PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE
QUARTERLY REPORT

May 2017

In this Issue

I.   Introduction[1]

This report summarizes PFTAC activity since the start of the fifth operational and financing phase on November 1, 2016. More detailed elaboration under the various work streams is provided for the fourth quarter (Q4) of the just ended 2017 fiscal year (FY17), namely covering February 1 to April 30, 2017.[2]

It has been a period of transition beyond the shift to Phase V following the departure of Scott Roger in January 2017 after four years as PFTAC coordinator and the arrival of David Kloeden in early February from CARTAC, the IMF's equivalent center in the Caribbean. In early March, we welcomed Barend de la Beer as the seventh PFTAC resident advisor as our Government Finance Statistics (GFS) expert following several years of assisting Pacific Island Countries (PIC) for the IMF and PFTAC as a short-term expert. We look forward to a stable year ahead with no changes envisaged for the team of seven resident advisors.

In March, the Solomon Islands government kindly hosted and chaired PFTAC's two-day annual Steering Committee meeting in Honiara, the first since the start of Phase V. The agenda for the second day of proceedings included three informative and interactive sessions and panel discussions drawing on country and regional experiences and PFTAC assistance that focused on: macroeconomic statistics; domestic revenue mobilization, and public financial management.

In early April, the IMF's Asia Pacific Department (APD) with the support, funding, and collaboration of the Fiji Government, the Asian Development Bank (ADB), the Japanese International Cooperation Agency (JICA), and the World Bank hosted a three-day workshop in Suva, **Fiji** followed by the High-Level Pacific Island Dialogue on Building Resilience to Natural Disasters and Climate.

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[1] PFTAC is generously funded by Australia, Korea, New Zealand, and the Asian Development Bank (ADB) with expectations of support from the European Union. 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 staff, as well as various administrative costs.

[2] The last Quarterly Report was published in early January 2017 and covered the second quarter of FY17 (August to October 2016). Additionally, the FY17 Annual Report was published in March 2017 immediately prior to the annual Steering Committee meeting in Honiara and covered the entire fiscal year to that point and projected through the end of April 2017.

II.   PFTAC Developments
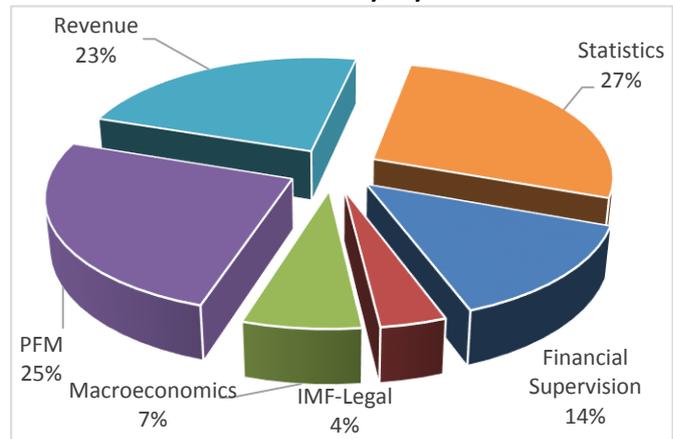
Activity Overview

During the second half of the fiscal year (FY17/H2), PFTAC mobilized 905 expert mission days, 11 percent more than the 815 days of TA in the first half of the year (FY17/H1) when program execution during the concluding months of Phase IV decelerated to ensure costs remained within the remaining available funds. While TA delivery began to increase in FY17/H2, the growth will accelerate further in FY18 with greater certainty of Phase V financing and a complete and experienced team in place. Overall, the FY17 outturn was slightly higher with 1,720 TA days delivered versus a projected full-year outturn in the FY17 Annual Report of 1,653 days, primarily from mobilizing several revenue STX missions late in the year in response to unforeseen requests (e.g. Solomon Islands) or by bringing forward FY18 plans to utilize under executed FY17 resources.

The 905 mission days were delivered over 57 distinct missions[3] to PFTAC member countries; participation in seven regional stakeholder meetings or events, and financing and delivery of three workshops, one jointly between the Macro, Revenue, and Statistics programs; a PFM workshop with PASAI, and a revenue workshop with PITAA. Finally, in early April, PFTAC assisted in the IMF/ADB/JICA workshop in Suva on building resilience to natural disasters ahead of the High-Level Dialogue on this topic. More details are provided at Annex 1.
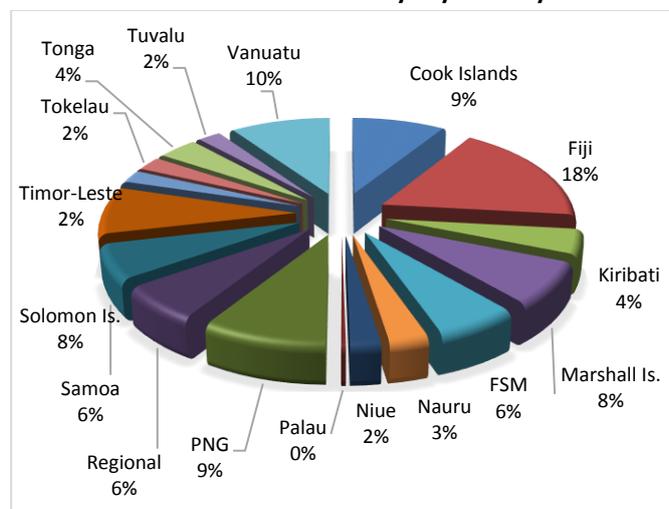
The biggest beneficiaries of PFTAC support during the period were **Fiji** in the revenue program (taxpayer services), PFM (accounting), and statistics (national accounts and GFS), followed by Vanuatu in PFM (risk-based audit), revenue (IT issues), and help with revenue reforms under both the macro and legal programs. **Papua New Guinea** and **Cook Islands** received significant Capacity Development (CD) inputs, both with respect to the financial sector and statistics (national accounts and external sector), plus revenue administration in **PNG** and revenue legislation in the **Cook Islands**.

FY17: November-April 2017
Total of 905 Mission Days by TA Sectors

Revenue 23%
Statistics 27%
PFM 25%
Financial Supervision 14%
Macroeconomics 7%
IMF-Legal 4%

FY17: November-April 2017
Total of 905 Mission Days by Country

Tonga 4%
Tuvalu 2%
Vanuatu 10%
Cook Islands 9%
Tokelau 2%
Timor-Leste 2%
Solomon Is. 8%
Samoa 6%
Regional 6%
PNG 9%
Palau 0%
Niue 2%
Nauru 3%
FSM 6%
Marshall Is. 8%
Kiribati 4%
Fiji 18%

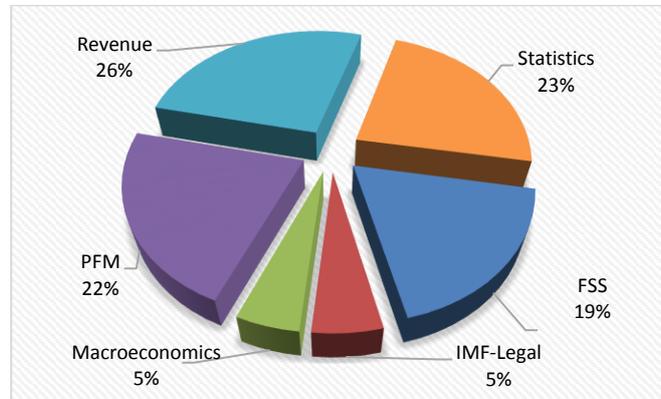[3] Counting as a single mission any with more than one expert all working on the same issues and Terms of Reference

Including the travel costs of the resident advisors, the proportion of US$ 1.04 million mission costs (LTX and STX) for FY17/H2 broadly parallels the proportion of mission days per program shown above except that the share of costs is slightly higher where a program is more reliant on STX than LTX inputs. For example, of 905 mission days, 23 percent were for the revenue program compared to 25 percent for PFM, yet mission costs were 26 percent of the total for revenue (with one LTX and heavier STX activity) and 22 percent for the PFM program (with two LTX and fewer STX inputs). With just three workshops delivered during FY17/H2, only about 25 percent of the US$550,669 of the budget was used.

Financial Overview

FY17: November-April 2017
Program Share of $1.04 million mission costs

All PFTAC operating costs through October 31, 2016 were chargeable to Phase IV. Finalization of Phase IV accounting has taken a little longer than originally anticipated but is expected soon. An unspent balance of approximately US$ 520,000 is anticipated from the US$ 25.24 million Phase IV budget envelope, giving rise to a final expenditure outturn of around US$24.71 million. Once the accounts are closed and a precise balance is calculated, Phase IV donors will be informed of their pro rata share of the remaining funds that they will be encouraged to carry forward to Phase V, if their rules allow, or request a refund.

Table: Phase V Member and Donor Contributions to PFTAC Funding			
	Proposed Contributions for Phase V (US$)	Contributions Received	LoU Status
Member Countries			
Fiji	$ 687,500	$ 125,000	√
Cook Islands	$ 110,000	$ 20,005	√
Nauru	$ 82,500	$ -	√
Tokelau	$ 11,000	$ -	√
Vanuatu	$ 165,000	$ 30,000	√
Kiribati	$ 82,500	$ -	√
Tonga	$ 110,000	$ -	√
Samoa	$ 165,000	$ -	√
Tuvalu	$ 27,500	$ -	Pending
Niue	$ 27,500	$ -	Pending
Solomon Islands	$ 165,000	$ -	Pending
PNG	$ 1,375,000	$ -	Pending
Marshall Islands (RMI)	$ 110,000	$ -	Pending
Palau	$ 110,000	$ -	Pending
Federated States of Micronesia	$ 110,000	$ -	Pending
Timor-Leste	$ 550,000	$ -	Pending
Sub-Total Member:	*$ 3,888,500*	*$ 175,005*	
Donors			
ADB	$ 800,000	$ 800,000	√
Korea	$ 2,500,000	$ 500,000	√
New Zealand	$ 8,500,000	$ 4,232,800	√
Australia	$ 7,700,000	$ -	Under discussion
EU	$ -	$ -	Under discussion
Sub-Total Donors:	*$ 19,500,000*	*$ 5,532,800*	
Total	$ 23,388,500	$ 5,707,805	
Baseline Funding Gap[1/]	$ 11,911,500	$ 29,592,195	
Aspirational Funding Gap[2/]	$ 16,311,500	$ 33,992,195	
1/ Baseline Budget Target	$ 35,300,000		
2/ Aspirational Budget Target	$ 39,700,000		

Phase V fund-raising is ongoing with Letters of Understanding (LoU) now signed by three donors (ADB, Korea, and New Zealand) plus their initial contributions received. Australia's LoU and first contribution is imminent, and a process is underway to secure EU financing under a regional component of the 11th European Development Fund (EDF). Excluding an EU contribution, a funding gap remains, with a shortfall of US$ 11.9 million from a baseline US$ 35.3 million Phase V target. However, a further US$ 4.4 million is sought to reach an aspirational target that would avoid a scaling-back of PFTAC resources and activity in the final years of Phase V.

For the first time, PFTAC member countries have agreed to contribute to PFTAC operations with eight of 16 members having already signed LoUs with initial instalments received from three countries. Discussions are ongoing with the remaining eight member countries that will soon hopefully culminate in their signed LoUs. Timely contributions from each country in accordance with their agreed instalment program is crucial to maintain uninterrupted PFTAC support.

A budget of US$ 3.39 million was allocated for the first six months of Phase V (November 1, 2016 through April 30, 2017). IMF centralized accounting records currently reflect just 44 percent expenditure outturn that is expected to be considerably higher once outstanding transactions are brought to account. For expenses tracked locally by PFTAC, an overall outturn of at least 80 percent of the total short-term expert (STX) budget of US$955,065 is expected, albeit with variances between specific program STX budgets.

III.   Report on Program Activities and Achievements

PFTAC Work Plan

Work plans for each of the PFTAC work streams (PFM, Statistics, Revenue, Financial Sector Supervision (FSS) and Macroeconomic Analysis and Forecasting) are prepared for presentation and endorsement by the annual Steering Committee meeting for the forthcoming fiscal year running May 1, 2017 through April 30, 2018. Assistance is demand driven based on the needs and priorities of the member countries and the region, constrained by the relevant budget envelope and human resource availability. As demand for PFTAC CD often exceeds supply, needs must be prioritized from Steering Committee stakeholder views and particularly the IMF's Asia Pacific Department and backstopping technical assistance departments.

By necessity, annual workplans must evolve to accommodate delays, cancelations, and changes in scheduled missions and events for a wide variety of reasons, and when possible, to accommodate unforeseen needs that subsequently arise. Activities and achievements in this quarterly report relate to the FY17 workplan that was approved at the February 2016 Steering Committee meeting and initially published in the 2016 Annual Report with subsequent updates in the December 2016 Quarterly Report and the 2017 Annual Report. The FY17 workplan and previous fiscal years have been presented as Logical Frameworks (LogFrames) for each work stream broken out by targeted objectives/outcomes. This format was similarly followed for the FY18 workplan presented in the 2017 Annual Report.

A new and streamlined presentation of the PFTAC workplans has been developed. Two views are now provided for FY18, namely by work stream (Annex 2) and another where all planned activities are grouped by country (Annex 3) that should help member countries and other stakeholders to see at a glance activities planned for each country. A mid-year review of workplan delivery will be undertaken with a revised version incorporating changes and additions prepared by early November 2017. The new format will provide a clear picture of delivery over the first half of the year, and planned changes for the balance of the year.

Public Financial Management

> PFTAC's technical assistance on PFM is delivered by two resident advisors (Ms. Chita Marzan and Mr. Richard Neves) supplemented by short-term experts, and backstopped by the Fiscal Affairs Department (FAD). The program covers a broad spectrum of issues to assist the region and our member countries towards six broad objectives:
>
> 1.   Improve laws and effective PFM institutions
> 2.   Strengthen budget preparation towards more comprehensive, credible, and policy oriented budgets
> 3.   Improve budget execution and control
> 4.   Improve coverage and quality of fiscal reporting
> 5.   Improve the integration of asset and liability management frameworks
> 6.   Strengthen the identification, monitoring, and management of fiscal risks.

Fiji has been an effective user of substantial PFM assistance from PFTAC. TA on accounting and fiscal reporting reform continued, and during the quarter, focused on the development of new government accounting and reporting policies on financial and non-financial assets and improving the economic segment of the government Chart of Accounts (CoA). The plan for FY18/Q1 is to follow-up the CoA reform, develop a framework for monitoring fiscal risks of state-owned enterprises (SOE) and statutory authorities, and develop an internal audit charter. PFTAC will also help the ADB review applications to hire an FMIS specialist for their Fiji project.

In the Marshall Islands a joint PFTAC mission of the PFM and macro advisers launched the update of the Marshall Islands Fiscal Model (MI-FM) and assisted the authorities with the development of their 2018 budget. PFTAC intends to collaborate closely with the ADB (who are proposing a PFM focused TA package) to maximize PFM outcomes in the RMI.

Authorities in the FSM have commenced drafting a PFM reform to guide PFM improvements based on the PEFA assessment conducted by PFTAC earlier in FY17.

In Nauru, **PFTAC helped with drafting a set of Finance Instructions** after consultation with key stakeholders during a mission in February 2017. Nauru has also commenced preparing a PFM reform to guide PFM improvements taking account of the PEFA assessment by PFTAC.

In Palau, **a PFTAC familiarization visit** was timed to coincide with a visit by the SPC focused on Institutional strengthening in Pacific Island countries to adapt to climate change (ISACC). PFTAC explored with the authorities what TA would be appropriate to help improve Palau's readiness for accessing climate change finance.

In Papua New Guinea, **PFTAC supported the IFMS reforms and the continuation of its successful roll out.** As at April 2017, around 35 national agencies were on-line (about 90 per cent of the national budget), with the remaining 11 national agencies expected to be live by July 2017.

In Samoa, **ongoing TA on fiscal reporting focused on SOE performance monitoring and reporting.** Further TA on SOE performance monitoring and cash forecasting is planned in FY18/Q1.

In Tonga, **PFTAC continued to provide assistance on improving accounting and reporting**, with a mission in March 2017 to improve the economic segment of the government Chart of Accounts. TA will continue in FY18/Q1 on improving the financial statements in accordance with international public sector accounting standards.

In Vanuatu, PFTAC has planned to start TA on accounting and reporting in early FY18.

Regional PFM Workshops and Seminars

At the March PFTAC Steering Committee meeting in Honiara, the PFM advisers made presentations during a PFM session on medium-term budgeting and fiscal reporting. The PFM advisers also participated in workshops and seminars organized by IMF Headquarters, other PFTAC programs, regional institutions, and development partners. Between February and April 2017, the PFTAC PFM advisers participated in several regional workshops/meetings:

- **Workshop of the Pacific Partners Coordination on Climate Resilience** (Suva, February 9, 2017) – conducted by the Pacific Islands Forum Secretariat. PFTAC participated with other development partners, and advocated that Cost Benefit Analysis must include the maintenance stage; and a Financial Reporting process consistent with national government systems for donor-funded projects.

- **PEFA Conference on the 2016 PEFA Framework** (Manila, February 28 to March 2, 2017) that was organized by the PEFA Secretariat with development partner support. The PFTAC PFM adviser was a panelist in one session and participated in the training for the new framework.

- **Workshop on Building Resilience to Natural Disasters and Climate Change (**Suva, April 4-6, 2017). Both PFTAC PFM advisers assisted in facilitating the workshop discussions.

Revenue Administration and Policy

PFTAC's Revenue Administration and Policy program is delivered by a single resident advisor (Mr. Stan Shrosbree) with extensive support of short-term experts, predominantly tax administration and to a limited extent tax legislation, with the former backstopped by the Fiscal Affairs Department (FAD) and the latter by the Legal Department (LEG). The program covers a wide range of revenue administration and supportive legal issues to assist the region and our member countries towards two broad objectives:

1. Strengthen revenue administration management and governance arrangements
2. Strengthen core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, and improvements in filing, payment, and audit activities.

Progress towards these objectives is expected to pay off over time in terms of increased administrative efficiency, increased equity of the revenue system, and improved domestic revenue mobilization.

PFTAC continues to support PICs in adapting their current business models towards a function based approach accompanied by greater emphasis on risk management. Despite these being relatively new concepts for the region, progress has been impressive with several countries moving to a functional model while simultaneously rolling out Compliance Improvement Strategies.

