in FY2019 or earlier that were still incomplete on April 30, 2019, plus milestones in FY2021 that have already been reported as fully complete. Average scores by program and the PFTAC average are unsurprisingly lower for this subset of milestones than the average scores for all 691 milestones that include earlier fully completed events now excluded from the analysis of currently falling due, overdue, or early-delivery milestones. Furthermore, current period averages are also constrained by more recently defined milestones that are only expected to be achieved in the latter half of FY2020.



Financial Report – Budget Allocation and Projected Expenditures

The originally endorsed PFTAC budget for FY2020 was US\$ 8.495 million inclusive of the trust fund fee. This is also inclusive of additional Australian financing for a full year of scaling-up of the Revenue program, but excludes about US\$ 0.5 million of IMF funding for the coordinator and local staff costs and certain overheads.

Mid-FY2020 projected expenditures and commitments at October 31, 2019 are around 45 percent of the total endorsed budget of US\$ 8.495 million. Three budget categories that account for approximately half of the available funds are very closely managed and monitored at PFTAC and comprise the cost of STX contracted by PFTAC (salary and travel costs), LTX travel costs, and workshop costs. These are tracking at 50 percent utilization overall (US\$ 2.08 million of US\$ 4.18 million), slightly less for STX (49 percent), and slightly more for workshops



(56 percent) given the heavy workshop delivery in the second quarter. Projected outturn for the balance of the budget is similarly believed to be around 45 percent for expenses overseen from Washington, including LTX salaries, CD delivery by HQ, governance and evaluation expenses, and project management and backstopping.

Financial Report – Fund Raising

	Proposed Contributions for Phase V (US\$)	Contributions Received	LoU Status
Member Countries			
Fiji	\$ 687,500	\$ 500,000	✓
Cook Islands	\$ 110,000	\$ 80,000	✓
Nauru	\$ 82,500	\$ 82,026	✓
Tokelau	\$ 11,000	\$ 11,000	✓
Vanuatu	\$ 165,000	\$ 90,000	✓
Kiribati	\$ 82,500	\$ 32,925	✓
Tonga	\$ 110,000	\$ 49,921	✓
Samoa	\$ 165,000	\$ 165,000	✓
Tuvalu	\$ 27,500	\$ 17,500	✓
Niue	\$ 27,500	\$ 9,950	✓
Solomon Islands	\$ 165,000	\$ 165,000	✓
PNG	\$ 1,375,000	\$ 625,000	✓
Marshall Islands (RMI)	\$ 110,000	\$ -	✓
Palau	\$ 110,000	\$ -	Pending
Federated States of Micronesia	\$ 110,000	\$ 40,000	✓
Timor-Leste	\$ 550,000	\$ -	Pending
Sub-Total Member:	\$ 3,888,500	\$ 1,868,322	
Donors			
ADB	\$ 800,000	\$ 800,000	✓
Korea	\$ 2,500,000	\$ 1,000,000	✓
New Zealand	\$ 12,145,192	\$ 12,145,192	✓
Australia	\$ 9,004,929	\$ 6,141,322	✓
Canada	\$ 1,136,191	\$ 1,136,191	✓
EU	\$ 6,829,713	\$ 6,829,713	✓
Sub-Total Donors:	\$ 32,416,025	\$ 28,052,418	
Total	\$ 36,304,525	\$ 29,920,740	
Funding Gap ^{1/}	\$ 3,395,475	\$ 9,779,260	
^{1/} Aspirational Budget Target	\$ 39,700,000		

The US\$ 5.2 million funding gap identified at the March 2019 Steering Committee is essentially closed. Following the good news of a NZ\$ 6 million (US\$ 4 million) additional contribution by New Zealand announced in the last report, Canada has joined as the sixth PFTAC donor partner and provided a generous contribution of CA\$ 1.5 million (US\$ 1.136 million) that has now been received.

Preliminary analysis of remaining Phase V budget needs against outstanding expected contributions, and the likely FY2020 outturn savings point to a viable funding scenario for the final two years through April 2022. This is however contingent on receiving all outstanding commitments from donor partners and member countries by no later than April 2021. We were pleased to receive a signed Letter of Understanding from the Marshall Islands in the second quarter and look forward to receiving their first contribution soon. However, Palau and Timor Leste are still to formally commit to financially supporting PFTAC operations, so at least US\$ 0.66 million or more is at risk if all 14 other member countries and donor partners do not pay in full and in a timely manner. Given this risk, efforts remain ongoing for some additional modest fund raising.

IV. Report on Program Activities and Achievements

Public Financial Management (PFM)

Fiji: A mission by PFTAC Resident Advisors Celeste Kubasta and Richard Neves, supported by Short-Term Experts (STX) John Short and Kris Kauffmann **conducted the field work for the Fiji PEFA assessment in September 2019**. A draft report is being prepared and will be provided to reviewers in early November for comment. The final report is anticipated in early 2020, to be followed with an update of the Public Financial Management Improvement Program in early 2020.

PEFA Assessment for Fiji: September 10 – 20, 2019

The PFTAC PFM team, together with two PFM experts, conducted the **Public Expenditure and Financial Accountability (PEFA) assessment fieldwork in Fiji September 10 – 20, 2019**. The analysis of the evidence obtained during the fieldwork is being reviewed by the team and a draft report will be issued for review and comment in early November. The mission was conducted simultaneously with the Australian Assessment of National Systems.



The PEFA assessment is a framework for assessing and reporting the strengths and weakness of the national PFM system using indicators to measure performance. The PEFA is a snapshot of PFM performance at a specific point in time that can be replicated in successive assessments to provide a summary of changes over time. It includes 31 indicators covering 94 characteristics (dimensions) in seven broad pillars of activity. The report, when finalized will provide a new baseline for the Fijian government to analyze and identify areas for reform and improvement to be reflected in an update of the PFM Improvement Program (PFMIP).

This is the third PEFA assessment conducted by PFTAC using the updated methodology, with the Samoa PEFA completed in 2018 and Papua New Guinea in July 2019. Additional PEFA assessments are scheduled for Tonga and Palau in upcoming months.

Niue: A mission by Richard Neves and STX Lynne McKenzie **assessed the PFM legal framework and recommended measures for strengthening and addressing gaps in the law**. The mission recommended the proposed PFM Act (PFMA) provide a more effective PFM framework, be easy to understand and comply with, and provide the appropriate requirements for a small jurisdiction like Niue.

Regional: PFTAC and UNDP co-hosted a regional workshop in Suva, Fiji on **Improving Budget Documentation** September 24 – 27, 2019 that focused on improving budget documentation information for the various stakeholders across the region who use this information, particularly the Parliaments. Representatives from Ministries of Finance and Parliamentary Secretariats from ten PFTAC member countries plus the Australian Parliamentary Budget Office and Parliamentary Secretariats of New Zealand and Victoria attended the workshop as well civil society representatives.

Samoa: One mission in September and another planned for November by STX Sue Morrison are providing **training to internal auditors across government ministries, departments, agencies, and public enterprises to conduct risk-based procurement audit and report on their findings.** This follows training in April 2019 on implementing a risk-based approach to audit planning and assessment.

Regional Workshop on Improving Budget Documentation: Fiji, September 24 – 27, 2019

In September PFTAC and UNDP co-hosted a four-day workshop in Suva to assist budget officials to improve budget documentation. Officials from ten countries from the region were present, comprising representatives from ministries of finance and the parliamentary secretariats that support committees that examine budget proposals. The workshop included presentations from civil society representatives; including UN Women, the Pacific Disability Forum, and the Pacific Islands Association of Non-Government Organizations.

Participants undertook a country self-assessment using pillar II of the IMF's Fiscal Transparency Code (Fiscal Forecasting and Budgeting) which examines performance in the areas of: (i) public participation, (ii) information on investment projects, (iii) performance information; (iv) forecast reconciliations; and (v) timeliness.

The workshop examined two cross cutting issues: (i) climate change; and (ii) gender responsiveness and how government policy in these areas could be better addressed in budget documentation going forward to Parliament.



Very few examples of citizen budget guides exist in the Pacific. Vanuatu presented a draft guide produced with the assistance of UNDP and Transparency International.

Solomon Islands: An August mission by STX Kris Kauffmann **provided a draft roadmap on the procedures required to implement a framework for reporting on non-financial assets in 2019.** This framework is intended to include a centralized database of all significant assets by the end of 2020.

Tonga: Internal audit in Tonga continues on the reform path since 2018. The August 2019 mission **reviewed progress to date, established milestones for achieving compliance with standards of the Institute of Internal Auditors, and provided training for staff to compile a government risk matrix.** Recommendations included improvements to the internal audit framework by updating the Public Finance Act and related Treasury instructions. A government risk matrix prepared during the mission should also be incorporated into the annual planning processes and provide a basis to update strategic and annual plans. Finally, the unit should establish a database of audit recommendations and follow-up activities to ensure effective uptake of audit findings.

Tonga: A short mission by Celeste Kubasta provided the background and initial training for Tonga to **prepare for an 'agile' PEFA assessment and Gender Responsive Budgeting (GRB) module review in November 2019.**

Conference/ Meetings: The annual **PASAI Congress** was held in Fiji during August 2019 and attended by Celeste Kubasta. PASAI's 22nd congress focused on the role of Supreme Audit Institutions (SAI) in the Pacific to implement their governments' 2030 agenda with strong governance to improve the lives of their citizens. With

participation by Auditors General, donor partners, and other stakeholders throughout the Pacific, the Congress provided an opportunity to improve knowledge and understanding of member country audit activities and training provided by PASAI.

Macroeconomic Analysis and Forecasting

Marshall Islands: During September, Ms. Iris Claus, the PFTAC macro advisor conducted a TA mission to **support development of a medium-term fiscal framework. Budget documentation including an economic and fiscal update document continues to be enhanced** and a medium-term fiscal strategy will be produced next that will ensure annual fiscal policies are consistent with a medium-term fiscal framework. **Tools continue to be developed to produce credible medium-term fiscal projections** – the mission tested, enhanced, and documented updates to the Marshall Islands Fiscal Model (MI-FM), produced a spreadsheet to estimate tax collections based on past trends and cumulative collections, developed a debt projection tool and a template to request fishing data from the Marshall Islands Marine Resources Authority.

Papua New Guinea: In response to a request from the Bank of Papua New Guinea (BPNG) and the Department of Treasury (DoT), a mission by Iris Claus (July 29 – August 2, 2019) **supported the ongoing enhancement of gross domestic product (GDP) forecasting.** The National Statistics Office (NSO) recently implemented improvements to the volume estimation of GDP and industry deflators. **Methodology changes from these improvements were incorporated into the GDP forecasting models of BPNG and DoT.** The mission also reviewed and modified the data extraction sheet of the balance of payment that provides the forecasts needed in the BPNG’s Monetary and Fiscal Forecasting Model.

Sub-Regional Workshop on Fiscal Frameworks for Pacific Countries: PNG, August 5 – 9, 2019

With support of the IMF’s Singapore Training Institute (STI), PFTAC organized a sub-regional workshop on **Fiscal Frameworks for Pacific Countries** in Port Moresby, Papua New Guinea for participants from PNG and the Solomon Islands. The BPNG, DoT, Australian Department of Foreign Affairs and Trade, and Economic Governance and Inclusive Growth Partnership were host partners. A noticeable benefit of the event was its complementarity with the skills acquired by participants in a previous joint financial programming and policies (FPP) course.

PFTAC members consider tailored training most effective for building capacity because it develops knowledge and practical tools that can be adapted further through bilateral TA. It also helps strengthen regional and interagency collaboration and peer learning. The innovation of this workshop was the multi-topic focus on sound fiscal management and PFM. Participants’ overall “satisfaction” score was 4.6 out of 5 which is in line with the scores STI receives for courses delivered in Singapore. A regional training event which builds on this workshop is planned for March 2020 in Nadi, Fiji.



Congratulations, Cook Islands, for becoming the Pacific’s first developed island nation and for having the first TA report from PFTAC published on the IMF website!

The Cook Islands International Financial Services Industry quantifies the economic and fiscal contribution of the international financial services industry in the Cook Islands. In 2015 the Council of the European Union (EU) developed a list of non-cooperative jurisdictions for taxation. One matter raised by the EU is that international companies are exempt from all taxes in the Cook Islands. Taxing international companies in the Cook Islands could lead to the loss of the industry which contributes to the Cook Islands economy directly and indirectly through the goods and services that it purchases from other suppliers and the business it creates for other sectors of the economy. The report estimates that the loss of the international financial services industry would lead to a one-off decline in GDP between 2.1 and 2.6 percent while revenue is estimated to be lower by NZ\$ 3.5 to 4.1 million a year which is about 3.1 to 3.2 percent of total value added tax (VAT), income and withholding taxes.

In December 2018 the Cook Islands Government agreed to amend legislation to tax the profits of international companies, and join the Inclusive Framework of the Organization for Economic Cooperation and Development’s (OECD) Base Erosion and Profit Shifting (BEPS) project.

The report can be accessed at <https://www.imf.org/~media/Files/Publications/CR/2019/1COKEA2019001.ashx>.



Solomon Islands: At the request of the Central Bank of Solomon Islands (CBSI) and the Ministry of Finance and Treasury (MoFT), the September mission of Iris Claus provided TA to enhance macroeconomic and fiscal forecasting. PFTAC has been assisting staff at the CBSI and the MoFT to upgrade their frameworks including reporting and forecasting of the fiscal sector on a government finance statistics (GFS) basis. **This mission set up a framework for forecasting GDP by production and by expenditure, started to develop tools to produce medium-term forecasts for expenditure by ministries, map government expenditure reported on a GFS and budget basis, and reviewed the forecasting of fishing and forestry revenues.**

The follow-up mission in late October **intended to complete the upgrades of the CBSI and MoFT frameworks that commenced in April 2018.** The outstanding tasks progressed during the mission included forecasting of expenditure by ministries, updates to CBSI and MoFT models, balance of payments forecasts (CBSI) and adjustments to GDP forecasting.

Modelling Attachment at the World Bank in Sydney Australia

A senior official, Mr. Funefeai Tupufia from the Samoa Ministry of Finance completed a five-day modeling attachment at the World Bank in Sydney Australia October 8 – 11, 2019. The Samoa Economic and Revenue Forecasting (SERF) model has been used by the Ministry of Finance since 2008 when it was first developed to produce economic and tax revenue forecasts for the budget. The SERF Model captures the different sectors in the economy and generates medium-term projections within an internally consistent macroeconomic and fiscal framework. Staff at the Ministry of Finance regularly update, maintain and use the SERF Model in budget preparations and policy analysis. PFTAC has assisted with implementing modifications and enhancements to the model as identified by the Economic Policy and Planning Division. During the attachment, various scenarios based on Samoa’s national development agenda – Samoa 2040: Transforming Samoa to a High Growth Path were tested using the SERF model to understand the fiscal impact especially on revenue levels as well as employment.