Fiji: **The Fiji Revenue and Customs Authority (FRCA) has made very effective use of recent PFTAC assistance.** For example, FRCA recently announced the introduction of a public and private binding rulings regime. A binding rulings regime helps taxpayers comply and meet their legal obligations with certainty of how the tax administration will interpret the law as it applies to their specific circumstances, scheme, or transaction. A PFTAC expert worked closely with a special FRCA team to help in the design and implementation of this initiative, and an additional TA mission evaluated FRCA's Compliance Improvement Strategy and provided guidance in the development of the 2017-2018 plan, covering both tax and customs administration.

Following the restructuring of the FRCA's Audit division, and drawing on PFTAC advice, the authorities sought a follow up mission to review progress and receive guidance to develop the next layer of audit reforms. Additionally, during the period, another PFTAC TA mission assisted in the development of a taxpayer services strategy.

Pacific Island Tax Administrators Association (PITAA)

Aiyaz Sayed-Khaiyum, Fiji's Hon. Attorney General, Minister for Finance, Public Enterprises, Public Service and Communications
Unveiling of the PITAA Secretariat plaque

PITAA's recent launch and establishment of a permanent secretariat is a significant achievement and puts in place a solid foundation for the creation of a respected regional tax administration association. PFTAC will continue to build on our relationship with PITAA by working together towards common regional objectives, regional training and capacity building initiatives. The first PFTAC/PITAA joint training delivery initiative took place in Kiribati during April 2017 where a 2-day VAT audit training session was delivered.

Federated States of Micronesia (FSM): **A late-April 2017 visit by the PFTAC advisor evaluated the status of reform** efforts including the implementation of a PFTAC facilitated compliance improvement strategy and initiatives to strengthen on-time filing and payment and management of arrears and outstanding returns.

Kiribati: **To strengthen audit capability,** PFTAC assisted the Kiribati Taxation Division (KTD) to enhance their VAT audit capability. This entailed a review of current VAT audit policies and facilitating the sharing of VAT import information between the KTD and the Kiribati Customs Service. A two-day VAT training course delivered by PFTAC and PITAA was also attended by Kiribati Customs.

Papua New Guinea: In March 2017, the PFTAC advisor completed a mission to PNG to work with the Independent Revenue Commission senior staff to **evaluate current reform progress** and prioritize where future technical assistance could be targeted.

Building Risk Management Capability in PNG's Internal Revenue Commission (IRC)

Betty Palaso,
Commissioner General of the Independent Revenue Commission

To improve risk management, the IRC created a Case Selection and Intelligence Division (CSID) in April 2016 reporting directly to the Commissioner Operations. It is staffed with 20 former assessors who were redeployed when their positions became redundant when the IRC moved to self-assessment. The CSID is responsible for data matching, analysis and risk profiling, the collection of 3rd party information from all relevant sources and the identification of all audit cases. The Exchange of Information unit also falls under this division which receives and dispatches specific information requests to PNG Treaty partners. The unit is also responsible for PNG's Exchange of Information on Request activities linked to audit and specific intelligence gathering and sharing between Competent Authorities. Data analysis has commenced using a data set comprising taxpayers with a gross profit margin of less than one percent, with compliance officers now following up on this information. Third party electronic data is being obtained from several sources and being fed into the data warehouse to generate taxpayer profiles based on debt and outstanding tax returns. Progress so far is attributed to the quality of data captured from tax returns, motivated staff, and on-the-ground expertise being provided by an IRC recruited risk management expert. This progress has motivated the IRC to develop an overarching Compliance Improvement Strategy which will identify the most significant risks identified in the tax system and will set out in broad detail how the IRC intends to respond to those risks.

Tax Outreach Service in the Cook Islands

In 2015 the Cook Islands Revenue Management Division introduced a Tax Outreach service. A job description was developed and an officer was recruited with the specific skills needed to deliver tax advice through a multitude of mediums. The emphasis of the position is to get out into the community and assist taxpayers with tax advice, setting up record keeping for businesses, and advising on registration options. The Outreach Officer is also responsible to produce various easy to read information guides, posters, and pamphlets for the public.

The introduction of the Outreach Service coincided with the launch of a new E-filing service. When the e-filing service became available, the Tax Outreach Officer went out into the community and promoted the service by holding seminars at business premises and halls, producing pamphlets and website material, and getting out to taxpayers individually to encourage them to use the new e-tax service.

Tax Outreach Officer, Chiavanni Le'Mon

One of the authorities' biggest challenges is the vast distance to the outer Islands from Rarotonga (the most populated island and home to central government). Being able to provide taxpayer services to these islands is expensive and difficult logistically. To overcome these barriers, the Outreach Service is developing videos and short commercials that can be delivered at minimal cost to educate taxpayers in these remote parts of the country.

In the words of the Collector of Inland Revenue for the Cook Islands, "*the outreach service has been extremely beneficial for our tax administration. We have seen our public's understanding of their tax responsibilities increase, and with that increased compliance. We have also seen the public's perception of taxes and of our administration improve.*"

The Cook Islands Revenue Management Division intends to expand the service in the future, including widening outreach into areas such as debt and return collection services

Samoa: TA in April 2017 by a short-term expert helped the Inland Revenue Service of Samoa's Ministry of Revenue **strengthen their audit capacity**. The expert helped the authorities develop a comprehensive strategy to strengthen their audit program as well as their organizational staffing arrangements, management practices, planning methods, risk analysis programs, and underlying audit methods and procedures.

Solomon Islands: PFTAC very quickly responded to an unplanned request from the Solomon Islands Inland Revenue Department to address concerns about tax arrears. A short-term expert was mobilized to facilitate the development of a strategy to strengthen on-time filing and payment, and the management of arrears and outstanding returns. This entailed a review and assessment of on-time filing and payment performance, arrears and returns management, strategic and operational planning, work procedures, regulations, enforcement powers, and organizational arrangements.

Tonga: Legal TA organized by PFTAC assisted Tonga to **redraft and modernize the Revenue Services Administration Act** (RSAA) following consultation with relevant stakeholders. The legislation is expected to be presented to Parliament in the June 2017 sittings.

Vanuatu: To support Vanuatu's tax reform, PFTAC facilitated the delivery of Legal TA to assist the authorities with the design and drafting of a modern income tax legal framework. This task, in which good progress has been made, was carried out in close consultation with the Vanuatu's Tax Policy Unit and Vanuatu's State Law Office.

Financial Sector Supervision

The Financial Sector Supervision (FSS) program is delivered by a single resident advisor (Mr. Ben Stefanou) supplemented by short-term experts, and backstopped by the Monetary and Capital Markets Department (MCM) and by the Legal Department (LEG) for a small amount of financial sector legislation TA. The program covers aspects of both the banking and nonbanking (e.g. credit unions, insurance) sectors through TA to central banks and financial regulators in the Pacific towards two broad objectives:

1. Developing and strengthening banking regulation in line with international standards
2. Implementing a risk-based supervision (RBS) system and upgrade of other regulatory processes

PFTAC's financial sector supervision activity for FY17/Q4 consisted of four missions, covering banking and credit union supervision.

Marshall Islands: A February 2017 TA mission to Majuro assisted the RMI Banking Commission **to develop and strengthen staff capacity to conduct on-site supervision.** The mission provided training to Commission staff on the on-site examination of banks; and provided guidance on the pre-examination assessment of banks' financial condition and risk management frameworks, through analysis of financials, policies, procedures, framework organization and governance. The mission also assisted the Commission to develop an on-site examination framework, as well as tools and guidance materials.

Papua New Guinea: A mission to Port Moresby in late February and early March 2017 **provided training on the fundamentals of banking supervision** to recently employed supervisors. The training topics covered included: fundamentals of risk based supervision; financial analysis; effective on-site examination; and supervision of Credit Risk, Operational Risk, IT Risk, Liquidity Risk, and Market Risk.

With respect to **credit union supervision**, a separate TA mission visited Port Moresby in March 2017 to assist in developing a standardized financial account structure for the Savings and Loan (S&L) sector. The mission worked with Bank PNG to confirm the suitability of a proposed pro forma for preparing audited financial statements for the S&L sector; and assisted Bank PNG to enhance the current prudential reporting framework. The proposed enhanced reporting framework is more in line with the annual report pro forma and now includes specification of current and non-current items (identifying important balance sheet categories commonly occurring in the S&L sector); and other comprehensive income format including separating for market value adjustments and operating income.

Samoa: **A review and update of a suite of bank prudential standards** was undertaken by a TA mission to Apia in April 2017, providing guidance and assistance to the Central Bank of Samoa. The mission helped the Central Bank to establish a baseline assessment of the required suite of prudential standards and developed draft examples to be used in developing the standards. PFTAC will provide follow-up assistance with industry consultation and finalization of the prudential standards.

Macroeconomic Statistics

> Until the recruitment of a resident Government Finance Statistics (GFS) advisor in March 2017, the Macroeconomics Statistics program had been delivered since May 2016 by a single resident advisor focused on National Accounts (NA) supplemented with modest short-term expert resources for GFS and very limited Balance of Payments (BOP) statistics. In March 2017 Mr. Barend de la Beer was appointed to PFTAC to deliver the GFS program, and Mr. Richard Wild continues to deliver and manage the real sector program and a very small external sector program. The efforts of the Macroeconomic Statistics program work towards a common objective of *'Strengthening compilation and dissemination of data on macroeconomic and financial statistics for decision making according to relevant internationally accepted statistical standards, including developing/improving statistical infrastructure, source data, serviceability, and/or metadata.*

Real Sector Statistics (RSS) and External Sector Statistics (ESS)

The FY17 final quarter was a particularly heavy period of TA delivery with 11 real sector statistics missions, five delivered by the resident advisor and six by short-term experts. Two ESS missions were additionally delivered by short-term experts.

Cook Islands: **a NA mission assisted with dissemination, rebasing, and source data developments.** The mission resolved issues with as-yet-unpublished latest quarterly estimates and provided training on rebasing using three sample industries. Progress was also made on the future use of annual tax data and company financial statements.

A concurrent ESS mission to the Cook Islands identified new annual data sources to help compile primary income and financial account estimates; as well as potential sources to support quarterly current account estimates. The overlap with the NA mission allowed broad discussion within CISO of the relationships between the BOP and NA statistics, especially their needs for common source data, as well as more holistic ad hoc training to be provided.

Fiji: **a NA mission followed up on past work to help develop a new system to compile quarterly estimates of GDP by production**. The mission resolved widespread inconsistencies between quarterly estimates and annual benchmarks and

sub-optimal methods by developing a more automated draft system to carry out repeated calculation tasks, allowing further time for economic analysis.

Niue: **a NA mission provided supplementation to produce latest draft annual GDP and basic ESS estimates.** The mission completed an update of the ESS tables for the years 2013–14 through 2015–16 and the national accounts update has now been completed following the late delivery of core administrative data. Compilation documentation was further enhanced.

Papua New Guinea: **An External Sector Statistics (ESS) mission verified key data sources** for liquid natural gas production, customs, GFS, and IIP and updated BOP data for 2015, working mainly with the Ministry of Finance. The mission also reviewed international financial transaction reporting forms and gave guidance on how to use these to compile BOP data.

A separate NA mission to Papua New Guinea reviewed the latest version of the new GDP compilation system, developed largely by the Australian Bureau of Statistics with technical input from PFTAC and support from the NSO. An automated system for processing unit tax records was drafted and demonstrated to local compilers.

Solomon Islands: **A short NA mission to complete work to rebase GDP from 2004 to 2012** followed PFTAC's Annual Steering Committee meeting. Two missions in FY17 had derived new annual benchmarks for 2012 for production and expenditure; this mission refined those and determined subsequent benchmarks for 2013-2015, as well as carrying out initial GDP balancing work. The new draft estimates are now with the NSO for discussion, analysis and further refinement where needed.

Tokelau: **a NA mission produced the first estimates of GDP for over twenty years.** From the Tokelau Statistics Office in Apia, a short-term expert worked with two local compilers to derive estimates of GDP by production for the financial years (July-June) 2012/13 to 2015/16. Current price estimates using the expenditure approach were also produced, though these were constrained to the production estimates due to data gaps.

Tonga: **a NA mission further developed the use of tax data in GDP estimates and the new business register**. New value added ratios were derived from unit level tax records to complement and/or replace outdated ratios from a previous business census, and a new Memorandum of Understanding was drafted and submitted to the revenue authority to give the NSO continuing access to tax records. Agreement was secured for the Business Registries Office to supply historical records to improve industrial classification accuracy. Some dissemination delays were also resolved.

Tuvalu: **a NA mission provided supplementation to produce latest draft annual GDP estimates.** Estimates were compiled for 2015 and provided to the authorities for their review and finalization. Some capacity building work helped improve technical skills and supporting documentation, and an outline rebasing plan was developed.

Regional: **a joint PFTAC workshop on GDP compilation and revenue forecasting was attended by officials from FSM, Palau, and the Marshall Islands.** Following a successful pilot of the joint approach in Fiji in late 2016, PFTAC advisors for NA; Macroeconomic Analysis and Forecasting; and Revenue Administration worked together over five days to link together data suppliers and users from across national administrations, using a mix a lectures, targeted practical exercises and group discussions. Further details are provided in the box below.

Government Finance Statistics (GFS)

Until the March 2017 appointment of Mr. de la Beer to PFTAC, the IMF previously provided GFS capacity development in the Pacific under a now concluded regional program financed by the Japanese Government which PFTAC is now mostly carrying forward except for Papua New Guinea that continues to benefit from a separate but ongoing Japanese program. For the period in review, two GFS TA missions were delivered, one by a short-term expert and the other by the new advisor.

Fiji: The objective of the April 2017 mission was to **investigate that source data are comprehensive for the compilation of GFS for the general government.** The mission continued to collect, validate, and balance source data for the general government. Source data for newly identified entities and outstanding data collected since the previous mission were incorporated into the GFS time series. The mission assisted in the identification of general government consolidation entries and made recommendations for the reclassification of data that will impact consolidation. A project on the review of the national CoA has been initiated by the authorities and the mission completed an initial assessment to ensure that

bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS and serve as input to other cross-cutting programs and projects, like the Reserve Bank of Fiji's financial programming model.

Timor-Leste: The February 2017 mission focused on the coverage and scope of data classification, compilation, and dissemination for GFS. The mission addressed the treatment of institutional units, the classification of transactions of the central government (with specific reference to reporting of disbursement and spending of donor grants), subsidies versus grants, cash balances, equity, government net lending, and net incurrence of liabilities. A review and update of the national chart of accounts (CoA) to the GFS bridge table in line with the updated *Government Finance Statistics Manual (GFSM 2014)* were performed. Statistical presentation issues raised by the IMF's Asia and Pacific Department, specifically relating to the Petroleum Fund, were investigated, discussed, and addressed. A new fiscal table using the *GFSM 2014* methodology was compiled to present general government annual and quarterly fiscal data.

GFS remote assistance was provided to the **Solomon Islands** in compiling preliminary annual GFS results for the budgetary central government, fiscal year 2016. The **Marshall Islands** received remote assistance in the compilation of budgetary central government quarterly data, quarter one of 2017.

Macroeconomic Analysis and Forecasting Program

The Macroeconomic Analysis and Forecasting (Macro) program is delivered by a single resident advisor (Ms. Iris Claus) with budget resources for supplementary short-term experts. Unlike the other programs that are backstopped by an IMF headquarters functional department, the PFTAC Macro program is overseen by the Asia Pacific Department that facilitates strong synergies between surveillance and capacity development. The Macroeconomic Analysis and Forecasting program aims at a single board objective for *'Improved macroeconomic policy advice to government and central bank management.'*

The last quarter of FY17 saw further advancements in medium-term budgeting, economic analysis and research, and revenue reforms. It ended with a workshop and high-level dialog on building resilience to natural disasters and climate change, and a training event on compiling GDP and forecasting revenues.

Medium-term budgeting is progressing in the Marshall Islands where staff from the Ministry of Finance and the Economic Policy, Planning and Statistics Office (EPPSO) are developing the Marshall Islands Fiscal Model (MI-FM). The MI-FM produces medium-term fiscal projections that are consistent with the economic forecasts compiled by the U.S. Graduate School and allows assessing the implications of some grants terminating in 2023 under the Amended Compact Agreement. The MI-FM adopts GFS methodology, producing internationally comparable fiscal data that is particularly useful for sustainability analysis. The MI-FM is being used to help prepare the budget for the next fiscal year, which starts in October 2017. Revenue estimates for the current fiscal year are derived from quarterly GFS data compiled by EPPSO and past collection trends, while forecasts are produced based on U.S. Graduate School economic projections. Work is also on-going to report budget numbers on a GFS basis. Once budget numbers are available in GFS a medium-term fiscal framework can be developed. A medium-term fiscal framework is a mechanism that establishes multi-year (perhaps 3 – 5 year) fiscal targets and ensures that targets are respected over the whole budget cycle from initial development of the budget to when it is executed. Developing a medium-term fiscal framework is important given the forthcoming reductions in Compact grant funding and the recent increases in fishing revenues.

In the **Solomon Islands,** the Central Bank of Solomon Islands (CBSI) and the Ministry of Finance and Treasury (MOFT) have had macroeconomic programming frameworks for several years. They are used in budget preparation and to provide policy advice to Government and central bank management. The two frameworks share the same basic structure including a real sector, a fiscal sector, and BOP, but there are some differences in terms of the variables forecast. For example, the MOFT Solomon Islands Macroeconomic Model (SIMEM) forecasts revenue collection, while the CBSI framework takes the numbers from the budget. Work commenced to upgrade both frameworks to undertake sustainability analysis of policy scenarios, which requires the forecast horizons to be extended beyond the current three years. To project real GDP to 2040, growth rates are forecast to gradually return to averages except for the health and education sectors. Health is

assumed to grow in line with an ageing population using population projections from the United Nations (UN). Education is also forecast based on the UN population projections and assumptions about school enrolment rates. **The Solomon Islands macroeconomic programming frameworks are the first in the region to incorporate demographic changes into economic and fiscal forecasts.** CBSI staff are also working on a research paper that quantifies the short- and long-run nexus between public debt and real GDP growth. Further extensions to previous research on estimating an output gap are planned.

In Vanuatu, a nationwide consultation has been completed on proposed revenue reforms, which include introduction of personal and corporate income tax and reductions in fees, charges, and import duties. The Revenue Review Committee, which was established by the Council of Ministers in April 2016 to review the tax and non-tax revenue systems, also received submissions on a public "Consultation Paper – The Case for Revenue Reform and Modernisation" and an "Overview of the Consultation Paper." Using the Tax Policy Unit's national framework for revenue forecasting alternative revenue raising options proposed during public consultation and in media commentary were evaluated and the Revenue Review Committee has prepared a final report to be submitted to Government. It summarizes, presents analysis, and comments on submissions on the consultation paper and on feedback received during consultations and makes recommendations for revenue reforms in Vanuatu.