“I was very happy to see how useful this model is to an exercise like this as it makes life easier. I greatly acknowledge PFTAC’s assistance in terms of putting together and simplifying the SERF model for our use on case by case basis and the exercise like the Samoa 2040 on which we are currently working on.” **Funefeai Tupufia, Ministry of Samoa.**

Regional Workshop on Managing Fishing Revenues: Honiara, August 26 – 30, 2019

PFTAC and the Asian Development Bank (ADB) co-hosted a sub-regional workshop at the Forum Fisheries Agency (FFA) headquarters in Honiara in August with representatives from ministries of finance and marine agencies. The workshop aimed to improve the exchange of information between these two agencies at a national level incorporating inputs from several representative organizations in the region including the: ADB; PFTAC; FFA, the Parties to the Nauru Agreement (PNA); the Secretariat of the Pacific Community (SPC) and the IMF Resident Representative for the Pacific.

The workshop provided an overview of the fishing sector, examining fishing stocks and their viability into the future and participants presented on developments in their country's fishing sector. The workshop specifically looked further into how to improve transparency and fishing revenue estimates for prudent fiscal management.



Regional Workshop on Managing Fishing Revenues: Honiara, Solomon Islands - Aug 26-30, 2019

Revenue Policy and Administration

Cook Islands: STX David Piper undertook a TA mission to the Cook Islands Revenue Management Division (RMD) August 12 – 23, 2019 – the second of three missions **to strengthen returns and arrears management**. He reviewed progress with the recommendations and action plan agreed to at end of his first visit, **assisted with a returns and tax arrears collection strategy and the development of operations manual and guidelines**.

A second visit by STX Lance Home in October **assisted the authorities to develop an audit strategy and audit plan** as well as reviewed progress under the audit improvement plan against recommendations made during the previous mission.

The October mission by STX Stan Shrosbree provided additional assistance to RMD in **preparation of the implementation of a function-based organizational structure**. A renewed structure incorporating PFTAC recommendations was to be presented to the Public Service Commission for approval by October 31, 2019.

Fiji: The second of three missions by STX Dean Lawrence assisted the Fiji Revenue and Customs Service (FRCS) August 5 – 16, 2019 to further **strengthen returns and arrears management**. The mission reviewed the status of previous visit recommendations, the existing Time to Pay Arrangements (TTPA), and progress of debt collection module enhancements for the New Tax Information System (NTIS). The Tax Agent Lodgment Program and write-off policies were also updated.

The IMF Legal expert, Lee Burns, provided TA to FRCS in September 2019 on an **update of VAT and Stamp Duty Legislation** in line with the tax legislation modernization objectives.

Kiribati: Working with the Kiribati Taxation Division (KTD), the mission by STX Martin Scott **developed a draft taxpayer services strategy, agreed internal performance measures and outlined a series of actions that will progress KTD's efforts** in terms of TADAT Performance Outcome Areas to support voluntary compliance and the timely filing of returns and payment of taxes.

The resident revenue advisor, Georg Eysselein visited the KTD in September to discuss progress of tax administration reforms. While positive feedback was noted on the assistance provided by PFTAC, the KTD needs to improve relationship with taxpayers and **positive steps are being taken to address complaints through increased taxpayer awareness and education initiatives.**

Marshall Islands: A mission by STX David Piper assisted the authorities to strengthen core tax functions. **The tax office has made excellent progress to gain access to real-time payments data from the Ministry of Finance 4Gov accounting system. The system will assist with the monitoring and management of tax returns and payments and assistance was provided** to develop and document a data matching methodology and workflow process.

The progress of tax administration reforms and future TA needs were reviewed during a September mission by Georg Eysselein. **The VAT Act and Tax Administration Act have been submitted for consideration, revenue performance is relatively good, and improvements to core tax functions through assistance from PFTAC were noted.** New initiatives have potential to increase revenue further. Future assistance on tax arrears, renewing the Compliance Improvement Strategy (CIS), VAT implementation and risk management were also highlighted.

Nauru: The TA visit by STX Rick Fisher from September 23 – October 1 helped facilitate the implementation of earlier recommendations to **strengthen organizational arrangements and improve core tax functions.** The mission **prepared a Design and Monitoring Division framework, key performance indicators including a first baseline measure of the large taxpayer segment, a large taxpayer framework, and the first pilot CIS plan.**

Palau: The September mission of STX David Piper assisted the Palau Bureau of Revenue and Taxation to strengthen on-time filing and payment and management of arrears and outstanding returns. **Progress noted included filling of vacant key positions, non-filers are determined from a monthly tax filing summary report, data analysis is undertaken to identify compliance risks, and records are maintained on current and aged debt.**

Regional: Two regional events were convened during the quarter. The Pacific Islands Tax Administrators Association (PITAA) held its **16th Annual Heads Meeting** at the International Convention Center in Majuro, Republic of the Marshall Islands September 16 – 18, 2019, with the theme **Building Resilience and Sustainability in a Growing Digitized Era.** The meeting was attended by Pacific Islands tax officials and development partners and concluded with the annual PFTAC Awards event. For the third consecutive year, PFTAC acknowledged great strides and commitment of revenue offices in advancing and achieving tax reforms with awards presented to the **Solomon Islands, Tonga,** and the **Marshall Islands.**

The revenue advisor with STX Stan Shrosbree and Martin Scott facilitated a regional workshop in Nadi, Fiji on **Managing Modern Tax Administrations** October 7 – 11, 2019. The workshop **equipped chief executives and senior managers with insights to meet increasing demands and stakeholder expectations** while designing and implementing effective tax reforms. The event also provided an opportunity for PFTAC to gather valuable information to identify potential areas of future TA.

Samoa: A visit by STX Martin Scott in August assisted the authorities to **enhance the Debt and Returns Management Strategy** and recommended strengthening debt reporting and application of a wide range of actions to address outstanding debt. Introducing a ‘Top 20 debtors’ program and new debt and return management performance measures were also proposed.

Another mission led by STX Stan Shrosbree reviewed the Ministry of Revenue Taxpayer Services program. The mission recommended **enhancements to the current Taxpayer Services structure including a channel strategy and improved e-services.**

A third mission by STX Sutherland provided TA to strengthen the audit function. Work is progressing to implement a new organizational structure for the Audit and Investigation Division. **New performance measures have been developed while an automated Point of Sale (POS) system is being introduced.**

Tuvalu: During an August mission to the Tuvalu Taxation Division, STX Andrew Haigh **facilitated the roll-out of PFTAC's VAT Audit toolkit that is being introduced by PICs that administer a VAT system.** Auditors were trained on the use of the audit toolkit with a session on indicators of VAT fraud. Recommendations were provided to introduce audit quality standards and measures.

In a separate mission during October 2019 by STX Rick Fisher, **the modernization plan designed under PFTAC guidance in June 2018 was reviewed. Progress was noted to establish a taxpayer service unit, increase the taxpayer registration base, and progress IT system fixes.** Design of a refreshed CIS and a large taxpayer framework to support the pilot CIS were prepared along with a Taxpayer Service Unit framework.

Tonga: The second visit by STX Stan Shrosbree **reviewed the Industry Partnership (IP) project plan** across the three major components: (1) relationship management; (2) leverage; and (3) audit. Meetings were held with all four Tonga Whale Watching Associations, highlighting identified compliance risks with a positive response from the associations. **PFTAC facilitated the design of educational and leverage material for a 'toolbox' designed and branded specifically for the IP initiative.**

A second visit by STX Lynley Sutherland provided further assistance to **strengthen the management of the large taxpayer segment.** In 2017 the authorities established the Heilala Tax System (HTS) for Tonga's highest revenue generating taxpayers. This mission **helped further identify the large taxpayer segmentation and the principles, criteria, and policy to establish a fully-fledged Large Taxpayer Office.**

During an October mission, Georg Eysselein **reviewed the implementation progress of tax reforms and attended the national 2019 Tax Awareness Week launched on October 14.** The reforms are **showing positive results** – these include a new function-based structure, focus on core activities, full staff capacity, establishment of a risk management unit that has sharpened accountability and improved coordination and performance.

Vanuatu: The September 2019 mission led by STX Cheryl Lea Field helped strengthen on-time filing and payment and arrears and returns management. The mission **trained officials and shared international best practice such as engagement with taxpayers before the due date, maximizing collection after the due date, and effective and timely use of enforcement powers and realistic debt recovery or filing prosecution.**

Pacific Island Tax Administrators Association (PITAA) Annual Meeting: Marshall Islands – September 16-18, 2019

The Republic of Marshall Islands (RMI) Division of Customs, Revenue and Taxation hosted the 16th Annual PITAA Heads Meeting September 16 – 18, 2019. The meeting was attended by delegates from 14 of 16 PITAA member countries with observers from regional and international organizations – the Autonomous Region of Bougainville, BearingPoint, Data Torque, International Monetary Fund (IMF), World Bank, New Zealand Inland Revenue (NZIR), Oceania Customs Organization (OCO), Organization for Economic Cooperation & Development (OECD) Revenue Statistics, the Delegation of the European Union in the Pacific (EU), the United Kingdom Revenue & Customs, and Sapere Research Group.

With the theme ***Building Resilience and Sustainability in a Growing Digitalized Era***, presentations and discussions focused on three key areas: the concept of digitalization, challenges and impact of digitalization on taxation, and PITAA member readiness for digitalization. Digital tools enable tax administrations to be better organized and efficient, both in

combating abuse and improving the quality of tax reporting and tax collection as well as adoption of international standards. In this respect, IMF expert, Michael Thackery highlighted the Revenue Administration Gap Analysis Program (RA-GAP) that aims to provide a quantitative analysis of the tax gap between potential revenues and actual collections while an OECD presentation focused on VAT challenges of a digital economy with a regulatory perspective of international taxation from the New Zealand Inland Revenue Department.

The theme was well suited and timed as various tax administrations in the Pacific are already being impacted by digitization and are implementing tax reforms and adopting new technologies to improve service levels. Country presentations from Marshall Islands, Kiribati, Samoa, and Fiji highlighted challenges of existing revenue collection systems and digital opportunities, transition from manual to electronic systems, and the transformation journey of implementing a new tax system and anticipated results. Delegates also benefitted from a wide range of presentations that included information exchange mechanisms, VAT monitoring system, informal sector taxation, and TADAT.



Regional Workshop on Managing Modern Revenue Administration: Nadi, Fiji – October 7 – 11, 2019

Koni Ravono, head of PITAA, with PFTAC experts Martin Scott, Stan Shrosbree and the revenue advisor, Georg Eysselein delivered a joint **Regional Workshop on Managing Modern Revenue Administration**, over four days in early October 2019 in Nadi, Fiji.

Transitioning to a modern revenue service is dependent on leadership to manage change. In this interactive seminar, participants gained insights into factors that should be considered to effectively manage change when reforming tax administration; discussed common challenges faced while transitioning to a modern revenue service and ways to overcome them; learned about the

importance of leadership to effectively manage a modern tax administration; and discussed different strategies to influence colleagues to engage in a change plan that supports key reform programs. Officials learned, from an exchange of country experiences, the legal and administration reforms achieved in the region over recent years, their successes, barriers to implementation, and potential areas of reform focus in future years.

The workshop also informed shared approaches to cope with organization changes, noting different change strategies such as improving business processes and reducing compliance and administrative costs. There was an overview of TADAT and steps to ensure it becomes a key regional focus, as well as ensuring a focus on large taxpayers and high net-worth individuals and performance management. Participants expressed appreciation and confirmed that the learnings will greatly assist in improving the performance of their tax administrations.

Financial Sector Supervision

Marshall Islands: The mission by STX Ross Henderson assisted the **Republic of Marshall Islands (RMI) Banking Commission assessment of the Marshall Islands Development Bank (MIDB)**. This process involved an onsite examination focusing on governance, credit risk, and risk management framework (RMF) through analysis of policies, procedures, and organization; and detailed discussions with management and the board concerning risk issues and risk management. The mission was completed satisfactorily, with training provided on the conduct of onsite examinations, and support and guidance provided to prepare the assessment of MIDB's key risks for the Commission to finalize.

Regional: In September 2019, the **Association of Financial Supervisors of Pacific Countries (AFSPC) held its 2019 Annual Meeting** in Tonga that was organized and funded by PFTAC. The AFSPC works to strengthen financial sector and supervisory best practice and promote cooperation and information sharing in Pacific financial regulation and supervision. The meeting included a three-day workshop on various financial sector topics relevant to members to address supervision framework gaps and key regional risks. A series of presentations drawing on global experience was delivered by Sathyan David previously from the Reserve Bank of India who elaborated on non-bank financial institution regulation and



supervision while Daryl Collins from Reserve Bank of New Zealand presented country experiences with AML/CFT regulation and supervision. A senior financial sector expert, Peter Dirou from the Private Sector Development Initiative of the ADB led discussions on financial sector infrastructure in the Pacific including a presentation from Professor Ross Buckley on crypto currencies and initial coin offerings. AFSPC members were privileged to benefit from these video presentations that are available on PFTAC Facebook page at: <https://bit.ly/2pqFYfy>.



Solomon Islands: In response to a request from the Central Bank of the Solomon Islands (CBSI) and in continuation of the Supervision Framework Enhancement Program (SFE) initiated in September 2017, remote TA was provided by resident advisor Benjamin Stefanou and STX Tijs De Bie to **assist the CBSI to develop a full suite of governance and risk management prudential standards, in line with international standards and practice**. The remote mission reviewed CBSI's current suite of banking prudential standards and developed proposed revisions and example new prudential standards for the CBSI to finalize a revised suite of governance and risk management prudential standards.

Regional Workshop on Cyber Risk Regulation: Fiji – August 19 – 23, 2019

In August 2019 the IMF's Monetary and Capital Markets (MCM) department and PFTAC kicked-off the **Pacific Cyber Risk Regulation and Supervision Capacity Development Project**, with a cybersecurity regulation drafting workshop in Suva, Fiji. Participants developed a draft example prudential standard for cybersecurity to be used by participating countries (Fiji, PNG, Samoa, and Tonga) to develop and issue their own prudential standards on the topic.

Participants have undertaken to finalize the draft standard and release them for industry consultation by the end of the year. The workshop was the first stage in the project that has been established to develop and implement a comprehensive regulatory and supervisory framework for cyber risk in PFTAC member countries. The next step is a cyber risk onsite examination training course at the Singapore Training Institute in early 2020. This will be followed by a program of onsite examinations in PFTAC countries, assisted by MCM and PFTAC.