A workshop and a high-level dialogue on *Building Resilience to Natural Disasters and Climate Change* were held in Suva, **Fiji**, co-hosted by the IMF and the Government of Fiji, with funding support from the Asian Development Bank, the Japan International Cooperation Agency, and the IMF Regional Office for Asia and the Pacific. The purpose of the workshop and dialogue was to strengthen macroeconomic policies in addressing climate change challenges through policy discussion and capacity building. The events also facilitated engagement between the IMF, other development partners, and Pacific country officials on topical macroeconomic issues in the region beyond the regular cycle of IMF surveillance missions, Annual and Spring Meetings, and technical assistance missions.

GDP is a key macroeconomic statistic for revenue forecasting. To help build capacity to produce GDP estimates and revenue forecasts PFTAC facilitated a multi-topic, sub-regional workshop in Pohnpei, Federated States of Micronesia, on *Compiling Gross Domestic Product and Forecasting Revenues*. The training event (see Box above) brought together participants from the statistics offices, the ministries of finance, the tax offices, and the social security administrations from **Federated States of Micronesia**, **Marshall Islands**, and **Palau**. For around ten years, the compilation of GDP and other key economic statistics in the three countries has largely been carried out by the U.S. Graduate School as part of the U.S. Compact arrangements in the region. With the Compact arrangements extending to 2023, there is a need to prepare for a shift in compilation responsibilities.

During the first quarter of FY18 the PFTAC Macro program will continue to assist with budget preparations in **Marshall Islands** and upgrading countries' macroeconomic programming framework (**Fiji**, **Papua New Guinea**, and **Samoa**). Work will also commence to develop GDP forecasting methodology in **Tuvalu**.

Inter-Agency Collaboration to Enhance GDP Compilation and Revenue Forecasting

A clearer understanding of data sources and uses across government can lead to better recognition and increased funding for national statistics offices (NSOs) and, in turn, better use of GDP and other data in policy making. Following the success of a joint GDP and forecasting workshop facilitated by PFTAC in October 2016 (attended by staff from the NSOs, ministries of finance, tax administrations, and central banks from Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga, and Vanuatu), this late-April 2017 training event brought together 19 participants from the statistics offices, the ministries of finance, the tax offices, and the social security administrations from the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and Palau to build capacity to produce GDP estimates and revenue forecasts. Sessions were split between lectures, country presentations, group discussions, and technical exercises, with the latter two related to regional issues.

The workshop covered the principles of compiling GDP across the production, expenditure, and income approaches and focused on specific areas, including measuring the informal sector and generating volume estimates, fiscal forecasting, budget preparations, and revenue administration issues. Theory was linked to country practices by staff attending from the U.S. Graduate School (USGS) and the agenda was made flexible to accommodate any pertinent discussions arising.

In terms of local, independent compilation, attendees noted they had gained new knowledge and insights into principles and practices, which should give them greater confidence to produce their own estimates. Some specific milestones were agreed in principle at the end of the workshop:

• Staff in the Palau Office of Planning & Statistics are the furthest ahead and will continue to produce parallel GDP estimates using the USGS system, which they will verify with U.S. Graduate School staff.

• For FSM, staff from the Division of Statistics, PFTAC, and the USGS agreed to revive plans to run a business survey that had been designed but not conducted.

• In RMI, capacity remains limited to a single compiler in the Economic Policy, Planning and Statistics Office. The USGS agreed to update system instructions and to support the staff member to compile parallel GDP estimates for the first time during a mission to be assisted by PFTAC later in FY18.

Work also commenced, during the training, to set up revenue forecasting systems in FSM and Palau based on economic projections produced by the USGS.

Of the 19 participants, 18 provided feedback with on average 70 percent agreeing or strongly agreeing that the workshop was effective. Most importantly, respondents indicated they had gained valuable insights into partner agencies' work and that they would be able to use this to improve their own working practices.

Summary of Evaluation Survey Responses

	Strong disagree	Disagree	OK	Agree	Strongly agree
Topics covered were relevant	0%	0%	22%	44%	33%
Discussion times were adequate	0%	6%	44%	22%	28%
Presentation style was suitable	0%	0%	33%	50%	17%
Knowledge gained will be applied at my work place	0%	0%	6%	61%	33%
The language used was easy to understand	0%	11%	17%	44%	28%
I was able to network effectively	0%	0%	44%	33%	22%
Averages	*0%*	*3%*	*28%*	*43%*	*27%*

Most indicated that the content was pitched at the right level and that the exercises were challenging but useful. However, as might be expected with a mixed audience, a few found the technical work difficult to comprehend; if repeated in future, it might be beneficial to provide separate but complementary exercises for NSO and non-NSO staff. Though positive overall, attendees would have preferred longer discussion times and more time to network.

PFTAC warmly thanks participants for their input and will use it to make an even greater success of training events in FY18 and beyond.

IV. Planned TA Activities FY18/Q1: May – July 2017

May 2017 Planned Activities

Country	Program	Description	Advisor/s	Dates
Fiji	PFM	Identification, monitoring and management of SOE fiscal risks	LTX-Marzan	May 1 - 12
Marshall Is	Macro	Support the use of the Marshall Island Fiscal Model in Budget Prep	LTX-Claus	May 1 – 5
Papua New Guinea	Macro	Continue developing a macroeconomic and fiscal framework	LTX-Claus	May 22 – June 2
Solomon Is.	PFM	Strengthen Cash Management – Follow-up and Implement IPSAS	STX-Silins	May 1 – 12
Vanuatu	FSS	Review state of Risk Based Supervision (RBS)	LTX-Stefanou STX - Jackson	May 1 – 5
Palau	Revenue	Review implementation of the new organizational structure; and (b) develop a taxpayer services strategy	STX-McNeill	May 8-19
Palau	Revenue	Discuss future tax policy and administration reforms and confirm PFTAC's technical assistance plan FY2018	LTX-Shrosbree	May 12
RMI	Revenue	Discuss future tax policy and administration reforms	LTX-Shrosbree	May 9 - 10
Regional	Revenue	Attend annual OCO Annual Conference in Guam	LTX-Shrosbree	May 1 - 5

June 2017 Planned Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	FSS	Risk Based Supervision Enhancement	LTX – Stefanou STX – Algier	June 26 – July 7
Fiji	RSS	Quarterly GDP	LTX – Wild	May 30 – June 5
	PFM	Development of Internal Audit Charter	LTX – Marzan STX – Morrison	May 31 – June 9
		Improving the Chart of Accounts	STX – Silins	June 26 - 30
Papua New Guinea	FSS	Risk Based Supervision Enhancement	LTX – Stefanou STX – Jackson	June 5 - 13
Samoa	RSS	National Accounts	LTX – Wild	June 12 – 23
Solomon Islands	PFM	Strengthening Cash Management (work at home)	STX – Silins	June 5 – 16
Tonga.	GFS	Government Finance Statistics	LTX-de la Beer	June 5 – 16
Vanuatu	Revenue	Further strengthen compliance risk management	LTX - Shrosbree	June 26 – July 7

July 2017 Planned Activities

Country	Program	Description	Advisor/s	Dates
Cook Islands	GFS	Government Finance Statistics	LTX – de la Beer	July 3 – 7
Fiji	PFM	Improving Chart of Accounts (work at home)	STX – Silins	July 3 – 12
	Revenue	Senior auditor training: interpretation & analysis of financial statements	STX - Teed	July 3 - 7
Kiribati	FSS	Develop Credit Union Supervision	STX – Henderson	July 25 – Aug 2
	PFM	PEFA Self-Assessment	LTX – Neves STX - Narube	July 25 – Aug 3
	Revenue	Strengthen Organization Structure Develop Risk Based Compliance Improvement Strategy	STX – Scott	July 17 – 26 July 27 – Aug 3
	RSS	National Accounts	STX – McAllister	July 27 – Aug 10
Northern Pacific	FSS	Financial Sector Regulatory Reform Workshop (in Guam for Palau, FSM and RMI)	LTX – Stefanou STX- Hefty STX – Anvari (LEG)	July 10 -14
Papua New Guinea	Revenue	Strategy and Governance Arrangements for Reform Strengthen the integrity of tax register, improve filing & payment	STX – McNeill STX - Lawrence	July 1 – 15 July 17 – Aug 5
RMI	FSS	On-Site Examination	STX – Hefty	July 17 – 28
	Revenue	Strengthen audit capability	STX – Leano	July 10 – 24
Samoa	Macro	Develop the Samoa Economic and Revenue Forecasting Model	LTX – Claus	July 3 – 7
	PFM	Improve fiscal oversight of Public Bodies	STX – Narube	July 10 – 17
		Strengthen Cash Management	STX – Silins	July 10 -14
Tonga	PFM	Improving Accounting and Reporting Framework	LTX – Marzan	July 24 – 28
	Revenue	Strengthen Audit Capability	STX – Teed	July 9 -21
Tuvalu	Macro	Develop GDP Forecasting Methodology	LTX – Claus	July 24 - 28
Vanuatu	PFM	Accounting and Financial Reporting	LTX – Marzan STX - Uluinaceva	July 3 - 12
	Revenue	Strengthen organizational design	STX – McNeill	July 24 - 31

Annex 1: PFTAC Missions
Workshops, Meetings and Training
TA Reports transmitted to Country Authorities

November 2016 – April 2017
Country Technical Assistance

Public Financial Management

Country	Description	Advisor	Activity Days	Month	RBM Codes
Fiji	Improve the Chart of Accounts	STX-Silins	16	Feb-17	4.1,4.2
		LTX-Marzan	5		
	Strengthen accounting and reporting frameworks	LTX-Marzan	32	Mar & Apr-17	4.1
FSM	PEFA Self-Assessment & PFM roadmap development	LTX-Marzan, Neves	36	Nov-16	1.2
		STX-Narube	19	Nov-16	1.2
Marshall Is.	Introductory visit	LTX-Neves	5	Feb-17	2.3
Nauru	Financial Instructions – Work from Home (Phase 2)	STX-Mayes	5	Nov-16	1.1
	Financial Instructions – Phase 2	STX-Mayes	16	Dec-16	1.1
	Financial Instructions – Work from Home (Phase 3)	STX-Mayes	5	Jan-17	1.1
Palau	Introductory visit	LTX-Neves	3	Feb-17	2.3
Solomon Is.	Improve cash management	STX-Silins	10	Nov-16	5.1
		LTX-Marzan	14		
	Develop Cash Management Regulations – Work from Home	STX-Silins	11	Dec-16	5.1
Tonga	Improving Chart of Accounts	STX-Silins	16	Feb-17	4.1,4.2
Vanuatu	Follow-up TA to improve risk-based auditing	STX-Prcevich	22	Nov-16	3.2
Regional	Friends of Budget Support Meeting	LTX-Neves	3	Nov-16	3.2
	Joint PFTAC/PASAI Regional Workshop on risk-based auditing	LTX-Marzan	5	Dec-16	3.2
	PEFA Meeting for Asia and Pacific	LTX-Marzan	6	Feb-17	1.2.1
	IMF-ADB-JICA workshop and high-level dialogue on building resilience to natural disasters	LTX-Marzan, Neves	10	Mar-17	2.3

Revenue Policy & Administration

Country	Description	Advisor	Activity Days	Month	RBM Codes
Fiji	Strengthen the audit function and facilitate the design of a High Net Work Individual Strategy	STX - Teed	32	Jan-17	1.5
	Develop a Public and Private Binding Rulings Regime	STX-Middleton	20	Jan-17	1.7
	Strengthening compliance management	STX-Aslett	19	Feb-17	1.5

Revenue Policy & Administration continued

Country	Description	Advisor	Activity Days	Month	RBM Codes
Fiji	Strengthening taxpayer services	STX-Scott	16	Apr-17	2.4,2.5
	Strategic Review of tax policy and administration reforms	LTX-Shrosbree	2	Feb-17	1,1-1,5 2,1-2,5
FSM	Review Overall Reform Progress	LTX-Shrosbree	5	Apr-17	1.1, 2.1-2.5
Kiribati	Strategic review of tax policy and administration reforms	LTX-Shrosbree	2	Feb-17	1,1-1,5 2,1-2,5
	Strengthen the Audit Function	STX – Leano	16	Apr-17	
Marshall Is.	Strengthen arrears and returns management and develop a taxpayer services strategy	STX-Lawrence	25	Jan-17	2.3,2.4
Papua New Guinea	Review core tax functions	LTX-Shrosbree	10	Mar-17	2.1-2.5
Samoa	Strengthen Audit Function	STX-Teed	18	Apr-17	1.5
	Strategic review of tax policy and administration reforms	LTX-Shrosbree	2	Feb-17	1,1-1,5 2,1-2,5
Solomon Is.	Strengthen Arrears and Returns Management	STX-Lawrence	19	Apr-17	2.4,2.5
	Strategic review of tax policy and administration reforms	LTX-Shrosbree	2	Feb-17	1,1-1,5 2,1-2,5
Tonga	Strategic review of tax policy and administration reforms	LTX-Shrosbree	2	Feb-17	1,1-1,5 2,1-2,5
Vanuatu	Review implementation of reforms	LTX-Shrosbree	3	Dec-16	1.1-1.5
	Conduct due diligence for an IT upgrade	STX-Dark	15	Nov-16	1.3
Regional	Compiling risk management workshop co-funded with OCO	LTX-Shrosbree	5	Nov-16	1,1-1,5 2,1-2,5
	Workshop on Compiling GDP & forecasting revenues	LTX-Shrosbree	1	Apr-17	n.a.

Financial Sector Supervision

Country	Description	Advisor	Activity Days	Month	RBM Codes
Cook Islands	Risk-based Supervision Framework diagnostic and enhancement plan	STX-Henderson	13	Jan-17	3.3.4
		STX-Algier	17		
		LTX-Stefanou	6		
Marshall Is.	On-site examination guidance and training	STX-Hefty	22	Feb-17	3.3.4
Papua New Guinea	Foundation supervision training	LTX-Stefanou	7	Feb-17	3.3.4
		STX-Awayiga	17		
	Assist in developing a standardized financial account structure for credit unions	STX-Mitchell	13	Mar-17	3.3.4
Samoa	Regulatory reform – development of prudential standards	STX-Algier	14	Apr-17	3.3.4
	Regulatory reform – development of prudential standards	LTX-Stefanou	7	Apr 17	3.3.4
Regional	South Pacific Central Bank Governor's Meeting	LTX-Stefanou	4	Nov-16	n.a.
	Financial Soundness Indicator Workshop	LTX-Stefanou	2	Dec-16	n.a.

Macroeconomic Statistics

Country	Description	Advisor	Activity Days	Month	RBM Codes
Cook Islands	National Accounts	STX-Andrews	21	Mar-17	12.1
	External Sector Statistic	STX-Fitzgibbon	21	Mar-17	15.1
Fiji	Government Finance Statistics	LTX-Barend	14	Apr-17	10.3
	National Accounts	LTX-Wild	5	Apr-17	12.1
Kiribati	National Accounts	LTX-Wild	21	Nov-16	4.1,5.1
Niue	National Accounts	STX-Freeman	20	Feb-17	18.1,3.1
Papua New Guinea	National Accounts	LTX-Wild	14	Feb-17	4.1
	External Debt Statistics	STX-Rayyan	21	Feb-17	15.1
Samoa	National Accounts	LTX-Wild	14	Nov-16	4.1
Solomon Is.	National Accounts	LTX-Wild	9	Mar-17	4.1
Timor-Leste	Government Finance Statistics: Development and Training	STX-Barend	20	Feb-17	5.13
Tokelau	National Accounts	STX-Hughes	22	Feb-17	5.1
Tonga	National Accounts	LTX-Wild	14	Jan-17	4.1
Tuvalu	National Accounts	STX-Andrews	20	Feb-17	18.1,3.1
Regional	PSSC Meeting	LTX-Wild	2	Nov-16	20.1
	Workshop on Compiling GDP & forecasting revenues	LTX-Wild	9	Apr-17	1.4,3.4.15.3,13.1

Macroeconomic Analysis and Forecasting

Country	Description	Advisor	Activity Days	Month	RBM Codes
Marshall Is.	Develop the Marshall Islands Fiscal Model (MI-FM)	LTX-Claus	16	Feb-17	5.2
Solomon Is.	Continue developing the Solomon Islands' macroeconomic programming framework	LTX-Claus	5	Mar-17	5.1
Vanuatu	Assist prepare a report on revenue reform recommendations	LTX-Claus	6	Apr-17	5.1
Regional	IMF/ADB/JICA Workshop and High Level Dialogue on Building Resilience to Natural Disasters and Climate Change	LTX-Claus	4	Apr-17	5.1
	Workshop on Compiling GDP and forecasting revenues	LTX-Claus	5	Apr-17	5.1

Legal (Taxation)

Country	Description	Advisor	Activity Days	Month	RBM Codes
Cook Islands	Tax Law	STX-Burns	3	Dec-16	
Tonga	Fiscal Tax Law	STX-Burns	3	Dec-16	
Vanuatu	Designing Income Tax Legislation	STX-Burns	23	Jan-17	
	Designing Income Tax Legislation	STX-Burns	5	Mar-17	

Meetings, Seminars and Training

TA Sector	Description	Location	Advisor	Mission Days	No. of Pax	RBM Codes	Month
Revenue	Compiling risk management workshop co-funded with OCO	Fiji	LTX-Shrosbree	5	35	1.2	Nov-16
Public Financial Management	PFTAC/PASAI regional workshop on risk-based auditing	Solomon Islands	LTX-Marzan	5	32	3.2	Dec-16
Revenue Macroeconomics Statistics	Workshop on compiling GDP and forecasting revenue	FSM	LTX-Shrosbree LTX-Claus LTX-Wild	1 5 5	23	5.3 5.1 1.4,3.1, 4.1	Apr-17
IMF/PFTAC	PFTAC Steering Committee Meeting	Solomon Is.	Resident Advisors	4	60	n.a.	Mar-17
	IMF/ADB/JICA Workshop and High Level Dialogue on Building Resilience for Natural Disasters	Fiji	Resident Advisors	3	32	n.a.	Apr-17