Government Finance Statistics (GFS)

Federated States of Micronesia: In back to back missions with Palau and the Marshall Islands, the resident advisor Luis Temes **assisted the NSO with the compilation of an unconsolidated GFS time series for extrabudgetary units (EBUs), social security funds (SSFs) for FY 2016–18 and continued to expand coverage for public corporations by compiling data for FY2014–18**. At the end of the mission, the NSO submitted FY2018 Budgetary Central Government (BCG) and State Government (SG) GFS through the IMF's International

Correspondence System (ICS), updated related metadata and prepared the data for dissemination through the National Summary Data Page (NSDP). **Training on compiling GFS from source data and instructions on using Balance of Payment (BOP) data to fill the World Bank public sector debt statistics template was also provided.**

Fiji: The September GFS mission by Luis Temes **assisted the Ministry of Economy (MoE) and the Fiji Bureau of Statistics (FBoS) to compile and review the 2019 fiscal year (FY) BCG data and expand coverage to general government (GG).** The authorities agreed on the revised GFS action plan and the mission further recommended submission of the revised GFS time series (FY2010-18) to the IMF's Statistics Department, automation of GFS economic and functional codes mapping in the new CoA and FMIS, and the reconciliation and consolidation of grants for BCG, EBU and LGs.

Marshall Islands: The mission to the Economic Policy, Planning and Statistics Office (EEPSO) ensured business process documentation are in place for future compilation and dissemination after the Compact of Free Association (CoFA) ends. **Assistance on compilation and review of FY2018 BCG data, GG compilation and consolidation, and Quarterly GFS compilation and dissemination was also provided. Compilers were trained to collate GFS from source data with follow-up on Chart of Accounts (CoA) and new Finance Management Information System (FMIS), assisting with mapping and incorporation of GFS in the new FMIS.**

Palau: During the October 2019 mission, Luis Temes **validated the annual BCG GFS data and reviewed the compilation process to enable submission of the GFS questionnaire to the IMF Statistics Department.** The mission provided **hands on training to compile annual GFS using source data** and assisted with the compilation of an unconsolidated GFS time series for public sector and state governments for FY2016-18. The mission recommended automation of GFS segments in line with new FMIS, finalization of annual GFS data series for FY2010 – 18 for public corporations, and submission of data to the IMF annual GFS database.

Samoa: The GFS advisor assisted the Samoa Statistics Office remotely in September 2019 on the compilation and dissemination of GFS data.

Meeting/ Conferences: Mr. Luis Temes and David Kloeden (PFTAC Coordinator) attended the **2019 Pacific Statistics Standing Committee (PSSC) meeting** in Noumea, New Caledonia, during October 30 – 31, 2019. The PSSC was established by the 3rd Regional Conference of Heads of Planning and Statistics at its meeting in 2010, hosted and supported by the Secretariat of the Pacific Community (SPC), Statistics for Development Division. Its main purpose is to oversee the implementation of the Ten-Year Pacific Statistics Strategy (TYPSS) 2010–2020. **Mr. Temes made a presentation to the PSSC on the recent progress made on macroeconomic statistics for PFTAC member countries and the FY2020 workplan.**

Real Sector Statistics (RSS)

Kiribati: The August RSS mission by STX Anne McAllister **assisted the Kiribati National Statistics Office (KNSO) to complete the 2018 GDP (production approach) estimates with revisions to 2017 estimates.** The 2018 GDP (expenditure approach) was also prepared with updates to the source and methods guide for final review and publication by KNSO. Additionally, the mission developed a new VAT database containing 2015–2017 VAT data, updated the business register, and drafted a business survey questionnaire to collect 2018/19 benchmark financial statements data.

Regional GFS Workshop: August 19 – 23, 2019 – Nadi, Fiji

Mr. Luis Temes (PFTAC GFS advisor) and STX Mr. Hendrik Tillman-Zorn conducted a regional GFS workshop in Nadi, Fiji during August 19 – 23, 2019. The workshop with the theme - **Balance Sheet and Public Sector Debt Statistics** aimed to improve capacity of Pacific statistics compilers for GFS and PSDS compilation and dissemination.



Thirty-five compilers from NSOs, ministries of finance, and central banks from 13 countries were trained on various aspects such as nonfinancial and financial assets, coverage and sectorization of public sector, expanding coverage, compilation of public sector debt, and using balance sheet debt data for analysis. Additionally, the annual process and procedures for submitting country data for the annual GFS database to the IMF's Statistics Department were highlighted.

Participants were also given the opportunity to provide an update of past and present achievements as well as capacity development needs for future training and in-country TA by way of country presentations. Progress is noted with the coverage of statistics gradually broadening over time to produce high-quality data. The presentations also allowed participants to exchange country experience and opened up way for peer-to-peer learnings.

Marshall Islands: the September 2019 mission by the resident advisor Marcus Scheiblecker **assisted the Marshall Islands Economic Policy Planning and Statistics Office (EPPSO) with independent compilation of national accounts.** The mission reviewed progress in compiling value-added by industries – numbers for electricity production were revised while for water supply and fishing industry, the output, intermediate consumption and value-added were derived and adjusted for prices by double deflation.

Papua New Guinea: the mission by Marcus Scheiblecker **provided training on methods to estimate the output and value-added of the agricultural industries and delivered spreadsheets to decompose agricultural production into crop production and animal production.** The mission further evaluated the data sources used to compile estimates of output and value-added for the construction industry and supported the BPNG in developing producer price indexes for deflating national accounts output by industry.

Vanuatu: During the October 2019 mission, Marcus Scheiblecker assisted the Vanuatu NSO (VNSO) to improve national accounts statistics. The mission **conducted a feasibility study on the implementation of quarterly national accounts (indirect method) that covered issues such as personal capacity requirements, available indicator series for the production side of GDP and organizational issues.** The mission also reviewed the Banking and Telecommunications Industries to improve estimation of output and value added.

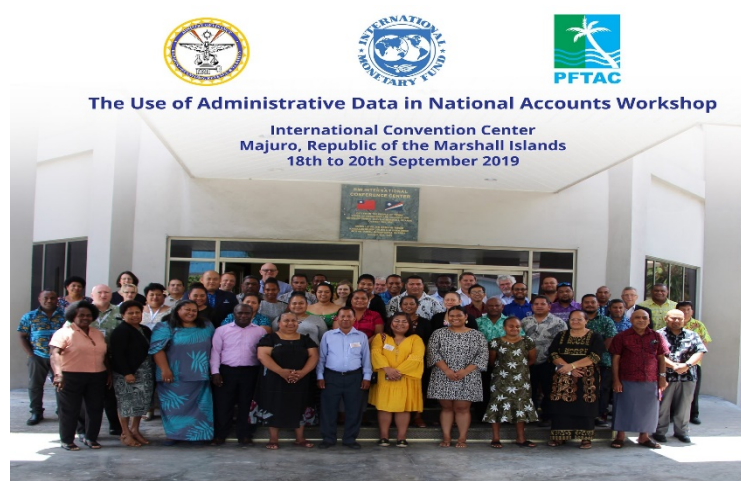
Meeting/ Conferences: Marcus Scheiblecker and Luis Temes attended the annual **Pacific Statistics Leadership Forum** hosted by the Australian Bureau of Statistics (ABS) during August 6 – 8, 2019, in Nadi, Fiji. The Forum was attended by NSO leaders from the region, donors, and development partners. The theme of the Forum was **Leading the way: Using data to influence national policy discussions.** The Forum provided an opportunity to share information, discuss common challenges, and explore opportunities for collaboration. **PFTAC urged the reinstatement and use of the Pacific Economic Statistics Technical Assistance Coordination (PESTAC) calendar to better coordinate economic statistics activities and promote bilateral discussion in the region.**

**Regional Workshop on Facilitating Effective Exchange and Use of Administrative Data in National Accounts:
Majuro, Republic of Marshall Islands, September 18 – 20, 2019**

PFTAC organized a three-day joint Real Sector Statistics, Revenue, and Macroeconomic regional workshop **on Facilitating Effective Exchange and Use of Administrative Data in National Accounts** following the Annual PITAA Heads meeting at Majuro, Marshall Islands. The workshop was led by resident advisors, Marcus Scheiblecker, Iris Claus, George Eysselein and Michael Thackery from the IMF's Fiscal Affairs Department and STX Rick Fisher.

Administrative data plays a significant role in enhancing the quality of national statistics and tax administration and other government agencies (social security or provident funds) who collect administrative data provide much needed synergy and strengthen source data compilation that are cost efficient, support better decision-making, policy advice and economic performance. A two-way sharing of data also helps to identify patterns to manage compliance and measure the tax gap while also improving macroeconomic forecasting.

The workshop provided an excellent opportunity to discuss with tax officials and statisticians the possibility of compiling national accounts statistics using tax data such as VAT, problems and opportunities with data-sharing as well as the data sharing arrangements and mechanisms to facilitate the flow of data between economic institutions. Cook Islands and Samoa are two countries that utilize administrative data for compilation of national accounts and shared their experience with the rest of the participants providing a practical perspective of data and information sharing practice and arrangements.



V. Planned TA Activities FY20/Q3: November 2019 – January 2020

November 2019 Planned Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	PFM	Update PFM Policy based on draft legislation	STX – Emery	Nov 11 – 22
Fiji	PFM	PEFA Draft Report (remote delivery)	STX – Short	10 days in Nov
Nauru	GFS	Government Finance Statistics (remote)	LTX - Temes	Nov 28 – 29
	PFM	Cash Reporting	STX – Uluinaceva	Nov 4 – 8
Papua New Guinea	FSS	SFEP – Risk rating and Supervisory Action Planning	LTX – Stefanou STX – de Bie	Nov 4 – 13
	PFM	Friends of Pacific Budget Support Annual Meeting hosted by World Bank in Sydney, Australia	LTX – Kubasta LTX – Neves	Nov 6 – 8
Regional	Revenue	Audit Managers Workshop (in Nadi, Fiji)	LTX – Eysselein STX – Shrosbree	Nov 11 – 14
	RSS	National Accounts (in Nadi, Fiji)	LTX – Scheiblecker LTX – Claus	Nov 18 – 22
Solomon Islands	Revenue	Audit Strengthening	STX – Sutherland	Nov 25 – Dec 6
	Revenue	Implementation of a Functional Organization	STX – Shrosbree	Nov 18 – 22
	Revenue	Compliance Improvement Strategy	STX – Home	Nov 18 – 29
Timor Leste	GFS	Government Finance Statistics (remote)	LTX - Temes	Nov 25 – 26
Tonga	PFM	'Agile' PEFA Assessment with Gender Module	LTX – Kubasta LTX – Neves STX – Kaufmann	Nov 11 – 22
	Revenue/Legal	Finalize Renewal of Consumption Tax Legislation	STX – Burns	Nov 6 – 15
	RSS	Quarterly National Accounts	LTX – Scheiblecker	Nov 24 – Dec 7

December 2019 Planned Activities

Country	Program	Description	Advisor/s	Dates
FSM	FSS	Banking Legislation & Regulations (Remote)	STX – TBD	10 days in Dec
Kiribati	Revenue	Audit Planning	STX – Leano	Dec 2 – 13
Regional	PFM	PFM and Climate Resilience (joint seminar with CARTAC and other small states hosted by FAD in Washington)	LTX – Kubasta LTX – Neves LTX – Claus	Dec 4 – 6
	Revenue	Managing Debt and Returns (in Nadi, Fiji)	STX – TBD STX – Shrosbree	Dec 9 – 13
Solomon Islands	PFM	Review Financial Statements for Compliance with Cash Basis	STX – Cavanagh	Dec 2 – 6
Tonga	Revenue	Ontime Filing and Arrears	STX – Scott	Dec 2 – 13
Vanuatu	Revenue	Review Revenue Reforms	LTX – Eysselein	Dec 16 – 18
	Revenue	Review Audit Function	STX – Home	Dec 9 – 20

January 2020 Planned Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	Revenue	Designing an Audit Plan	STX – Home	Jan 6 – 17
	RSS	National Accounts	STX – Andrews	Jan 20 – 31
Fiji	PFM	Develop PFM Roadmap	STX – Kauffmann	Jan 27 – Feb 7
Papua New Guinea	GFS	Government Finance Statistics	LTX – Temes HQ – de la Beer	Jan 20 – 31
Samoa	Revenue	PACER Plus Mission	HQ – Liu LTX – Eysselein	Jan 20 – 31
Tonga	PFM	Draft PFM Legislation	STX – McKenzie	Jan 13 – 24
Tuvalu	Macro/PFM	Seminar on Managing Fishing Revenues (in Tuvalu with Kiribati officials)	LTX – Claus LTX – Neves	Jan 23 - 28
	RSS/ESS	Balance of Payments	STX – Motala	Jan 13 - 24

Outturn of TA Activities FY20/Q2: August – October 2019

August 2019 Delivered Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	Revenue	Improve on-time filing and payment	STX – Piper	Aug 12 – 23
Fiji	Revenue	Improve on-time filing and payment	STX – Lawrence	Aug 5 – 16
Kiribati	RSS	Rebasing National Accounts	STX – McAllister	Aug 1 – 15
Marshall Islands	Revenue	Review registration process & TPS, filing and payment	STX – Piper	Aug 26 – Sep 4
	FSS	Diagnostic – Development Bank	STX – Henderson	Aug 12 – 22
Niue	PFM	PFM Legislation	LTX – Neves STX – McKenzie	Aug 2 – 9
PNG	Macro	Support GDP Forecasting	LTX – Claus	Jul 29 – Aug 2
	FSS	Cyber Risk Regulation (in Suva)	LTX – Stefanou HQ/MCM – Gaidosch	Aug 19 – 23
	GFS	GFS Regional Workshop (in Nadi)	LTX – Temes STX – Tillman-Zorn	Aug 19 – 23
Regional	Macro/PFM/STI	Fiscal Frameworks in Pacific Countries (held in Port Moresby for PNG & Solomon Island participants)	LTX – Claus LTX – Kubasta STI – Danninger	Aug 5 – 9
	PFM	Annual PASAI Congress (in Nadi, Fiji)	LTX – Kubasta	Aug 13 – 16
	PFM/Macro	Managing Fishing Revenues (held in Honiara jointly with ADB)	LTX – Neves LTX – Claus	Aug 26 – 30
	Statistics	ABS Pacific Statistics Leadership Conference (in Nadi)	LTX – Temes LTX – Scheiblecker	Aug 6 – 8
Samoa	Revenue	Outstanding Tax Returns and Payments	STX – Scott	Aug 12 – 23
	Revenue	Taxpayer Services and Industry Partnership	STX – Shrosbree	Aug 26 – Sep 6
Solomon Islands	PFM	Reporting on Fixed Assets	STX – Kaufmann	Aug 5 – 16
Tonga	PFM	Pre-PEFA Preparations	LTX – Kubasta	Aug 26 – 30
	PFM	Improving Internal Audit	STX – Prcevich	Aug 19 – 30
Tuvalu	Revenue	Implement VAT Audit Toolkit	STX – Haigh	Aug 26 – Sep 6