TA Reports Transmitted to Country Authorities

TA Sector	Country	Title of Report	Month of Mission	Transmittal Letter Date
PFM	Fiji	Improve the Chart of Accounts	Feb-17	27 Mar-17
	Tonga	Chart of Accounts Reform – Phase I	Feb-17	10 Apr-17
Revenue	Fiji	Strengthening compliance management	Feb-17	Not Finalized
	Fiji	Review the Audit Reforms and Developing a High Net Worth Individual (HNWI) Compliance Strategy	Jan-17	10 Apr-17
	Fiji	Develop a Public and Private Binding Rulings Regime	Jan-17	Not Finalized
	Marshall Is.	Strengthen arrears and returns	Jan-17	Not Finalized
	Papua New Guinea	Review Core Tax Functions	Mar-17	02 May-17
Financial Supervision	Cook Islands	Supervision Framework Enhancement Program	Jan-17	10 May-17
	Papua New Guinea	Assist in developing a standardized financial account structure for Credit Union	Feb-17	26 Apr-17
Statistics	Kiribati	National Accounts Statistics Mission Report	Nov-16	19 Jan-17
	Samoa	National Accounts Statistics Mission Report	Nov-16	03 Feb-17
	Tokelau	National Accounts Statistics Mission Report	Feb-17	17 May-17
	Timor-Leste	Government Finance Statistics Mission Report	Feb-17	11 May-17
	Tuvalu	National Accounts Statistics Mission Report	Feb-17	11 May-17

Annex 2: PFTAC Work plan FY2018 by Program: May 2017 - April 2018

					May 2017 - April 2018 (in person-days)			Number of Missions/ Activities				
TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC LTX	ST experts	Total		Milestones	Comments	Planned Date	Experts
Work Plan - May 2017 to April 2018: Public Financial Management (PFM)												
Public Financial Management	1. Improved laws and effective PFM institutions	Fiji	1.1 Legal Framework enacted	Revision of Financial Instructions	0	26	26	2	Revised Fis developed by PFTAC and adopted by authorities by October 2018	Assumes parliamentary approval of PFM Act amendment FY18/H1; Involves mission and work from home	April 2018	Silins
		Kiribati	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment	16	20	36	1	PEFA Self-Assessment completed by August 2017	With significant country ownership, reviewed by PFTAC	July-Aug 2017	Neves/Narube
		Palau	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment	7	18	25	1	PEFA Self-Assessment completed Feb 2018	Developed by authorities and reviewed by PFTAC	Feb-18	Neves/TBA
		Solomon Islands	1.1 Legal Framework enacted	Revision of Financial Instructions	0	36	36	3	Revised Fis developed by PFTAC and adopted by authorities by July 2018	PFTAC to review draft by authorities assumed ready FY18/H1; Involves 2 missions and work from home	January to February 2018	Mayes
		Timor Leste	1.2 MoF capacity can meet enacted PFM responsibilities	Expenditure Review Seminar	7	0	7	1	Participation in the Expenditure Review Seminar	PFTAC participation was requested by the authorities. This seminar will be participated by other development partners	June 2017	Neves
		Tokelau	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment and update of PFM Roadmap	13	19	32	1	PEFA Self-Assessment completed by September 2017 and PFM Roadmap updated by January 2018	Developed by authorities and reviewed by PFTAC	September 2017	Neves/Uluinaceva
		Regional	1.2 MoF capacity can meet enacted PFM responsibilities	Participation in development partners' forum	28	0	28		Technical inputs provided as required	Includes participation in development partners forum	between May 2017 to April 2018	Neves/Marzan
Public Financial Management	2. Strengthen budget preparation towards more comprehensive, credible, and policy oriented budget.	Fiji	2.2 More comprehensive and unified annual budget is published	Refinement of budget documents and process	11	0	11	1	Fijian budget document continues to expand in terms of content by September 2017	Work undertaken in-house	June 2017	Neves
		Regional	2.3 More credible medium-term budget framework is integrated in annual budget process	Workshop on Expenditure Planning & Budget Documentation	5	0	5	1	Workshop Delivered as planned.	Collaboratively with Macro advisor, ADB, PIFS, UNESCAP	September 2017	Neves
Public Financial Management	3. Improve budget execution and control.	Fiji	3.1 Budget execution and controls are strengthened	Development of an Internal Audit Charter	10	19	29	1	Internal Audit Charter developed by PFTAC and adopted by authorities by December 2017	One-week on-site and one-week off-site	June 2017	Morrison/Marzan
				Development of internal control risk framework and audit strategy	0	20	20	1	Risk framework and strategic audit plan developed by PFTAC and adopted by authorities by May 2018		October 2017	Morrison
		PNG	3.1 Budget execution and controls are strengthened	Training Needs Assessment and Internal Auditor Training	0	21	21	1	Training completed on PFM Systems Audit of at least large departments	Low PEFA Internal Audit scores due to lack of systems-based audits.	March 2018	Morrison
		Vanuatu	3.1 Budget execution and controls are strengthened	Strengthening Internal Audit	0	20	20	2	1. Payroll and procurement manual developed by PFTAC by mid November, 2017 2. Auditors trained by PFTAC and using manual by end of November 2017.	Builds on 2016 TA, involves on and off-site work	November 2017	Prcevich
		Regional	3.1 Budget execution and controls are strengthened	Workshop on strengthening budget execution controls	7	12	19	1	Workshop Delivered as planned.	Targets Heads of Treasury and Internal Audit	August 2017	Marzan/Silins

Work Plan - May 2017 to April 2018: Public Financial Management (PFM)					May 2017 - April 2018 (in person-days)			Number of Missions/ Activities				
TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC LTX	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Public Financial Management	4. Improve coverage and quality of fiscal reporting	Fiji	4.1 Chart of Accounts is aligned with International Standards	Phase 2 of improving the Chart of Accounts	0	19	19	2	With PFTAC support, all classifications are developed and integrated into CoA and adopted by authorities by October 2017.	Phase 1 completed Feb 2017. On and off-site work by STX.	June/July 2017	Silins
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement new government accounting and reporting policies	12	0	12	1	1. Ministry staff trained by April 2018 to implement IPSAS-Cash. 2. MoE staff trained by August 2017 to implement Phase 1 of new procedures.	This will lbe first phase of support	From June 2017	Marzan
		Nauru	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	14	14	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2018 2. Staff trained on IPSAS-Cash by December 2017.	Part of PFM Roadmap	December 2017	Mayes
		PNG	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	19	19	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2017 2. Staff trained on IPSAS Cash by November 2017	Part of PFM Roadmap	November 2017	Mayes
		Samoa	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Improve accounting frameworks on financial assets and liabilities	7	0	7	1	1. PFTAC advice adopted and full IPSAS cash compliance by authorities by November 2018; 2. Regs on Fin assets/liabilities implemented by July 2018.	Builds on FY17 TA that improved accounting framework; on and off-site work	September 2017	Marzan
		Solomon Islands	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	15	15	2	1. MoFT staff trained on IPSAS-Cash implementation by May 2017; 2. 2016 financial report partially meets IPSAS-Cash requirements	Part of PFM Roadmap; on and off-site work	May 2017	Silins
		Tonga	4.1 Chart of Accounts is aligned with International Standards	Phase 2 of improving the Chart of Accounts	0	12	12	1	All required classifications are developed and integrated into new CoA and adopted by authorities by July 2018.	Phase 1 completed March 2017.	July 2017	Silins
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Improve accounting and reporting frameworks	7	0	7	1	1. Staff trained on IPSAS-Cash implementation by July 2017; 2. 16/17 fin statements reviewed by PFTAC and advice partially adopted by authorities by November 2017.	Continuation of 2016 TA for accounting reform	July 2017	Marzan
		Vanuatu	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Scoping mission for capacity development on accounting and reporting	12	19	31	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by October 2017; 2. Staff trained on IPSAS application on July 2017.	Part of PFM Roadmap.	July 2017	Marzan/Uluinaceva
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Development of Accounting Manual	0	21	21	2	Accounting Manual drafted and adopted by authorities by January 2018. 2. Staff trained on the manual by October 2017.	Involves on and off-site work.	October 2017	Uluinaceva

Work Plan - May 2017 to April 2018: Public Financial Management (PFM)

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC LTX	ST experts	Total					
Public Financial Management	5. Improve integration of asset and liability management framework	Samoa	5.2 Cashflow forecasts for all central government are more accurate and timely	Strengthening Cash Management	0	17	17	1	1. New Cash Management Regs finalized & approved by authorities by June 2018. 2. Staff trained in new Cash Mgmt Regs to prepare cashflow forecast by July 2017.	Builds on initial training provided in 2016.	July 2017	Silins
		Solomon Islands	5.2 Cashflow forecasts for all central government are more accurate and timely	Strengthening Cash Management	0	13	13	2	1. Cash Mgmt Guidelines finalized, approved and implemented by authorities by January 2018. 2. Staff trained by August 2017 and apply cashflow model.	Builds on initial training provided in 2016; Involves on and off-site work.	May 2017	Silins
Public Financial Management	6. Strengthen identification, monitoring, and management of fiscal risks	Fiji	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Identification, monitoring, and management of SOE fiscal risks	12	0	12	1	Fiscal risk assessment and reporting framework developed by PFTAC and adopted by authorities by August 2017.	Part of PFM Roadmap.	May 2017	Marzan
		Niue	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Scoping mission to improve fiscal risk analysis	11	0	11	1	1. Deliver seminar on fiscal risks to MoF staff. 2. Key issues and TA needs identified and prioritized.		April 2018	Marzan
		Samoa	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Improve fiscal oversight of the financial sector and non-commercial SOEs	0	18	18	1	Performance and fiscal risk indicators to monitor SOEs developed by PFTAC and adopted by authorities by October 2017.	Builds on TA on general fiscal oversight of SOEs. To be coordinated with MCM and FSS advisor	June 2017	Savenaca
		Regional	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Identification, monitoring, and management of SOE fiscal risks	0	0	0	1	Fiscal risk assessment and reporting framework developed by PFTAC by April 2018.		December 2017	Work by Headquarters from PFTAC budget
		Regional	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Workshop of Fiscal Oversight of SOEs	7	12	19	1	1. Workshop delivered. 2. Participant countries identify gaps, next steps and TA needs	Priority for countries with a C or D PEFA score in PEFA category 9 and 10	February 2018	Marzan/Colvin
			Total Person Days:		**172**	**390**	562	38				

FY18 Work Plan - May 2017 to April 2018: Revenue Administration

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Fiji	1.5 Corporate priorities and compliance better managed through risk management	Strengthen compliance risk management	-	18	18	1	Risk based compliance improvement strategy (customs and tax integrated) institutionalized and supported by a governance framework by 12/31/2017.	Fiji has introduced a risk based compliance strategy which needs to be further embedded and integrated with customs.	January 2018	Aslett
		FSM	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives.	5	-	5	1	Reform strategy and governance framework designed by and agreed to by 12/31/2018.	Review overall reform progress and support the development of a more structured approach to reforms.	May 2017	Shrosbree
		Kiribati	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design.	-	10	10	1	An organizational structure in place and suitably staffed by 12/31/2017.	Kiribati has introduced a new structure with more TA needed to facilitate implementation.	July 2017	Scott
			1.5 Corporate priorities and compliance better managed through risk management	Develop a risk based compliance improvement strategy	-	8	8		Risk based compliance improvement strategy adopted by 12/31/2017.	Kiribati has introduced a new structure with the next phase of modernization linked to introducing a compliance improvement strategy.		
		Niue	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organization design. BTB with mission Taxpayer Service Mission 2.2	5	-	5	1	An organizational structure in place and suitably staffed by 6/30/2018.	Niue has accepted PFTAC recommendations to introduce a new structure and will require additional TA moving forward.	August 2017	Shrosbree
		Palau	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives. Review overall reforms and governance framework.	1	-	1	1	Reform strategy and governance framework designed and agreed to by 06/30/2018.	Review overall reform progress and support the development of a more structured approach to reforms. Overlaps STX mission for Organization Reform below	May 2017	Shrosbree
			1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design. BTB with Taxpayer Services Mission under 2.2	-	8	8		Organizational structure in place and suitably staffed by 12/31/2018.	Palau has accepted PFTAC recommendations and implemented a function based structure		McNeill
		PNG	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives	-	15	15	1	Strategic and modernization plan in place and supported by a governance structure by 12/31/2017	PNG has requested PFTAC assistance in renewing the strategic plan.	July 2017	McNeill
		Regional	1.5 OCO Annual Conference	Developing an alliance with the OCO to improve revenue administration risk management.	5		5	1	Attend OCO Conference in Guam and deliver a presentation on integrated risk management.	To support DRM, PFTAC and the OCO have entered into strategic partnership to improve risk management between tax and customs departments.	May 2017	Shrosbree
			1.1 - 1.7 Senior Management Team Workshop on modern revenue administration (to follow PITAA Heads Meeting)	Management of tax administration strategies and operations improve over time.	3	3	6	1	Workshop will reemphasize the important of a reform strategy, governance, support functions and risk management in modern tax administration.	To support management development PFTAC will reemphasize the importance of reform, governance and risk management in modern tax administration.	September 2017	Shrosbree
		RMI	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives.	3	-	3	1	A commitment by Government to kick start reforms by 30 June, 2017.	Review overall reform progress and support the development of a more structured approach to reforms	May 2017	Shrosbree
		Samoa	1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	-	18	18	1	Compliance risks identified and addressed through an evidenced based implemented compliance improvement strategy by 12/31/2017.	Samoa introduced a compliance improvement strategy but implementation support is required	October 2017	Aslett
			1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	12		12	1	Compliance risks identified and addressed through an evidenced based implemented compliance improvement strategy by 12/31/2017.	Samoa introduced an Industry Partnership initiative - additional implementation assistance required.	October 2017	Shrosbree
		Tuvalu	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design.	12	-	12	1	Organizational structure in place and suitably staffed by 6/30/2018.	Tuvalu has accepted PFTAC recommendations to improve its current structure and adopt a more functional approach	August 2017	Shrosbree
		Vanuatu	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Review overall reforms and governance framework.	5	-	5	1	Successful implementation of a reform strategy and governance framework to manage reforms.	Review overall reform progress and reform governance framework.	November 2017	Shrosbree
			1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design	-	18	18	1	Organizational structure in place and suitably staffed by 12/31/2017.	Vanuatu recently introduced a new function based structure under PFTAC guidance – additional TA is to refine the model	July 2017	McNeill
			1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	12	-	12	1	Risk based compliance improvement strategy institutionalized and supported by a governance framework in line with TADAT dimensions by 12/31/2017.	Vanuatu introduced a compliance improvement strategy and has made some progress – TA will help institutionalize the approach.	June 2017	Shrosbree

FY18 Work Plan - May 2017 to April 2018: Revenue Administration

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Revenue Administration	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities	Fiji	2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	12	12	1	Taxpayer services strategy in place and operating at improved efficiency rates in line with TADAT dimensions by 6/30/2018.	Fiji's taxpayer services initiatives are to be consolidated under a new structure. TA will be provided to assist in the process.	November 2017	Scott
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	18	18	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018..	On-time filing has improved but opportunity exists to further enhance performance. Additional TA will assist to further improve business processes.	February 2018	Lawrence
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Strengthen audit capability and programs to ensure completeness and accuracy of reporting.	-	18	18	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	Fiji has commenced the restructuring of audit and require additional TA moving forward.	March 2018	Teed
		FSM	2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	9	9	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	An environmental scan shows potential to improve on-time filing.	August 2017	Bell
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	9	9	1	On-time payment operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	An environmental scan shows potential to improve on-time payment of taxes.		
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function	-	14	14	1	Taxpayer services strategy in place and operating at improved efficiency rates in line with TADAT dimensions by 30/06/2018.	A new taxpayer services function has been established but needs to be developed.		
		Kiribati	2.1 Integrity of the registered taxpayer base strengthened	Strengthen the integrity of the registered taxpayer base	-	9	9	1	An improved and more reliable and accurate taxpayer base aligned to TADAT dimensions by 12/31/2018.	Evidence suggests that TA is required in this area.	September 2017	Scott
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	7	7	1	Taxpayer services strategy in place and operating at improved efficiency levels and based on TADAT dimensions by 12/31/2018.	A new taxpayer services function has been created under a new structure. Additional TA will be provided to guide implementation		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Audit and other initiatives effectively detect inaccurate reporting.	-	10	10	1	The audit function operating at improved efficiency levels based on TADAT foundations by 12/31/2018.	Kiribati has requested additional TA to build audit capability.	October 2017	Leano
		Niue	2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function. BTB with Organization Mission 1.2	5	-	5	-	Taxpayer services strategy in place by 6/30/2018 and aligned to TADAT dimensions.	A new structure to be implemented which will include setting up a taxpayer services component..	August 2017	Shrosbree
		Palau	2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function. BTB with Organization Mission 1.2	-	15	15	-	Taxpayer services strategy designed by 07/31/2017 and implemented by 12/31/2017 and aligned to TADAT dimensions.	Palau has accepted PFTAC recommendations to introduce a new function based structure and will need additional TA to build an effective taxpayer services program.	May 2017	McNeill
		PNG	2.1 Integrity of the registered taxpayer base strengthened	Integrity of the registered taxpayer base strengthened.	-	15	15	1	A reliable and accurate taxpayer base aligned to TADAT dimensions by 07/31/2018.	The current data base is corrupt - the authorities have requested PFTAC advise to rectify.	June 2017	Lawrence
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.					On-time filing operations based on TADAT dimensions with improvements by 6/30/2018.	The authorities have requested PFTAC TA to assist in improving on-time filing ratios.		
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time					On-time payment operations based on TADAT dimensions with improvements by 6/30/2018.	The authorities have requested PFTAC assistance to improve poor on-time payment levels.		
		Regional	1&2 PITAA Heads Meeting - Management and core tax functions	Reviewing regional progress during 2016/17 and planning ahead.	5		5	1	Annual PITAA Heads Meeting (Samoa)	PFTAC supporting the development of PITAA	September 2017	Shrosbree
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	VAT Fraud Workshop with PITAA	-	8	8	1	PICs have little awareness of VAT fraud schemes and need to understand and build capability to address tax leakage in this area.	To support VAT risk management PFTAC will facilitate a VAT fraud workshop to highlight area of risk.	October 2017	STX
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Management training for senior auditors and managers.	5	-	5	1	PICs need to develop management skills to improve the management of the audit functions.	Upon the request of PICs PFTAC will facilitate a workshop geared towards improving audit management capability.	December 2017	Shrosbree
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Senior auditor training in the interpretation and analysis of financial statements -	-	12	12	1	PICs need to develop audit skills to interpret and analyze corporate financial statements to detect compliance anomalies.	The larger PICs have requested PFTAC training to develop skills that provide a better understanding of corporate financial statements and tax implications.	July 2017	Teed