September 2019 Delivered Activities

Country	Program	Description	Advisor/s	Dates
Fiji	GFS	Government Finance Statistics	LTX – Temes	Sep 16 – 27
	PFM	PEFA Assessment	LTX – Kubasta LTX – Neves STX – Kauffmann STX – Short	Sep 9 – 23
	Revenue/Legal	Update VAT and Stamp Duty Legislation	LTX – Burns	Sep 3 – 12
Kiribati	Revenue	Improve on-time filing & payment of taxes and taxpayer services; Review compliance improvement strategy pilot project, and review organization modernization project plan	STX – Scott	Sep 2 – 18
	Revenue	Review reform progress	LTX – Eysselein	Sep 23 – 24
Marshall Islands	Macro	Support the use of the Marshall Islands Fiscal Model	LTX – Claus	Sep 23 – Oct 7
	Revenue	Review reform progress	LTX – Eysselein	Sep 9 - 11
	RSS	National Accounts	LTX – Scheiblecker	Sep 4 – 17
Nauru	Revenue	Review organizational arrangements and core tax functions	STX – Fisher	Sep 18 – Oct 1
Palau	Revenue	Improve on-time filing and on-time payment of taxes	STX – Piper	Sep 6 – 13
Papua New Guinea	RSS	Produce independent estimates of GDP/ Rebasing	LTX – Scheiblecker	Sep 30 – Oct 11
Regional	FSS	AFSPC Annual Meeting (in Tonga)	LTX – Stefanou	Sep 2 – 3
	FSS	AFSPC Workshop (in Tonga)	LTX – Stefanou	Sep 4 – 6
	PFM	Improving Budget Documentation (with UNDP in Suva)	LTX – Neves	Sep 24 – 27
	Revenue	PITAA Annual Meeting (in Majuro, RMI)	LTX – Eysselein STX – Fisher HQ/FAD – Thackery	Sep 16 – 18
	RSS/Revenue/Macro	Workshop on Sharing and Use of Administrative Data in the compilation of National Statistics (joint workshop in Majuro of tax officials, national statisticians and social security agencies)	LTX – Scheiblecker LTX – Eysselein LTX – Claus HQ/FAD – Thackery STX – Fisher	Sep 18 – 20

Samoa	GFS	Government Finance Statistics (remote delivery from PFTAC)	LTX – Temes	Sep 2 – 4
	PFM	Risk Based Auditing	STX – Morrison	Sep 30 – Oct 12
	Revenue	Strengthening Audit	STX – Sutherland	Sep 9 – 20
Solomon Islands	Macro	Economic and Fiscal Forecasting	LTX – Claus	Sep 2 – 13
	Revenue	Improve on-time filing and on-time payment of taxes	STX – Lawrence	Sep 2 – 13
Tonga	Revenue	Industry Partnership Agreement	STX – Shrosbree	Sep 23 – Oct 5
	Revenue	Implementation of Large Taxpayer Office	STX – Sutherland	Sep 30 – Oct 11
Vanuatu	Revenue	Strengthening Tax Returns and Arrears Management	STX – Field	Sep 26 – Oct 10

October 2019 Delivered Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	Revenue	Design function-based organization structure	STX – Shrosbree	Oct 21 – Nov 1
	Revenue	Design of Audit Plan	STX – Home	Oct 14 – 23
FSM	GFS	Government Finance Statistics	LTX – Temes	Oct 14 – 18
Marshall Islands	GFS	Government Finance Statistics	LTX – Temes	Oct 21 – 25
Palau	GFS	Government Finance Statistics	LTX – Temes	Oct 7 – 11
Regional	Revenue	Management of Core Tax Functions for Senior Managers (in Nadi, Fiji)	LTX – Eysselein STX – Shrosbree STX – Scott	Oct 7 – 11
Samoa	PFM	Risk Based Auditing – Second Mission	STX – Morrison	Oct 28 – Nov 1
	Revenue	POS Regulation	STX - Burns	Oct 7 – 11
Solomon Islands	FSS	SFEP - Prudential Standards (off-site)	LTX – Stefanou STX – De Bie	Oct 16 - 31
	Macro	Review macroeconomic and fiscal forecasting	LTX – Claus	Oct 21 – Nov 1
Tonga	Revenue	Tax Week events/ Review reform progress	LTX – Eysselein	Oct 14 – 17
Tuvalu	Revenue	Improve on-time filing, on-time payment and taxpayer services function, and review CIS and modernization plan	STX – Fisher	Oct 3 – 11
Vanuatu	RSS	National Accounts	LTX – Scheiblecker	Oct 29 – Nov 8

Meetings, Seminars, and Training

August – October 2019

TA Sector	Description	Location	Advisor	Mission Days	Participants		Month
					F	M	
Revenue Administration	PITAA Annual Meeting	Majuro, RMI	LTX – Eysselein STX – Fisher HQ – Thackery	3	15	29	Sept 16 – 18
	Management of Core Tax Functions for Senior Managers	Nadi, Fiji	LTX – Eysselein STX – Shrosbree STX – Scott	4	10	20	Oct 7 – 10
Real Sector Statistics (RSS)/ Revenue Administration/ Macro Programming	Use of Administrative Data for National Accounts	Majuro, RMI	LTX – Scheiblecker	1	9	8	Sept 18 (NSOs) Sept 19 – 20
			LTX – Eysselein LTX – Claus STX – Fisher HQ – Thackery	2	11	26	
Financial Sector Supervision	Cyber Risk Regulation	Suva, Fiji	LTX – Stefanou HQ/MCM – Gaidosch	5	5	10	Aug 19 – 23
	Annual Meeting of the Association of Financial Supervisors of Pacific Countries (AFSPC)	Nuku'alofa, Tonga	LTX – Stefanou	2	19	19	Sept 2 – 3
	AFSPC Workshop (with ADB)	Nuku'alofa, Tonga	LTX – Stefanou STX – David	3	19	19	Sept 4 – 6
Macro Programming/ Public Financial Management	Fiscal Frameworks in Pacific Countries (with Singapore Training Institute for PNG and Solomon Islands officials)	Port Moresby, Papua New Guinea	LTX – Claus LTX – Kubasta STI – Danninger	5	7	19	Aug 5 – 9

TA Sector	Description	Location	Advisor	Mission Days	Participants		Month
					F	M	
	Managing Fishing Revenues (jointly with the ADB)	Honiara, Solomon Islands	LTX – Claus LTX – Neves	5	12	21	Aug 26 – 30
Government Finance Statistics (GFS)	GFS Regional Workshop	Nadi, Fiji	LTX – Temes STX – Tillman-Zorn	5	19	14	Aug 19 – 23
Public Financial Management	Improving Budget Documentation (jointly with UNDP)	Suva, Fiji	LTX – Neves	4	20	13	Sept 24 – 27
	Annual Congress of the Pacific Association of Supreme Audit Institutions (PASAI)	Nadi, Fiji	LTX – Kubasta	3	N/A	N/A	Aug 13 – 16
Macroeconomic Statistics (GFS and RSS)	Australian Bureau of Statistics (ABS) Pacific Statistics Leadership Conference	Nadi, Fiji	LTX – Scheiblecker LTX – Temes	3	N/A	N/A	Aug 6 – 8
	Pacific Statistics Methods Board Meeting	Noumea, New Caledonia	LTX – Temes	2	N/A	N/A	Oct 28 – 29
	Annual Meeting of the Pacific Statistics Standing Committee (PSSC) with SPC			2			Oct 30 – 31
	Monitoring SGD's for Pacific SIDS	Nadi, Fiji	LTX – Scheiblecker	2	N/A	N/A	Sep 23 – 24