FY18 Work Plan - May 2017 to April 2018: Revenue Administration

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Revenue Administration	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities	RMI	2.1 Integrity of the registered taxpayer base strengthened	Strengthen the integrity of the registered taxpayer base.	-	9	9	1	A reliable and accurate taxpayer base aligned to TADAT dimensions by 12/31/2017.	The current data base is corrupt - the authorities have requested PFTAC advise to rectify.	Octber 2017	Lawrence
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	7	7		Taxpayer services strategy in place by 12/31/2017 and aligned to TADAT dimensions.	Additional TA required in setting up a sustainable taxpayer services program.		
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	9	9	1	On-time filing improvements based on TADAT dimensions in place and reflected in improvements achieved by 12/31/2017.	An environmental scan shows potential to improve on-time filing.	January 2018	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	7	7		On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	An environmental scan shows potential to improve on-time payment of taxes		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Strengthen audit capability and programs to ensure completeness and accuracy of reporting.	-	15	15	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	RMI has a low audit skills base and requested TA to build capability.	July 2017	Leano
		Samoa	2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time	-	15	15	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 6/30/2018.	The authorities have requested TA to improve on-time filing rates.	November 2017	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	15	15	1	On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	Opportunity exists to further strengthen on-time payment of taxes.		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Building audit capability and programs to ensure completeness and accuracy of reporting	-	18	18	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	Building audit capability is a long term effort which will require TA moving forward.	October 2017	Teed
		Tonga	2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.	-	7	7	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 6/30/2018.	The authorities have requested TA to improve on-time filing rates.	March 2018	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	Building audit capability and programs to ensure completeness and accuracy of reporting	-	9	9	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	Opportunity exists to further strengthen on-time payment of taxes.	July 2017	Teed
		Vanuatu	2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.	-	15	15	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 12/31/2017.	Progress has been made to improve on-time filing with more work required to improve internal business processes.	August 2017	McNeill
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.		15	15		On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	Vanuatu requested additional TA after an environmental scan showed opportunity to improve on-time payment ratios.		
				Total Days:	**78**	**395**	**473**	**34**				

FY18 Work Plan - May 2017 to April 2018: Financial Sector Supervision (FSS)

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Financial Sector Supervision	1. Develop and strengthen banking regulations in line with international standards	Cook Islands	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	RBS framework enhancement program. First follow-up mission. Develop a comprehensive suite of prudential statements.	7	16	23	1	i) Applicable guidelines and regulations are drafted by April 2018 ii) Applicable guidelines and regulations are finalized and formally issued. April 2019	RBS enhancement program was initiated in FY2017. The program will provide technical assistance in key components of RBS framework – regulations; risk identification and assessment; risk rating; and supervisory action planning.	June 2017	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted by April 2018 ii) Applicable guidelines and regulations are finalized and formally issued. April 2019			
		Fiji	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Assistance with finalizing draft Credit Union legislation and by-laws	-	12	12	1	i) Credit Union legislation and by-laws finalized and issued. April 2019	Continuation of work on developing credit union supervision undertaken by PFTAC with the RBF.	April 2018	Expert
		FSM	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
		Kiribati	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Assistance with developing credit union supervision	-	16	16	1	i) Credit union supervision training delivered to supervisors ii) Supervision development and TA plan established	Continuation of work on developing credit union supervision undertaken by PFTAC.	August 2017	Expert
		Palau	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
		RMI	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
		Regional	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Workshop on Banking Legislation and Prudential Standards - sub-regional for Northern Pacific members (FSM, Palau, RMI, Kiribati)	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards. Workshop will be followed up with bilateral missions to each country to follow-up on and progress reform.	July 2017	Stefanou/ LEG / Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
		Regional	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Workshop on Insurance Legislation and Prudential Standards - sub-regional for Southern Pacific members	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2019	Workshop to review and establish revision plan for insurance legislation and prudential standards. Workshop will be followed up with bilateral missions to each country to follow-up on and progress reform.	February 2018	Stefanou/ LEG / Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2019			

FY18 Work Plan - May 2017 to April 2018: Financial Sector Supervision (FSS)

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Cook Islands	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Second follow-up mission. Develop more in-depth and risk-based on-site examination assessment.	7	16	23	1	i) Risk rating model, including impact index, is developed and implemented. October 2018 ii) Risk-based supervisory action planning process developed and implemented. October 2018	Assisting with documenting on-site examination framework, on-the-job training and technical training in assessment of key bank risk areas.	April 2018	Stefanou/Expert
		FSM	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Provide training to supervisors on supervision and assessment of banking key risk areas	-	12	12	1	1. A training program is designed and delivered to supervisors	Training is the assessment of credit risk, operational risk, liquidity risk, market risk and investment risk. Training mission to be followed up in 2019 with on-site examination on-the-job training.	April 2018	Expert
		RMI	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	Provide guidance and training for on-site examination, using an actual on-site examination as a working case.	-	19	19	1	i) Use of CAMELS assessment framework embedded in organization. April 2018	Follow-up TA mission to the on-site examination mission undertaken in February 2017	July 2017	
		PNG	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	7	16	23	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. April 2018	Initial mission to determine current RBS implementation status and identify priority TA	June 2017	Stefanou/ Expert
			2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	7	16	23	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	April 2018	Stefanou/ Expert
		Solomon Islands	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	5	12	17	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. April 2018	Initial mission to determine current RBS implementation status and identify priority TA	September 2017	Stefanou/ Expert
			2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	5	12	17	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	April 2018	Stefanou/ Expert
		Timor-Leste	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Provide training to supervisors on supervision and assessment of banking key risk areas	5	-	5	1	1. A training program is designed and delivered to supervisors	Training is the assessment of credit risk, operational risk, liquidity risk, market risk and investment risk. Training mission to be followed up in 2019 with on-site examination on-the-job training.	April 2018	Expert
		Tuvalu	2.3 Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved.	Development of basic prudential reporting framework	5	-	5	1	i) Revised Reporting templates are developed. April 2019	This work will be in addition to the Banking Supervision Program, initiated by PFTAC in FY2017, and now planned to be jointly implemented with the World Bank.	September 2017	Stefanou
		Vanuatu	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	7	16	23	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. October 2017	Initial mission to determine current RBS implementation status and identify priority TA. Mission on-site undertaken. Finalization of mission work in progress.	May 2017	Stefanou/ Expert
			2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	5	19	24	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	September 2017	Stefanou/ Expert
		Regional	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	AFSPC Annual Meeting. Introduction to: Resolution Frameworks; and Fintech and Supervision	5	12	17	1	i) Workshop on Resolution Framework delivered ii) Workshop on Fintech and Supervision delivered		August 2017	Stefanou/ MCMFC
			2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	SEACEN: Provide training to supervisors on supervision and assessment of banking key risk areas	5		5	1	i) SEACEN supervision training delivered.	SEACEN is developing a foundation supervision training course. PFTAC will assist SEACEN in delivery of course for PFTAC members.	September 2017	Stefanou
				Total Days:	95	254	349	21				

FY18 Work Plan - May 2017 to April 2018: Real Sector Statistics

TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Cook Islands	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Improve capacity on rebasing principles and industry-specific methods	-	21	21	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by March 2018	• Staff trained in compiling and disseminating rebased GDP estimates (March 2018)	March 2018	STX (tbc)
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Assist with rebasing GDP by production using latest benchmark information					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by March 2018	• GDP system calculations updated to reflect new base year of 2012 (March 2018) • Rebased AGDP estimates (base year 2012) compiled (March 2018)		
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public	Assist in refining the compilation process for QGDP; improve dissemination practices					Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2017	• New QNA estimates are compiled within 6 months of the reference period (March 2018)		
		Fiji	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine expenditure estimates within the Supply and Use framework	5	-	5	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by April 2018	• Latest Household Income and Expenditure Survey 2014-14 data used in SUTs (January 2018) • Discrepancies between GDP by expenditure, income and production resolved via manual / automated balancing (April 2018)	November 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of Supply and Use Tables					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by June 2018	• Concepts, sources and methods used for the compilation of the 2011 SUT should be published (June 2018).		
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public	Assist in refining new quarterly GDP estimates	5	-	5	1	Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2017	• Quarterly estimates of GDP by production are published (June 2017) • Quality assurance of the final estimates completed (June 2017) • Commentary/analysis of QGDP release written (June 2017)	May 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of quarterly GDP					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by December 2017	• Concepts, sources and methods used for the compilation of the QNA should be published (December 2017)		
		FSM	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Train local staff to produce independent estimates of GDP	7	-	7	1	Relative to the baseline, the number of staff trained to compile or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	(Back-to-back with Northern Pacific Workshop) • Staff trained in running/processing an annual business survey (April 2018) • Staff further trained/rehearsed in existing system operations (April 2018)	April 2018	Wild
			1.21 Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated	Review and update previous BPD in line with latest system's operation					Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by August 2017	• Existing documentation is reviewed by PFTAC, explained further to staff (August 2017)		
			1.15 Improved Timeliness of data made available internally and/or to the public	Improve BOP coverage and methodology	-	21	21	1	The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by September 2017		September 2017	STX (tbc)
		Kiribati	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Develop GDP by expenditure estimates	-	21	21	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by July 2017	• VAT data processed and used to compile more comprehensive annual GDP by production (July 2017) • Business register developed (July 2017)	July 2017	McAllister
			1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Further improve annual estimates of GDP by production alongside expenditure developments					Relative to the baseline, additional accounts/aggregates (specify) are developed to meet national data requirements and ISWGNA minimum requirements and/or recommended tables and accounts [RBM NA 5.1] by July 2017	• Develop unit record trade database (July 2017) • Improve construction model (July 2017)		
		Nauru	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	16	-	16	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by September 2017	• Existing methods and sources improved (September 2017) • Rebasing plan set out in detail (September 2017)	September 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Refine sources/methods; plan for a rebase					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by September 2017	• Two staff trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (September 2017)		
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by October 2017	• Collection of latest administrative, trade and prices data (September 2017) • Compilation of 2015-16 draft estimates (September 2017)		

FY18 Work Plan - May 2017 to April 2018: Real Sector Statistics

TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Niue	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	-	20	20	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by February 2018	• New secondary compiler (existing staff member) given basic GDP training to support the primary compiler (February 2018)	February 2018	STX (tbc)
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by February 2018	• New estimates for 2016, plus potential revisions, completed with significant PFTAC supplementation (February 2018) • Compilation of 2017 estimates significantly completed with PFTAC supplementation (February 2018)		
		PNG	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Train local staff to produce independent estimates of GDP	13	-	13	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by February 2018	(Joint work with ABS) • Existing 5 staff trained on methodology, data collection, compilation and dissemination (by February 2018)	November 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Further review of the GDP by production system; update road map	9	-	9	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by February 2018	(Joint work with ABS) • Review of methods and identification/implementation of improvements towards closer consistency with the 2008 SNA (February 2017)	February 2018	Wild
		Regional	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Delivery of training to compilers from FSM, Palau and RMI	7	-	7	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	Sub-regional multi-sector workshop for Northern Pacific building on April 2017 event	April 2018	Wild
		Regional	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Delivery of training to compilers from Cook Islands, Kiribati, Nauru, Niue, Tokelau and Tuvalu	5	-	5	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	Multi-topic workshop for Melanesian/Polynesian members not trained in FY17; likely held in Fiji	October 2017	Wild
		Regional	1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis.	Participation in the Pacific Statistics Steering Committee which coordinates TA in the region	3	-	3	1	More metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by January 2019	• Likely to be held in Fiji	November 2017 (tbc)	Wild
		RMI	1.21 Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated	Review and update previous BPD in line with latest system's operation	-	21	21	1	Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by August 2017	• Existing documentation is reviewed by PFTAC, explained further to staff (August 2017)	August 2017	STX (tbc)
		Samoa	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Further assist staff in rebasing GDP by production	14	-	14	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by June 2017	• Remaining methods and/or source updates by industry are completed (June 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (June 2017)	June 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis.	Assist in production of external supporting documentation for users of GDP by production					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by March 2018	• Concepts, sources and methods used for the compilation of the QNA should be published (March 2018)		
			1.5 Data are compiled using the coverage and scope of the latest manual/ guide	Develop GDP by expenditure estimates	14	-	14	1	Additional accounts/aggregates are developed to meet national data requirements and ISWGNA minimum requirements and/or recommended tables and accounts [RBM NA 5.1] by October 2017	• PFTAC full review of GDP(E) sources and methods (October 2017) • PFTAC review and amelioration of GDP(E) and GDP(P) discrepancy values (October 2017)	October 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of GDP by production					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by June 2018	• Concepts, sources and methods used for the compilation of the QNA should be published (March 2018)		
		Solomon Islands	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Staff trained further in analyzing and adjusting results	15	-	15	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by January 2018	• Two staff trained on analysis and dissemination (January 2018)	January 2018	Wild
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Business survey processing and imputation reviewed/updated					Relative to the baseline, improvements are made to the way in which adjustments to source data are made [RBM NA 9.2] by January 2018	• Review and documentation of annual business survey imputation methods (January 2018)		
			1.15 **Improved Timeliness** of data made available internally and/or to the public	Improvements to BOP current account	-	21	21	-	The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by November 2017		November 2017	STX (tbc)
		Timor-Leste	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Review sources and methods for GDP by production and expenditure and identify updates	-	21	21	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by October 2017	• Concepts, sources and methods used for the compilation annual GDP reviewed (October 2017) • Updates to sources and methods identified and agreed with local consultant (October 2017) • Dissemination practices reviewed, improvements identified (October 2017)	October 2017	STX (tbc)

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TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Tonga	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Further training on tax data	12	-	12	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by March 2018	(To precede/follow the annual PFTAC Steering Committee meeting in Tongatapu) • Staff trained on revised tax-based GDP(P) methodology, data collection and dissemination (March 2018)	Mar-18	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Begin work to set new annual benchmarks for rebasing in 2018					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by March 2018	• Analyze and appropriately utilize latest HIES and census data to form new benchmarks for 2016 (March 2018)		
			1.10 Source data are adequate for the compilation of the national accounts	Assist in obtaining new tax data and reviewing business survey					Relative to the baseline, improvements to source data used for annual estimates are made [RBM NA 10.2] by March 2018	• Refine tax-based industry estimates (August 2017) • Review business survey questionnaire and results and make formal recommendation regarding its future (March 2018)		
		Tuvalu	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	-	21	21	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by January 2018	• New compiler given further training to foster independent GDP compilation within the NSO (January 2018)	Jan-18	STX (tbc)
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine sources/methods; plan for a rebase					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by January 2018	• Draft annual benchmarks set for new base year (January 2018) • GDP system updated to reflect new benchmark year (January 2018)		
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by January 2018	• Assist with the compilation of GDP(P) estimates for 2015-16 and historical revisions (January 2018)		
		Vanuatu	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	14	-	14	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by August 2017	• Two new compilers trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (August 2017) • Returning compiler given more in-depth training on rebasing principles and procedures (August 2017)	August 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine sources/methods; revive CPI/GDP rebasing plans					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by February 2018	• Review use of VAT data to estimate output and IC for various industries (August 2017) • Update estimates of GFCE from GFS data (August 2017) • Review and update the own-account construction model (August 2017) • Rebase of GDP(P) and GDP(E) to 2010 (February 2018) • Balancing to reduce discrepancy values (February 2018)		
			Total Days:		**139**	**167**	**306**	**21**				

FY18 Work Plan - May 2017 to April 2018: Government Finance Statistics (GFS)

TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Cook Islands	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Refine compilation techniques for using various administrative data sources to reduce statistical discrepancies.	5	-	5	1	• Cook Islands National Statistics Office (CINSO) and Crown Accounts Divisions (CAD) to work with departments to reconcile discrepancies for the flows recorded in the accounting system and the asset registers. • The CINSO and CAD to reconcile discrepancies that may exist in the financial balance sheet, the changes in cash balances. [RBM−GO−9.8] by December 2017.	Improved data for GFS compilation and dissemination.	July 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• The CINSO to compile and disseminate consolidated public sector annual data, at least three-year time series. • The CINSO to produce and disseminate quarterly data for the *International Financial Statistics (IFS) by December 2017*. [RBM−GO−12.3]	GFS for general government / public sector operations are compiled and disseminated on a annual/quarterly basis.		
		Fiji	1.10 Source data are adequate for the compilation of Government Finance Statistics.		12	-	12	1	• Reconcile grants / transfers between levels of government by July 2017. • Reconcile and validate the loan transactions between general government units and its associated interest expense / revenue cost for elimination by October 2017. • Finalize estimates for local government data breaks in preparation for consolidation by December 2017. [RBM−GO−10.7]	Source data provide sufficient detail to allow consolidation of GFS for the various levels of the general government.	April 2018	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• Produce a monthly GFS report in line with the "State of the Nations Report" for BCG by September 2017 and disseminate for inclusion in the *IFS* . • Compile and disseminate annual data for BCG (FY 14,15 & 16) by November 2017. • Compile and disseminate consolidated general government annual data by December 2017. [RBM−GO−12.1 and 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.		
		FSM	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government and state governments for FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer
		Nauru	1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	Compile the institutional unit table for the public sector and investigate source data for GFS compilation purposes.	12	-	12	1	• Investigate and complete a list of all institutional units covered for GFS by December 2017. • Investigate all possible data sources for the compilation of GFS by December 2017. [RBM−GO−5.7, 5.8 and 10.2]	The institutional scope includes all significant central government institutional units and its associated transactions.	September/ October 2017	DeLaBeer
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of	Mapping the national chart of accounts (COA) to GFS.					Obtain the National COA for budgetary central government from the Finance Ministry and start the mapping to the *GFSM 2014 by* December 2017. [RBM−GO−9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.		
		Palau	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer

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TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	PNG	1.18 A new data set has been compiled and disseminated internally and/or to the public.	Assist in the verification and revisions of data compiled for GFS.	12	-	12	1	• GFS are compiled and disseminated for the budgetary central government by April 2018. • GFS are compiled and disseminated for the general government by April 2019. [RBM−GO−18.1]	A new set of GFS are compiled and disseminated for the general government as recommended by the GFSM 2014 guidelines. The institutional table need to be updated to cover all statutory bodies by December 2017.	October 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Assist in the verification and revisions of the COA mapping and associated compilation procedures for quarterly reporting.					• COA mapping in the Integrated Financial Management System (IFMS) completed by May 2017. Verification and revisions completed by end of December 2017. • Compilation process for completing quarterly GFS reports and provisions for regular revisions completed by April 2018. • GFS for budgetary central government operations are compiled and disseminated on a quarterly basis by January 2019. [RBM−GO−12.1]	GFS for budgetary central government operations are compiled and disseminated on a monthly (or quarterly) basis.		
			1.15 Macroeconomic data sets used by policy-makers have been made more intersectorally consistent (reduced discrepancies).	Prepare a reconciliation and include data for the financial balance sheet and public sector data to the monetary statistics and balance of payments.					• Consistent reporting of financial assets and liabilities data for consolidation with GFS on a quarterly basis for general government by April 2019. • Initiate a work plan for collecting debt and foreign aid data by June 2018. • Establish a specialized interdepartmental taskforce to coordinate the collection of GFS sources including financing and debt data by December, 2017. [RBM−GO−15.3 and 15.14]	GFS and debt are consistent or reconcilable with monetary and financial statistics and external sector debt statistics.		
		RMI	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer
		Samoa	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	12	-	12	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries and statistical discrepancies in preparation for consolidation by November 2017. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	September 2017	DeLaBeer
		Solomon Islands	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	12	-	12	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries and statistical discrepancies in preparation for consolidation by April 2018. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	February 2018	DeLaBeer
		Timor-Leste	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Imbalances using various data sources to compile GFS are investigated and resolved.	-	14	14	1	• Review and complete updates between various source systems to resolve discrepancies, e.g. balance sheet transactions by December 2017. • Updates to the COA in ProClarity transparency portal to facilitate GFS compilation completed by December 2017. • Reconciliation of currency and deposits in ProClarity with the monetary statistics released by Central Bank of Timor-Leste be included in GFS quarterly report July 2017. [RBM−GO−9.8]	Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated. With support of the Information Technology Free balance international team.	April 2018	Expert
		Tonga	1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	Complete the institutional unit table for the public sector and investigate source data for GFS compilation purposes.	12	-	12	1	• Investigate and complete a list of all institutional units covered for GFS by September 2017. • Investigate all possible data sources for the compilation of GFS by September 2017. [RBM−GO−5.13, 5.14 and 10.3]	The institutional scope includes all significant general government institutional units and its associated transactions.	June 2017	DeLaBeer
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Mapping the national chart of accounts (COA) to GFS.					Obtain the National COA for budgetary central government from the Finance Ministry and start the mapping to the GFSM 2014 by January 2018. [RBM−GO−9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.		

FY18 Work Plan - May 2017 to April 2018: Government Finance Statistics (GFS)

TA Area	Objective	Country	Statistics Dept Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Tuvalu	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Mapping the national chart of accounts (COA) to GFS.	12	-	12	1	Review and update the COA for budgetary central government from the Finance Ministry with mapping it to *GFSM 2014 by* January 2018. Investigate the options of automating the annual and quarterly reporting through the COA. [RBM−GO−9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.	December 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• Compile and disseminate annual data for BCG and a time series of at least three years (FY14-FY16) by January 2018. • Compile and disseminate consolidated general government annual data by December 2018. [RBM−GO−12.3]	GFS for general government operations are compiled and disseminated on a annual basis.		
		Vanuatu	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Imbalances using various data sources to compile GFS are investigated and resolved.	-	21	21	1	• A process be initiated to reconcile currency and deposits and other financial balance sheet transactions causing data imbalances by December 2017. • A reconciliation of transactions in the net investment of nonfinancial assets between various source data causing statistical discrepancies be initiated by December 2017. [RBM−GO−9.8]	Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated.	August/September 2017	Expert
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• Refine and update the annual and quarterly GFS compilation process in line with *GFSM 2014* guidelines and disseminate the data for the *IFS* by December 2017. • Compile and disseminate annual data for BCG with completing the time series of the last five years (FY12-FY16) by December 2017. • Compile and disseminate consolidated general government annual data by December 2018. [RBM−GO−12.1 and 12.3]	GFS for general government operations are compiled and disseminated on a annual / quarterly basis.		
		Regional	Capacity Development in GFS.	GFS methodological training, practical workgroup exercises and country data compilation.	7	17	24	1	Workshop delivered and staff trained.	Workshop for selected PFTAC member countries to be held in Fiji. This activity will include a segment of country specific technical assistance to Kiribati.	August 2017	DeLaBeer/ Expert
		Regional	Capacity Development in GFS.	GFS methodological training, practical workgroup exercises and country data compilation.	9	11	20	1	Workshop delivered and staff trained.	Sub-regional Workshop for Micronesian members. Venue TBC.	January 2018	DeLaBeer/ Expert
			Total Days:		120	63	183	15				

FY18 Work Plan – May 2017 to April 2018: Macroeconomic Management

TA Area	Objective	Country	Macroeconomic Programming & Analysis LogFrame Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Samoa	1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Develop GDP forecasting methodology.	-	21	21	1	1) A GDP forecasting framework is set up (Dec. 17). (2) Three-year forecasts of real GDP by industries and the GDP deflator are produced by the Central Bank of Samoa and the Ministry of Finance (Dec. 17). (3) A forecasting committee is established and forecasts are shared with other institutions, e.g. Ministry for Revenue (Jun. 18). (4) The forecasting committee produces and publishes official forecasts (Jun. 19).		TBD	?????
		Tuvalu		Develop GDP forecasting methodology.	5	-	5	1	1) GDP forecasting methodology is developed (Sept. 17). (2) Three-year forecasts of real GDP and the GDP deflator are produced (Jun. 18).		July 2017	Claus
		Regional		Workshop on compiling and forecasting GDP.	5	9	14	1	1) An inter-disciplinary workshop is facilitated (Oct. 17). (2) Participants identify priority areas for improving GDP compilation and forecasting (Oct. 17).	The workshop will be organized in collaboration with PFTAC's Real Sector Statistics Advisor.	October 2-6, 2017	Claus/?????
		Regional		Workshop on forecasting fishing revenues.	5	14	19	1	1) An inter-disciplinary workshop is facilitated (Feb. 18). (2) Participants identify priority areas for improving fishing revenue forecasting and management (Feb. 18). (3) Medium-term fishing revenue projections are produced jointly by ministries of finance and marine authorities in 2 out of 9 countries (Sept. 18).	The workshop will be organized in collaboration with PFTAC's PFM Advisor.	February 12-17 2018	Claus/?????
		Regional		Workshop on incorporating demographic changes into budget processes.	5		5	1	1) An inter-disciplinary workshop is facilitated (Nov. 17). (2) Economic and fiscal projections include demographic changes in 2 out of 8 countries (Nov. 18).	The workshop will be organized in collaboration with PFTAC's PFM Advisor and UNESCAP.	November 27-December 1, 2017	Claus
		Regional		Support and advise on econometric estimations, including of a measure of the output gap, and empirical analysis.	5	5	10	1	1) Analytical advice & support is provided as requested (Apr. 18). (2) Research papers are peer reviewed (Apr. 18). (3) At least two working papers are published by Pacific central banks and/or ministries of finance (Apr. 18). 4) Options to estimate potential output using multivariate filter methodology developed by the IMF Research Department are investigated (Apr. 18).	Technical assistance will be provided offsite.	On-going	Claus/?????
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Cook Islands	1.2 Sound medium-term macroeconomic framework	Support the use of the Cook Islands macroeconomic and fiscal framework.	5	-	5	I	1) Assistance is provided as required to ensure sustained use of the Cook Islands macroeconomic and fiscal framework in budget preparations (Apr. 18).		October 2017	
		Fiji		Develop the Fiji financial programming framework to undertake debt sustainability and external vulnerability assessments.	10	-	10	I	1) Macro-financial stability indicators are included in the Fiji financial programming (FP) framework (Sept. 17). (2) Methodology is developed to map data between calendar and fiscal years (Dec. 17). (3) An inter-agency workshop on practical applications of the Fiji financial programming framework is facilitated (Dec. 17). (4) The fiscal sector in the macroeconomic framework adopts official GFS methodology (Nov. 18). (5) Assistance is provided as required to ensure sustained use of the Fiji FP framework (Apr. 18).		On-going	Claus

FY18 Work Plan - May 2017 to April 2018: Macroeconomic Management

TA Area	Objective	Country	Macroeconomic Programming & Analysis LogFrame Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	PNG		Continue developing a macroeconomic and fiscal framework.	15	-	15	2	1) The PNG macroeconomic and fiscal framework is developed further (Dec. 17). (2) The projection horizon is extended to the medium term (Dec. 17). (3) The PNG macroeconomic and fiscal framework is developed to undertake debt sustainability assessments (Mar. 18). (4) The framework is used to support monitoring and projection activities by the Bank of Papua New Guinea and the Department of Treasury (Jun. 18). (5) Assistance is provided as required to ensure sustained use of the PNG macroeconomic and fiscal framework (Apr. 18).		May 20-June 4, 2017, October 2017	Claus
		RMI		Support the use of the Marshall Islands Fiscal Model (MI-FM) in budget preparations and policy analysis.	15	-	15	2	1) Development of the MI-FM is completed (Dec. 17). (2) The MI-FM is used for policy analysis including to develop a medium-term fiscal framework (Dec. 17). (3) Quarterly Government Finance Statistics (GFS) and outturns compared to forecasts are reported on (Dec. 17). (4) Staff resources to update and use the MI-FM are increased (Mar. 18). (5) Staff update and use the MI-FM in budget prep (Aug. 18). (6) Assistance is provided as need to ensure sustained use of the MI-FM (Apr. 18).		May 1-5, 2017, November 2017	Claus
		Samoa		Develop the Samoa Economic and Revenue Forecasting (SERF) Model to undertake debt sustainability analysis and monitor cash and foreign reserves.	5	-	5	1	1) The projection horizon of the SERF Model is extended to the medium term (Sept. 17). (2) The SERF model is developed to undertake sustainability analysis of policy scenarios (Apr. 18). (3) Assistance is provided as required to ensure sustained use of the SERF Model (Apr. 18).		July 2017	Claus
		Solomon Islands		Develop the Solomon Islands financial programming frameworks to undertake debt sustainability and external vulnerability assessments.	10	-	10	2	1) The projection horizons of the Central Bank of Solomon Islands' and the Ministry of Finance and Treasury's financial programming frameworks are extended to the medium term (Dec. 17). (2) The frameworks are developed to undertake sustainability analysis of policy scenarios (Jun. 18). (3) Assistance is provided as required to ensure sustained use of the Solomon Islands' financial programming frameworks (Apr. 18).		September 2017, February 2018	Claus
		Tonga		Support the use of the Tonga macroeconomic programming framework.	5	-	5	1	1) Assistance is provided as required to ensure sustained use of the Tonga projection model (Apr. 18).		March 2018	Claus
		Vanuatu		Support the use of the national framework for revenue forecasting in budget preparations and the Model of the Vanuatu Economy (MOVE) to produce economic projections.	5	-	5	1	1) Empirical tools are enhanced further, e.g. to incorporate cash reserve monitoring and better management of debt servicing payments (Apr. 18). (2) Further training is delivered on practical applications of the national framework for revenue forecasting and the MOVE (Jan. 18). (3) Staff at the Ministry of Finance and Economic Management and the Reserve Bank of Vanuatu update and use the tools developed (Apr. 18). (4) A paper documenting the MOVE is published (Apr. 18). (5) Assistance is provided as required to ensure sustained use of the national framework for revenue forecasting and the MOVE (Apr. 18).		August 2017	Claus
				Quantify the price and inflation effects of import duty reductions.	5	-	5	1	1) Methodology is developed to quantify the price and inflation effects of import duty reductions (Aug. 17).(2) Expected price reductions are announced prior to import duty reductions (Jun. 18).	The element of the mission is part of the TA PFTAC has been providing to support the implementation of income tax in Vanuatu.	January 2017	Claus
		Regional		Workshop on macroeconomic policy analysis.	5	14	19	1	1) An inter-agency workshop is facilitated (Apr. 18). (2) Collaboration between central banks and ministries of finance is strengthened in the development of policy tools (Apr. 19).		April 2018	Claus/?????
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Samoa	1.3 Strong institutional structures for macroeconomic policy making	Facilitate a cross institution (Ministry of Finance, Ministry for Revenue, Central Bank of Samoa, Samoa Bureau of Statistics) workshop on forecasting and sharing data.	5	-	5	1	1) An inter-agency workshop is facilitated (Apr. 18).(2) An action plan for improving forecasting and data sharing is agreed by the Central Bank of Samoa, the Ministry of Finance, the Ministry for Revenue, and the Samoa Bureau of Statistics and implemented (Jun. 18).	The establishment of a forecasting committee will be discussed at the workshop.	April 2018	Claus
			Total Days:		110	63	173	20				

Annex 3: PFTAC Work plan FY2018 by Country: May 2017 - April 2018

FY18 Work Plan - May 2017 to April 2018: Cook Islands

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Financcial Sector Supervision	**2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes**	Cook Islands	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Second follow-up mission. Develop more in-depth and risk-based on-site examination assessment.	7	16	23	1	i) Risk rating model, including impact index, is developed and implemented. October 2018 ii) Risk-based supervisory action planning process developed and implemented. October 2018	Assisting with documenting on-site examination framework, on-the-job training and technical training in assessment of key bank risk areas.	April 2018	Stefanou/Expert
Financial Sector Supervision	**1. Develop and strengthen banking regulations in line with international standards**	Cook Islands	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	RBS framework enhancement program. First follow-up mission. Develop a comprehensive suite of prudential statements.	7	16	23	1	i) Applicable guidelines and regulations are drafted by April 2018 (ii) Applicable guidelines and regulations are finalised and formally issued. April 2019	RBS enhancement program was initiated in FY2017. The program will provide technical assistance in key components of RBS framework – regulations; risk identification and assessment; risk rating; and supervisory action planning.	June 2017	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted by April 2018 (ii) Applicable guidelines and regulations are finalised and formally issued. April 2019			
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Cook Islands	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Refine compilation techniques for using various administrative data sources to reduce statistical discrepancies.	5	-	5	1	• Cook Islands National Statistics Office (CINSO) and Crown Accounts Divisions (CAD) to work with departments to reconcile discrepancies for the flows recorded in the accounting system and the asset registers. • The CINSO and CAD to reconcile discrepancies that may exist in the financial balance sheet, the changes in cash balances. [RBM−GO−9.8] by December 2017.	Improved data for GFS compilation and dissemination.	July 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• The CINSO to compile and disseminate consolidated public sector annual data, at least three-year time series. • The CINSO to produce and disseminate quarterly data for the *International Financial Statistics (IFS)* by December 2017. [RBM−GO−12.3]	GFS for general government / public sector operations are compiled and disseminated on a annual/quarterly basis.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Cook Islands	1.2 Sound medium-term macroeconomic framework	Support the use of the Cook Islands macroeconomic and fiscal framework.	5	-	5	1	1) Assistance is provided as required to ensure sustained use of the Cook Islands macroeconomic and fiscal framework in budget preparations (Apr. 18).		October 2017	
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Cook Islands	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Improve capacity on rebasing principles and industry-specific methods	-	21	21	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by March 2018	• Staff trained in compiling and disseminating rebased GDP estimates (March 2018)	March 2018	STX (tbc)
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Assist with rebasing GDP by production using latest benchmark information					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by March 2018	• GDP system calculations updated to reflect new base year of 2012 (March 2018) • Rebased AGDP estimates (base year 2012) compiled (March 2018)		
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public	Assist in refining the compilation process for QGDP; improve dissemination practices					Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2017	• New QNA estimates are compiled within 6 months of the reference period (March 2018)		
			Cook Islands Totals:		**24**	**53**	**77**	**5**				

FY18 Work Plan - May 2017 to April 2018: Fiji

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 **(in person-days)**							
Financial Sector Supervision	1. Develop and strengthen banking regulations in line with international standards	Fiji	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Assistance with finalizing draft Credit Union legislation and by-laws	-	12	12	1	i) Credit Union legislation and by-laws finalised and issued. April 2019	Continuation of work on developing credit union supervision undertaken by PFTAC with the RBF.	April 2018	Expert
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Fiji	1.10 Source data are adequate for the compilation of Government Finance Statistics.	Compile, review and disseminate data to the IMF Statistics Department.	12	-	12	1	• Reconcile grants / transfers between levels of government by July 2017. • Reconcile and validate the loan transactions between general government units and its associated interest expense / revenue cost for elimination by October 2017. • Finalize estimates for local government data breaks in preparation for consolidation by December 2017. [RBM−GO−10.7]	Source data provide sufficient detail to allow consolidation of GFS for the various levels of the general government.	April 2018	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.						• Produce a monthly GFS report in line with the "State of the Nations Report" for BCG by September 2017 and disseminate for inclusion in the *IFS* . • Compile and disseminate annual data for BCG (FY 14,15 & 16) by November 2017. • Compile and disseminate consolidated general government annual data by December 2017. [RBM−GO−12.1 and 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Fiji	1.2 Sound medium-term macroeconomic framework	Develop the Fiji financial programming framework to undertake debt sustainability and external vulnerability assessments.	10	-	10	1	1) Macro-financial stability indicators are included in the Fiji financial programming (FP) framework (Sept. 17). (2) Methodology is developed to map data between calendar and fiscal years (Dec. 17). (3) An inter-agency workshop on practical applications of the Fiji financial programming framework is facilitated (Dec. 17). (4) The fiscal sector in the macroeconomic framework adopts official GFS methodology (Nov. 18). (5) Assistance is provided as required to ensure sustained use of the Fiji FP framework (Apr. 18).		On-going	Claus
Public Financial Management	1. Improved laws and effective PFM institutions	Fiji	1.1 Legal Framework enacted	Revision of Financial Instructions	0	26	26	2	Revised Fis developed by PFTAC and adopted by authorities by October 2018	Assumes parliamentary approval of PFM Act amendment FY18/H1; Involves mission and work from home	April 2018	Silins
	2. Strengthen budget preparation towards more comprehensive, credible, and policy oriented budget.		2.2 More comprehensive and unified annual budget is published	Refinement of budget documents and process	11	0	11	1	Fijian budget document continues to expand in terms of content by September 2017	Work undertaken in-house	June 2017	Neves
	3. Improve budget execution and control.		3.1 Budget execution and controls are strengthened	Development of an Internal Audit Charter	10	19	29	1	Internal Audit Charter developed by PFTAC and adopted by authorities by December 2017	One-week on-site and one-week off-site	June 2017	Morrison/Marzan
				Development of internal control risk framework and audit strategy	0	20	20	1	Risk framework and strategic audit plan developed by PFTAC and adopted by authorities by May 2018		October 2017	Morrison
	4. Improve coverage and quality of fiscal reporting	Fiji	4.1 Chart of Accounts is aligned with International Standards	Phase 2 of improving the Chart of Accounts	0	19	19	2	With PFTAC support, all classifications are developed and integrated into CoA and adopted by authorities by October 2017.	Phase 1 completed Feb 2017. On and off-site work by STX.	June/July 2017	Silins
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement new government accounting and reporting policies	12	0	12	1	1. Ministry staff trained by April 2018 to implement IPSAS-Cash. 2. MoE staff trained by August 2017 to implement Phase 1 of new procedures.	This will lbe first phase of support	From June 2017	Marzan
	6. Strengthen identification, monitoring, and management of fiscal risks		6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Identification, monitoring, and management of SOE fiscal risks	12	0	12	1	Fiscal risk assessment and reporting framework developed by PFTAC and adopted by authorities by August 2017.	Part of PFM Roadmap.	May 2017	Marzan