TA Reports Transmitted to Country Authorities & Pending Finalization

August – October 2019

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
Public Financial Management (PFM)	Fiji	Revision of Financial Legislation	Kubasta, McKenzie	Dec-18	20-June-2019
	Fiji	PEFA Assessments	Kubasta, Neves, Short, Kaufmann	Sept-19	Not Finalized
	Kiribati	PFM Roadmap Development	Neves	Jun-19	Not Finalized
	Niue	PFM Legislation	Neves, McKenzie	Aug-19	Not Finalized
	Papua New Guinea	Operational Plan for transitioning to IPSAS Cash	Mayes	Feb-19	Not Finalized
	Papua New Guinea	PEFA Assessment	Kubasta, Neves, Lavea, Uluinaceva	Jul-19	Not Finalized
	Samoa	Improve Budget Preparation	Neves	Jan-19	12-June-2019
	Samoa	Risk Based Audit	Morrison	Oct-19	Not Finalized
	Solomon Islands	Reporting on Fixed Assets	Kaufmann	Aug-19	7-Oct-2019
	Tonga	Establishing a Policy and Framework for Property, Plant and Equipment	Kubasta, Esera	May-19	10-Sept-2019
	Tonga	Improving Internal Audit	Prceovich	Aug-19	Not Finalized
	Tokelau	Developing a PFM Roadmap	Neves	Apr-19	Not Finalized
	Tuvalu	Improving Budgeting for Capital Development	Neves	Jun-19	Not Finalized
Vanuatu	Improving Financial Reporting	Kubasta, Uluinaceva	Mar-19	14-Oct-2019	
Vanuatu	Improving Financial Reporting - Reconciliations	Kubasta, Mellor	Jun-19	14-Oct-2019	
Macroeconomic Analysis and Forecasting	Cook Islands	Review of Macroeconomic Policy and Institutions	Bannister, Claus,	Apr-19	Not Finalized
	Marshall Islands	Towards a Medium-term Fiscal Framework	Claus	Oct-19	Not Finalized
	Samoa	Medium-term Forecasting for Budget Preparation	Claus	May-19	21-Oct-2019
	Solomon Islands	Macroeconomic and Fiscal Forecasting	Claus	July-19	28-Aug-2019
	Solomon Islands	Macroeconomic and Fiscal Forecasting	Claus	Oct-19	Not Finalized

	Cook Islands	Design Function-based Structure	Shrosbree	Jul-19	Not Finalized
	Cook Islands	Improve Ontime Filing and Payment	Piper	Aug-19	Not Finalized
	Cook Islands	Design Function-based Structure	Shrosbree	Oct-19	Not Finalized
	Fiji	Improve Ontime Filing and Payment	Lawrence	Aug-19	Not Finalized
	Kiribati	Compliance Improvement	Scott	Sep-19	Not Finalized
	Marshall Islands	Enhance Core Functions and Registration	Piper	Sep-19	Not Finalized
	Nauru	Enhance Core Functions and Organization	Fisher	Oct-19	Not Finalized
	Palau	Improve Ontime Filing and Payment	Piper	Sep-19	Not Finalized
	Samoa	Strengthening Audit	Sutherland	Apr-19	Not Finalized
	Samoa	Outstanding Tax Returns and Payments	Scott	Aug-19	Not Finalized
Revenue Administration	Samoa	Taxpayer Services and Industry Partnership	Shrosbree	Sep-19	Not Finalized
	Samoa	Strengthening Audit	Sutherland	Sep-19	Not Finalized
	Solomon Islands	Review Implementation of Large Taxpayer Office	Shrosbree	Jun-19	Not Finalized
	Solomon Islands	Improve Ontime Filing and Payment	Lawrence	Sep-19	Not Finalized
	Tonga	Strategy to expand the LTO	Sutherland	Mar-19	Not Finalized
	Tonga	Review Progress and Strengthen Audit Function	Bell	Jun-19	Not Finalized
	Tonga	Industry Partnership Agreement	Shrosbree	Sep-19	Not Finalized
	Samoa	Large Taxpayer Office	Sutherland	Oct-19	Not Finalized
	Tuvalu	Implement VAT Audit Toolkit	Haigh	Sep-19	Not Finalized
	Tuvalu	Core Functions	Fisher	Oct-19	Not Finalized
	Vanuatu	Improve on-time filing and on-time payment	McGregor	Feb-19	08-Aug-2019
	Vanuatu	Strengthen Tax Return and Arrears Management	Field	Oct-19	Not Finalized

Financial Sector Supervision (FSS)	Cook Islands	SFEP – Financial Risk Analysis	Stefanou	Jul-19	6-Nov-2019
	FSM	Banking Regulatory Reform	Hefty	Jun-19	Not Finalized
	Marshall Islands	Development Bank Diagnostic	Henderson	Aug-19	Not Finalized
	Papua New Guinea	Supervision Framework Enhancement Program	Stefanou, De Bie	May-19	5-Nov-2019
	Samoa	Insurance Regulatory Reform	Rush	Nov-18	Not Finalized
	Solomon Islands	Supervision Framework Enhancement Program	De Bie	Apr-19	6-Nov-2019
	Solomon Islands	Prudential Standards	Stefanou/De Bie	Oct-19	Not Finalized
	Tonga	Insurance Regulatory Reform	Rush	Nov-18	Not Finalized
	Tuvalu	Prudential Reporting and Financial Analysis	Stefanou	Jun-19	22-Oct-2019
	Vanuatu	SFEP – Financial Risk Analysis	Stefanou	Jul-19	5-Nov-2019
Macroeconomic Statistics	Cook Islands	Refine GFS Compilation Techniques	Temes	Jul-19	8-Nov-2019
	Fiji	Quarterly National Accounts	Scheiblecker	Jun-19	Not Finalized
	Fiji	Production of External Debt Statistics	Tenes	Jul-19	Not Finalized
	Kiribati	Rebase National Accounts	McAllister	Aug-19	Not Finalized
	Marshall Islands	National Accounts	Scheiblecker	Sep-19	Not Finalized
	Marshall Islands	Government Finance Statistics	Temes	Oct-19	Not Finalized
	Micronesia	Government Finance Statistics	Temes	Oct-19	Not Finalized
	Niue	National Accounts- build independent compilation activity	Freeman	Mar-19	Not Finalized
	Palau	Government Finance Statistics	Temes	Oct-19	Not Finalized
	Papua New Guinea	GDP Rebasing	Scheiblecker	Oct-19	Not Finalized
	Samoa	National Accounts	Scheiblecker	Jan-19	Not Finalized
	Samoa	National Accounts	Scheiblecker, Freeman	Jul-19	Not Finalized
	Solomon Islands	National Accounts	Andrews	Dec-18	14-Oct-2019
	Solomon Islands	Government Finance Statistics	Rideout/ Van Cauter	Apr-19	27-Aug-2019
	Papua New Guinea	GDP Rebasing	Scheiblecker	Oct-19	Not Finalized
	Tuvalu	National Accounts	Andrews	Apr-19	16-Oct-2019
	Vanuatu	National Accounts	Scheiblecker	Nov-18	14-Oct-2019