FY18 Work Plan - May 2017 to April 2018: Fiji

Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Fiji	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine expenditure estimates within the Supply and Use framework	5	-	5	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by April 2018	• Latest Household Income and Expenditure Survey 2014-14 data used in SUTs (January 2018) • Discrepancies between GDP by expenditure, income and production resolved via manual / automated balancing (April 2018)	November 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of Supply and Use Tables					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by June 2018	• Concepts, sources and methods used for the compilation of the 2011 SUT should be published (June 2018).		
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public	Assist in refining new quarterly GDP estimates	5	-	5	1	Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2017	• Quarterly estimates of GDP by production are published (June 2017) • Quality assurance of the final estimates completed (June 2017) • Commentary/analysis of QGDP release written (June 2017)	May 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of quarterly GDP					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by December 2017	• Concepts, sources and methods used for the compilation of the QNA should be published (December 2017)		
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Fiji	1.5 Corporate priorities and compliance better managed through risk management	Strengthen compliance risk management	-	18	18	1	Risk based compliance improvement strategy (customs and tax integrated) institutionalized and supported by a governance framework by 12/31/2017.	Fiji has introduced a risk based compliance strategy which needs to be further embedded and integrated with customs.	January 2018	Aslett
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	12	12	1	Taxpayer services strategy in place and operating at improved efficiency rates in line with TADAT dimensions by 6/30/2018.	Fiji's taxpayer services initiatives are to be consolidated under a new structure. TA will be provided to assist in the process.	November 2017	Scott
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	18	18	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018..	On-time filing has improved but opportunity exists to further enhance performance. Additional TA will assist to further improve business processes.	February 2018	Lawrence
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Strengthen audit capability and programs to ensure completeness and accuracy of reporting.	-	18	18	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	Fiji has commenced the restructuring of audit and require additional TA moving forward.	March 2018	Teed
				Fiji Totals:	**77**	**162**	**239**	**18**				

FY18 Work Plan - May 2017 to April 2018: Federated States of Micronesia (FSM)

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	FSM	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Provide training to supervisors on supervision and assessment of banking key risk areas	-	17	17	1	1. A training program is designed and delivered to supervisors	Training is the assessment of credit risk, operational risk, liquidity risk, market risk and investment risk. Training mission to be followed up in 2019 with on-site examination on-the-job training.	April 2018	Expert
	1. Develop and strengthen banking regulations in line with international standards		1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	FSM	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government and state governments for FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM – GO – 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	FSM	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Train local staff to produce independent estimates of GDP	7	-	7	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	(Back-to-back with Northern Pacific Workshop) • Staff trained in running/processing an annual business survey (April 2018) • Staff further trained/rehearsed in existing system operations (April 2018)	April 2018	Wild
			1.21 Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated	Review and update previous BPD in line with latest system's operation					Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by August 2017	• Existing documentation is reviewed by PFTAC, explained further to staff (August 2017)		
			1.15 Improved Timeliness of data made available internally and/or to the public	Improve BOP coverage and methodology	-	21	21	1	The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by September 2017		September 2017	STX (tbc)

FY18 Work Plan - May 2017 to April 2018: Federated States of Micronesia (FSM)

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	FSM	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives.	5	-	5	1	Reform strategy and governance framework designed by and agreed to by 12/31/2018.	Review overall reform progress and support the development of a more structured approach to reforms.	May 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	9	9	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	An environmental scan shows potential to improve on-time filing.	August 2017	Bell
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	9	9		On-time payment operating at improved efficiency levels in line with TADAT dimensions by 12/31/2019.	An environmental scan shows potential to improve on-time payment of taxes.		
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function	-	14	14		Taxpayer services strategy in place and operating at improved efficiency rates in line with TADAT dimensions by 30/06/2018.	A new taxpayer services function has been established but needs to be developed.		
				FSM Totals:	22	82	104	7				

FY18 Work Plan - May 2017 to April 2018: Kiribati

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Financial Sector Supervision	1. Develop and strengthen banking regulations in line with international standards	Kiribati	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Assistance with developing credit union supervision	-	16	16	1	i) Credit union supervision training delivered to supervisors ii) Supervision development and TA plan established	Continuation of work on developing credit union supervision undertaken by PFTAC.	August 2017	Expert
Public Financial Management	1. Improved laws and effective PFM institutions	Kiribati	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment	16	20	36	1	PEFA Self-Assessment completed by August 2017	With significant country ownership, reviewed by PFTAC	July-Aug 2017	Neves/Narube
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Kiribati	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Develop GDP by expenditure estimates	-	21	21	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by July 2017	• VAT data processed and used to compile more comprehensive annual GDP by production (July 2017) • Business register developed (July 2017)	July 2017	McAllister
			1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Further improve annual estimates of GDP by production alongside expenditure developments					Relative to the baseline, additional accounts/aggregates (specify) are developed to meet national data requirements and ISWGNA minimum requirements and/or recommended tables and accounts [RBM NA 5.1] by July 2017	• Develop unit record trade database (July 2017) • Improve construction model (July 2017)		
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Kiribati	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design.	-	10	10	1	An organizational structure in place and suitably staffed by 12/31/2017.	Kiribati has introduced a new structure with more TA needed to facilitate implementation.	July 2017	Scott
			1.5 Corporate priorities and compliance better managed through risk management	Develop a risk based compliance improvement strategy	-	8	8		Risk based compliance improvement strategy adopted by 12/31/2017.	Kiribati has introduced a new structure with the next phase of modernization linked to introducing a compliance improvement strategy.		
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.1 Integrity of the registered taxpayer base strengthened	Strengthen the integrity of the registered taxpayer base	-	9	9	1	An improved and more reliable and accurate taxpayer base aligned to TADAT dimensions by 12/31/2018.	Evidence suggests that TA is required in this area.	September 2017	Scott
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	7	7		Taxpayer services strategy in place and operating at improved efficiency levels and based on TADAT dimensions by 12/31/2018.	A new taxpayer services function has been created under a new structure. Additional TA will be provided to guide implementation		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Audit and other initiatives effectively detect inaccurate reporting.	-	10	10	1	The audit function operating at improved efficiency levels based on TADAT foundations by 12/31/2018.	Kiribati has requested additional TA to build audit capability.	October 2017	Leano
				Kiribati Totals:	**16**	**101**	**117**	**6**				

FY18 Work Plan - May 2017 to April 2018: Nauru

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Nauru	1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	Compile the institutional unit table for the public sector and investigate source data for GFS compilation purposes.	12	-	12	1	• Investigate and complete a list of all institutional units covered for GFS by December 2017. • Investigate all possible data sources for the compilation of GFS by December 2017. [RBM−GO−5.7, 5.8 and 10.2]	The institutional scope includes all significant central government institutional units and its associated transactions.	September/ October 2017	DeLaBeer
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Mapping the national chart of accounts (COA) to GFS.					Obtain the National COA for budgetary central government from the Finance Ministry and start the mapping to the *GFSM 2014 by* December 2017. [RBM−GO−9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.		
Public Financial Management	4. Improve coverage and quality of fiscal reporting	Nauru	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	14	14	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2018 2. Staff trained on IPSAS-Cash by December 2017.	Part of PFM Roadmap	December 2017	Mayes
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Nauru	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	16	-	16	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by September 2017	• Existing methods and sources improved (September 2017) • Rebasing plan set out in detail (September 2017)	September 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Refine sources/methods; plan for a rebase					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by September 2017	• Two staff trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (September 2017)		
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by October 2017	• Collection of latest administrative, trade and prices data (September 2017) • Compilation of 2015-16 draft estimates (September 2017)		
				Nauru Totals:	**28**	**14**	**42**	**3**				

FY18 Work Plan - May 2017 to April 2018: Niue

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Public Financial Management	6. Strengthen identification, monitoring, and management of fiscal risks	Niue	6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Scoping mission to improve fiscal risk analysis	11	0	11	1	1. Deliver seminar on fiscal risks to MoF staff. 2. Key issues and TA needs identified and prioritized.		April 2018	Marzan
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Niue	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	-	20	20	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by February 2018	• New secondary compiler (existing staff member) given basic GDP training to support the primary compiler (February 2018)	February 2018	STX (tbc)
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by February 2018	• New estimates for 2016, plus potential revisions , completed with significant PFTAC supplementation (February 2018) • Compilation of 2017 estimates significantly completed with PFTAC supplementation (February 2018)		
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Niue	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organization design. BTB with mission Taxpayer Service Mission 2.2	5	-	5	1	An organizational structure in place and suitably staffed by 6/30/2018.	Niue has accepted PFTAC recommendations to introduce a new structure and will require additional TA moving forward.	August 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function. BTB with Organization Mission 1.2	5	-	5		Taxpayer services strategy in place by 6/30/2018 and aligned to TADAT dimensions.	A new structure to be implemented which will include setting up a taxpayer services component..		
				Niue Totals:	21	20	41	3				

FY18 Work Plan - May 2017 to April 2018: Palau

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	1. Develop and strengthen banking regulations in line with international standards	Palau	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Palau	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM – GO – 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer
Public Financial Management	1. Improved laws and effective PFM institutions	Palau	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment	7	18	25	1	PEFA Self-Assessment completed Feb 2018	Developed by authorities and reviewed by PFTAC	February 2018	Neves/TBA
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Palau	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives. Review overall reforms and governance framework.	1	-	1	1	Reform strategy and governance framework designed and agreed to by 06/30/2018.	Review overall reform progress and support the development of a more structured approach to reforms. Overlaps STX mission for Organization Reform below	May 2017	Shrosbree
			1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design. BTB with Taxpayer Services Mission under 2.2	-	8	8		Organizational structure in place and suitably staffed by 12/31/2018.	Palau has accepted PFTAC recommendations and implemented a function based structure	May 2017	McNeill
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function. BTB with Organization Mission 1.2	-	15	15		Taxpayer services strategy designed by 07/31/2017 and implemented by 12/31/2017 and aligned to TADAT dimensions.	Palau has accepted PFTAC recommendations to introduce a new function based structure and will need additional TA to build an effective taxpayer services program.	May 2017	McNeill
				Palau Totals:	18	53	71	4				

FY18 Work Plan - May 2017 to April 2018: Papua New Guinea (PNG)

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	PNG	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	7	16	23	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. April 2018	Initial mission to determine current RBS implementation status and identify priority TA	June 2017	Stefanou/ Expert
				RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	7	16	23	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	April 2018	Stefanou/ Expert
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	PNG	1.18 A new data set has been compiled and disseminated internally and/or to the public.	Assist in the verification and revisions of data compiled for GFS.	12	-	12	1	• GFS are compiled and disseminated for the budgetary central government by April 2018. • GFS are compiled and disseminated for the general government by April 2019. [RBM – GO – 18.1]	A new set of GFS are compiled and disseminated for the general government as recommended by the GFSM 2014 guidelines. The institutional table need to be updated to cover all statutory bodies by December 2017.	October 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Assist in the verification and revisions of the COA mapping and associated compilation procedures for quarterly reporting.					• COA mapping in the Integrated Financial Management System (IFMS) completed by May 2017. Verification and revisions completed by end of December 2017. • Compilation process for completing quarterly GFS reports and provisions for regular revisions completed by April 2018. • GFS for budgetary central government operations are compiled and disseminated on a quarterly basis by January 2019. [RBM – GO – 12.1]	GFS for budgetary central government operations are compiled and disseminated on a monthly (or quarterly) basis.		
			1.15 Macroeconomic data sets used by policy-makers have been made more intersectorally consistent (reduced discrepancies).	Prepare a reconciliation and include data for the financial balance sheet and public sector data to the monetary statistics and balance of payments.					• Consistent reporting of financial assets and liabilities data for consolidation with GFS on a quarterly basis for general government by April 2019. • Initiate a work plan for collecting debt and foreign aid data by June 2018. • Establish a specialized interdepartmental taskforce to coordinate the collection of GFS sources including financing and debt data by December, 2017. [RBM – GO – 15.3 and 15.14]	GFS and debt are consistent or reconcilable with monetary and financial statistics and external sector debt statistics.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	PNG	1.2 Sound medium-term macroeconomic framework	Continue developing a macroeconomic and fiscal framework.	15	-	15	2	1) The PNG macroeconomic and fiscal framework is developed further (Dec. 17). (2) The projection horizon is extended to the medium term (Dec. 17). (3) The PNG macroeconomic and fiscal framework is developed to undertake debt sustainability assessments (Mar. 18). (4) The framework is used to support monitoring and projection activities by the Bank of Papua New Guinea and the Department of Treasury (Jun. 18). (5) Assistance is provided as required to ensure sustained use of the PNG macroeconomic and fiscal framework (Apr. 18).		May 20-June 4, 2017, October 2017	Claus

FY18 Work Plan - May 2017 to April 2018: Papua New Guinea (PNG)

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Public Financial Management	3. Improve budget execution and control.	PNG	3.1 Budget execution and controls are strengthened	Training Needs Assessment and Internal Auditor Training	0	21	21	1	Training completed on PFM Systems Audit of at least large departments	Low PEFA Internal Audit scores due to lack of systems-based audits.	March 2018	Morrison
	4. Improve coverage and quality of fiscal reporting		4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	19	19	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2017 2. Staff trained on IPSAS Cash by November 2017	Part of PFM Roadmap	November 2017	Mayes
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	PNG	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Train local staff to produce independent estimates of GDP	13	-	13	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by February 2018	(Joint work with ABS) • Existing 5 staff trained on methodology, data collection, compilation and dissemination (by February 2018)	November 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Further review of the GDP by production system; update road map	9	-	9	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by February 2018	(Joint work with ABS) • Review of methods and identification/implementation of improvements towards closer consistency with the 2008 SNA (February 2017)	February 2018	Wild
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	PNG	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives	-	15	15	1	Strategic and modernization plan in place and supported by a governance structure by 12/31/2017	PNG has requested PFTAC assistance in renewing the strategic plan.	July 2017	McNeill
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.1 Integrity of the registered taxpayer base strengthened	Integrity of the registered taxpayer base strengthened.	-	15	15	1	A reliable and accurate taxpayer base aligned to TADAT dimensions by 07/31/2018.	The current data base is corrupt - the authorities have requested PFTAC advise to rectify.	June 2017	Lawrence
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.					On-time filing operations based on TADAT dimensions with improvements by 6/30/2018.	The authorities have requested PFTAC TA to assist in improving on-time filing ratios.		
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time					On-time payment operations based on TADAT dimensions with improvements by 6/30/2018.	The authorities have requested PFTAC assistance to improve poor on-time payment levels.		
				PNG Totals:	**63**	**102**	**165**	**11**				

FY18 Work Plan - May 2017 to April 2018: Regional Activities

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Regional	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	AFSPC Annual Meeting. Introduction to: Resolution Frameworks; and Fintech and Supervision	5	12	17	1	i) Workshop on Resolution Framework delivered ii) Workshop on Fintech and Supervision delivered		August 2017	Stefanou/ MCMFC
			2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	SEACEN: Provide training to supervisors on supervision and assessment of banking key risk areas	5		5	1	i) SEACEN supervision training delivered.	SEACEN is developing a foundation supervision training course. PFTAC will assist SEACEN in delivery of course for PFTAC members.	September 2017	Stefanou
	1. Develop and strengthen banking regulations in line with international standards		1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Workshop on Banking Legislation and Prudential Standards - sub-regional for Northern Pacific members (FSM, Palau, RMI, Kiribati)	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards. Workshop will be followed up with bilateral missions to each country to follow-up on and progress reform.	July 2017	Stefanou/ LEG / Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
			1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Workshop on Insurance Legislation and Prudential Standards - sub-regional for Southern Pacific members	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2019	Workshop to review and establish revision plan for insurance legislation and prudential standards. Workshop will be followed up with bilateral missions to each country to follow-up on and progress reform.	February 2018	Stefanou/ LEG / Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2019			
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Regional	Capacity Development in GFS.	GFS methodological training, practical workgroup exercises and country data compilation.	7	17	24	1	Workshop delivered and staff trained.	Workshop for selected PFTAC member countries to be held in Fiji. This activity will include a segment of country specific technical assistance to Kiribati.	August 2017	DeLaBeer/ Expert
			Capacity Development in GFS.	GFS methodological training, practical workgroup exercises and country data compilation.	9	11	20	1	Workshop delivered and staff trained.	Sub-regional Workshop for Micronesian members. Venue TBC.	January 2018	DeLaBeer/ Expert

FY18 Work Plan - May 2017 to April 2018: Regional Activities

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Regional	1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Workshop on compiling and forecasting GDP.	5	9	14	1	1) An inter-disciplinary workshop is facilitated (Oct. 17). (2) Participants identify priority areas for improving GDP compilation and forecasting (Oct. 17).	The workshop will be organized in collaboration with PFTAC's Real Sector Statistics Advisor.	October 2-6, 2017	Claus/?????
			1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Workshop on forecasting fishing revenues.	5	14	19	1	1) An inter-disciplinary workshop is facilitated (Feb. 18). (2) Participants identify priority areas for improving fishing revenue forecasting and management (Feb. 18). (3) Medium-term fishing revenue projections are produced jointly by ministries of finance and marine authorities in 2 out of 9 countries (Sept. 18).	The workshop will be organized in collaboration with PFTAC's PFM Advisor.	February 12-17 2018	Claus/?????
			1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Workshop on incorporating demographic changes into budget processes.	5		5	1	1) An inter-disciplinary workshop is facilitated (Nov. 17). (2) Economic and fiscal projections include demographic changes in 2 out of 8 countries (Nov. 18).	The workshop will be organized in collaboration with PFTAC's PFM Advisor and UNESCAP.	November 27-December 1, 2017	Claus
			1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Support and advise on econometric estimations, including of a measure of the output gap, and empirical analysis.	5	5	10	1	1) Analytical advice & support is provided as requested (Apr. 18). (2) Research papers are peer reviewed (Apr. 18). (3) At least two working papers are published by Pacific central banks and/or ministries of finance (Apr. 18). 4) Options to estimate potential output using multivariate filter methodology developed by the IMF Research Department are investigated (Apr. 18).	Technical assistance will be provided offsite.	On-going	Claus/?????
			1.2 Sound medium-term macroeconomic framework	Workshop on macroeconomic policy analysis.	5	14	19	1	1) An inter-agency workshop is facilitated (Apr. 18). (2) Collaboration between central banks and ministries of finance is strengthened in the development of policy tools (Apr. 19).		April 2018	Claus/?????
Public Financial Management	1. Improved laws and effective PFM institutions	Regional	1.2 MoF capacity can meet enacted PFM responsibilities	Participation in development partners' forum	28	0	28		Technical inputs provided as required	Includes participation in development partners forum	between May 2017 to April 2018	Neves/Marzan
	2. Strengthen budget preparation towards more comprehensive, credible, and policy oriented budget.		2.3 More credible medium-term budget framework is integrated in annual budget process	Workshop on Expenditure Planning & Budget Documentation	5	0	5	1	Workshop Delivered as planned.	Collaboratively with Macro advisor, ADB, PIFS, UNESCAP	September 2017	Neves
	3. Improve budget execution and control.		3.1 Budget execution and controls are strengthened	Workshop on strengthening budget execution controls	7	12	19	1	Workshop Delivered as planned.	Targets Heads of Treasury and Internal Audit	August 2017	Marzan/Silins
	6. Strengthen identification, monitoring, and management of fiscal risks		6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Scoping mission to improve fiscal risk analysis	0	0	0	1	Fiscal risk assessment and reporting framework developed by PFTAC by April 2018.		December 2017	Work by Headquarters from PFTAC budget
	6. Strengthen identification, monitoring, and management of fiscal risks		6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Workshop of Fiscal Oversight of SOEs	7	12	19	1	1. Workshop delivered. 2. Participant countries identify gaps, next steps and TA needs	Priority for countries with a C or D PEFA score in PEFA category 9 and 10	February 2018	Marzan/Colvin

FY18 Work Plan - May 2017 to April 2018: Regional Activities

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Regional	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Delivery of training to compilers from FSM, Palau and RMI	7	-	7	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	Sub-regional multi-sector workshop for Northern Pacific building on April 2017 event	April 2018	Wild
			1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Delivery of training to compilers from Cook Islands, Kiribati, Nauru, Niue, Tokelau and Tuvalu	5	-	5	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by April 2019	Multi-topic workshop for Melanesian/Polynesian members not trained in FY17; likely held in Fiji	October 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis.	Participation in the Pacific Statistics Steering Committee which coordinates TA in the region	3	-	3	1	More metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by January 2019	• Likely to be held in Fiji	November 2017 (tbc)	Wild
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Regional	1.5 OCO Annual Conference	Developing an alliance with the OCO to improve revenue administration risk management.	5		5	1	Attend OCO Conference in Guam and deliver a presentation on integrated risk management.	To support DRM, PFTAC and the OCO have entered into strategic partnership to improve risk management between tax and customs departments.	May 2017	Shrosbree
			1.1 - 1.7 Senior Management Team Workshop on modern revenue administration (to follow PITAA Heads Meeting)	Management of tax administration strategies and operations improve over time.	3	3	6	1	Workshop will reemphasize the important of a reform strategy, governance, support functions and risk management in modern tax administration.	To support management development PFTAC will reemphasize the importance of reform, governance and risk management in modern tax administration.	September 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		1&2 PITAA Heads Meeting - Management and core tax functions	Reviewing regional progress during 2016/17 and planning ahead.	5		5	1	Annual PITAA Heads Meeting (Samoa)	PFTAC supporting the development of PITAA	September 2017	Shrosbree
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	VAT Fraud Workshop with PITAA	-	8	8	1	PICs have little awareness of VAT fraud schemes and need to understand and build capability to address tax leakage in this area.	To support VAT risk management PFTAC will facilitate a VAT fraud workshop to highlight area of risk.	October 2017	STX
				Management training for senior auditors and managers.	5	-	5	1	PICs need to develop management skills to improve the management of the audit functions.	Upon the request of PICs PFTAC will facilitate a workshop geared towards improving audit management capability.	December 2017	Shrosbree
				Senior auditor training in the interpretation and analysis of financial statements -	-	12	12	1	PICs need to develop audit skills to interpret and analyze corporate financial statements to detect compliance anomalies.	The larger PICs have requested PFTAC training to develop skills that provide a better understanding of corporate financial statements and tax implications.	July 2017	Teed
			Regional Totals:		141	153	294	24				

FY18 Work Plan - May 2017 to April 2018: Republic of Marshall Islands (RMI)

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	**2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes**	RMI	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	Provide guidance and training for on-site examination, using an actual on-site examination as a working case.	-	19	19	1	i) Use of CAMELS assessment framework embedded in organization. April 2018	Follow-up TA mission to the on-site examination mission undertaken in February 2017	July 2017	
	1. Develop and strengthen banking regulations in line with international standards		1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	5	12	17	1	i) Applicable guidelines and regulations are drafted. April 2018	Workshop to review and establish revision plan for banking legislation and prudential standards, to be held in July 2017. Followed up with bilateral missions to each country to follow-up on and progress reform. First follow-up.	February 2018	Stefanou/ Expert
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.						i) Applicable guidelines and regulations are drafted. April 2018			
Government Finance Statistics	**1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS**	RMI	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	• Compile and disseminate annual data for budgetary central government FY16 by November 2017. • Investigate general government elimination entries in preparation for consolidation by April 2018. [RBM–GO–12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	March 2018	DeLaBeer
Macroeconomic Management	**1. Improved macroeconomic policy advice to government and central bank management**	RMI	1.2 Sound medium-term macroeconomic framework	Support the use of the Marshall Islands Fiscal Model (MI-FM) in budget preparations and policy analysis.	15	-	15	2	1) Development of the MI-FM is completed (Dec. 17). (2) The MI-FM is used for policy analysis including to develop a medium-term fiscal framework (Dec. 17). (3) Quarterly Government Finance Statistics (GFS) and outturns compared to forecasts are reported on (Dec. 17). (4) Staff resources to update and use the MI-FM are increased (Mar. 18). (5) Staff update and use the MI-FM in budget prep (Aug. 18). (6) Assistance is provided as need to ensure sustained use of the MI-FM (Apr. 18).		May 1-5, 2017, November 2017	Claus
Real Sector Statistics	**1.** Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	RMI	1.21 Business processes documentation for compilation and/or dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated	Review and update previous BPD in line with latest system's operation	-	21	21	1	Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by August 2017	• Existing documentation is reviewed by PFTAC, explained further to staff (August 2017)	August 2017	STX (tbc)

FY18 Work Plan - May 2017 to April 2018: Republic of Marshall Islands (RMI)

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	RMI	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Strategy and governance arrangements in place to support reform initiatives.	3	-	3	1	A commitment by Government to kick start reforms by 30 June, 2017.	Review overall reform progress and support the development of a more structured approach to reforms	May 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.1 Integrity of the registered taxpayer base strengthened	Strengthen the integrity of the registered taxpayer base.	-	9	9	1	A reliable and accurate taxpayer base aligned to TADAT dimensions by 12/31/2017.	The current data base is corrupt - the authorities have requested PFTAC advise to rectify.	Oct-17	Lawrence
			2.2 Taxpayer Services initiatives to support voluntary compliance strengthened	Strengthen the taxpayer services function.	-	7	7		Taxpayer services strategy in place by 12/31/2017 and aligned to TADAT dimensions.	Additional TA required in setting up a sustainable taxpayer services program.		
			2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time.	-	9	9	1	On-time filing improvements based on TADAT dimensions in place and reflected in improvements achieved by 12/31/2017.	An environmental scan shows potential to improve on-time filing.	January 2018	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	7	7	1	On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	An environmental scan shows potential to improve on-time payment of taxes		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Strengthen audit capability and programs to ensure completeness and accuracy of reporting.	-	15	15	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	RMI has a low audit skills base and requested TA to build capability.	July 2017	Leano
				RMI Totals:	**28**	**99**	**127**	**10**				

FY18 Work Plan - May 2017 to April 2018: Samoa

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Samoa	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	12	-	12	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries and statistical discrepancies in preparation for consolidation by November 2017. [RBM – GO – 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	September 2017	DeLaBeer
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Samoa	1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Develop GDP forecasting methodology.	-	21	21	1	1) A GDP forecasting framework is set up (Dec. 17). (2) Three-year forecasts of real GDP by industries and the GDP deflator are produced by the Central Bank of Samoa and the Ministry of Finance (Dec. 17). (3) A forecasting committee is established and forecasts are shared with other institutions, e.g. Ministry for Revenue (Jun. 18). (4) The forecasting committee produces and publishes official forecasts (Jun. 19).		TBD	??????
			1.2 Sound medium-term macroeconomic framework	Develop the Samoa Economic and Revenue Forecasting (SERF) Model to undertake debt sustainability analysis and monitor cash and foreign reserves.	5	-	5	1	1) The projection horizon of the SERF Model is extended to the medium term (Sept. 17). (2) The SERF model is developed to undertake sustainability analysis of policy scenarios (Apr. 18). (3) Assistance is provided as required to ensure sustained use of the SERF Model (Apr. 18).		July 2017	Claus
			1.3 Strong institutional structures for macroeconomic policy making	Facilitate a cross institution (Ministry of Finance, Ministry for Revenue, Central Bank of Samoa, Samoa Bureau of Statistics) workshop on forecasting and sharing data.	5	-	5	1	1) An inter-agency workshop is facilitated (Apr. 18).(2) An action plan for improving forecasting and data sharing is agreed by the Central Bank of Samoa, the Ministry of Finance, the Ministry for Revenue, and the Samoa Bureau of Statistics and implemented (Jun. 18).	The establishment of a forecasting committee will be discussed at the workshop.	April 2018	Claus
Public Financial Management	4. Improve coverage and quality of fiscal reporting	Samoa	4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Improve accounting frameworks on financial assets and liabilities	7	0	7	1	1. PFTAC advice adopted and full IPSAS-cash compliance by authorities by November 2018; 2. Regs on Fin assets/liabilities implemented by July 2018.	Builds on FY17 TA that improved accounting framework; on and off-site work	September 2017	Marzan
	5. Improve integration of asset and liability management framework		5.2 Cashflow forecasts for all central government are more accurate and timely	Strengthening Cash Management	0	17	17	1	1. New Cash Management Regs finalized & approved by authorities by June 2018. 2. Staff trained in new Cash Mgmt Regs to prepare cashflow forecast by July 2017.	Builds on initial training provided in 2016.	July 2017	Silins
	6. Strengthen identification, monitoring, and management of fiscal risks		6.2 Central fiscal oversight and analysis of public corporation risks are strengthened	Improve fiscal oversight of the financial sector and non-commercial SOEs	0	18	18	1	Performance and fiscal risk indicators to monitor SOEs developed by PFTAC and adopted by authorities by October 2017.	Builds on TA on general fiscal oversight of SOEs. To be coordinated with MCM and FSS advisor	June 2017	Savenaca
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Samoa	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Further assist staff in rebasing GDP by production	14	-	14	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by June 2017	• Remaining methods and/or source updates by industry are completed (June 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (June 2017)	June 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of GDP by production					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by March 2018	• Concepts, sources and methods used for the compilation of the QNA should be published (March 2018)		
			1.5 Data are compiled using the coverage and scope of the latest manual/guide	Develop GDP by expenditure estimates	14	-	14	1	Additional accounts/aggregates are developed to meet national data requirements and ISWGNA minimum requirements and/or recommended tables and accounts [RBM NA 5.1] by October 2017	• PFTAC full review of GDP(E) sources and methods (October 2017) • PFTAC review and amelioration of GDP(E) and GDP(P) discrepancy values (October 2017)	October 2017	Wild
			1.20 Metadata released internally and to the public have been strengthened consistent with the dataset to enhance interpretation and analysis	Assist in production of external supporting documentation for users of GDP by production					Relative to the baseline, more metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by June 2018	• Concepts, sources and methods used for the compilation of the QNA should be published (March 2018)		

FY18 Work Plan - May 2017 to April 2018: Samoa

Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Samoa	1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	-	18	18	1	Compliance risks identified and addressed through an evidenced based implemented compliance improvement strategy by 12/31/2017.	Samoa introduced a compliance improvement strategy but implementation support is required	October 2017	Aslett
			1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	12		12	1	Compliance risks identified and addressed through an evidenced based implemented compliance improvement strategy by 12/31/2017.	Samoa introduced an Industry Partnership initiative - additional implementation assistance required.	October 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing ratios over time	-	15	15	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 6/30/2018.	The authorities have requested TA to improve on-time filing rates.	November 2017	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.	-	15	15		On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	Opportunity exists to further strengthen on-time payment of taxes.		
			2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting	Building audit capability and programs to ensure completeness and accuracy of reporting	-	18	18	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	Building audit capability is a long term effort which will require TA moving forward.	October 2017	Teed
				Samoa Totals:	**69**	**122**	**191**	**13**				

FY18 Work Plan - May 2017 to April 2018: Solomon Islands

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Solomon Islands	1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	12	-	12	1	• Compile and disseminate annual data for budgetary central government for FY16 by November 2017. • Investigate general government elimination entries and statistical discrepancies in preparation for consolidation by April 2018. [RBM – GO – 12.3]	GFS for general government operations are compiled and disseminated on a annual basis.	February 2018	DeLaBeer
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Solomon Islands	1.2 Sound medium-term macroeconomic framework	Develop the Solomon Islands financial programming frameworks to undertake debt sustainability and external vulnerability assessments.	10	-	10	2	1) The projection horizons of the Central Bank of Solomon Islands' and the Ministry of Finance and Treasury's financial programming frameworks are extended to the medium term (Dec. 17). (2) The frameworks are developed to undertake sustainability analysis of policy scenarios (Jun. 18). (3) Assistance is provided as required to ensure sustained use of the Solomon Islands' financial programming frameworks (Apr. 18).		September 2017, February 2018	Claus
Public Financial Management	1. Improved laws and effective PFM institutions	Solomon Islands	1.1 Legal Framework enacted	Revision of Financial Instructions	0	36	36	3	Revised FIs developed by PFTAC and adopted by authorities by July 2018	PFTAC to review draft by authorities assumed ready FY18/H1; Involves 2 missions and work from home	January to February 2018	Mayes
	4. Improve coverage and quality of fiscal reporting		4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Implement IPSAS Cash Accounting	0	15	15	2	1. MoFT staff trained on IPSAS-Cash implementation by May 2017; 2. 2016 financial report partially meets IPSAS-Cash requirements	Part of PFM Roadmap; on and off-site work	May 2017	Silins
	5. Improve integration of asset and liability management framework		5.2 Cashflow forecasts for all central government are more accurate and timely	Strengthening Cash Management	0	13	13	2	1. Cash Mgmt Guidelines finalized, approved and implemented by authorities by January 2018. 2. Staff trained by August 2017 and apply cashflow model.	Builds on initial training provided in 2016; Involves on and off-site work.	May 2017	Silins
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Solomon Islands	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Staff trained further in analyzing and adjusting results	15	-	15	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by January 2018	• Two staff trained on analysis and dissemination (January 2018)	January 2018	Wild
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Business survey processing and imputation reviewed/updated					Relative to the baseline, improvements are made to the way in which adjustments to source data are made [RBM NA 9.2] by January 2018	• Review and documentation of annual business survey imputation methods (January 2018)		
			1.15 **Improved Timeliness** of data made available internally and/or to the public	Improvements to BOP current account	-	21	21	1	The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by November 2017		November 2017	STX (tbc)
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Solomon Islands	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	5	12	17	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. April 2018	Initial mission to determine current RBS implementation status and identify priority TA	September 2017	Stefanou/ Expert
				RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	5	12	17	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	April 2018	Stefanou/ Expert
				Solomon Islands Totals:	**47**	**109**	**156**	**14**				

FY18 Work Plan - May 2017 to April 2018: Timor-Leste

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Public Financial Management	1. Improved laws and effective PFM institutions	Timor Leste	1.2 MoF capacity can meet enacted PFM responsibilities	Expenditure Review Seminar	5	0	5	1	Participation in the Expenditure Review Seminar	PFTAC participation was requested by the authorities. This seminar will be participated by other development partners	June 2017	Neves
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Timor-Leste	2.6 Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Provide training to supervisors on supervision and assessment of banking key risk areas	-	15	15	I	1. A training program is designed and delivered to supervisors	Training is the assessment of credit risk, operational risk, liquidity risk, market risk and investment risk. Training mission to be followed up in 2019 with on-site examination on-the-job training.	April 2018	Expert
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Timor-Leste	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Imbalances using various data sources to compile GFS are investigated and resolved.	-	14	14	1	• Review and complete updates between various source systems to resolve discrepancies, e.g. balance sheet transactions by December 2017. • Updates to the COA in ProClarity transparency portal to facilitate GFS compilation completed by December 2017. • Reconciliation of currency and deposits in ProClarity with the monetary statistics released by Central Bank of Timor-Leste be included in GFS quarterly report July 2017. [RBM−GO−9.8]	Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated. With support of the Information Technology Free balance international team.	April 2018	Expert
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Timor-Leste	1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Review sources and methods for GDP by production and expenditure and identify updates	-	21	21	1	Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by October 2017	• Concepts, sources and methods used for the compilation annual GDP reviewed (October 2017) • Updates to sources and methods identified and agreed with local consultant (October 2017) • Dissemination practices reviewed, improvements identified (October 2017)	October 2017	STX (tbc)
				Timor Leste Totals:	5	50	55	4				

FY18 Work Plan - May 2017 to April 2018: Tokelau

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Public Financial Management	1. Improved laws and effective PFM institutions	Tokelau	1.2 MoF capacity can meet enacted PFM responsibilities	PEFA Self-Assessment and update of PFM Roadmap	13	19	32	1	PEFA Self-Assessment completed by September 2017 and PFM Roadmap updated by January 2018	Developed by authorities and reviewed by PFTAC	September 2017	Neves/ Uluinaceva
				Tokaelau Totals:	13	19	32	1				

FY18 Work Plan - May 2017 to April 2018: Tonga

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Tonga	1.5 Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Complete the institutional unit table for the public sector and investigate source data for GFS compilation purposes.	12	-	12	1	• Investigate and complete a list of all institutional units covered for GFS by September 2017. • Investigate all possible data sources for the compilation of GFS by September 2017. [RBM–GO–5.13, 5.14 and 10.3]	The institutional scope includes all significant general government institutional units and its associated transactions.	June 2017	DeLaBeer
			1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Mapping the national chart of accounts (COA) to GFS.					Obtain the National COA for budgetary central government from the Finance Ministry and start the mapping to the *GFSM 2014* by January 2018. [RBM–GO–9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Tonga	1.2 Sound medium-term macroeconomic framework	Support the use of the Tonga macroeconomic programming framework.	5	-	5	1	1) Assistance is provided as required to ensure sustained use of the Tonga projection model (Apr. 18).		March 2018	Claus
Public Financial Management	4. Improve coverage and quality of fiscal reporting	Tonga	4.1 Chart of Accounts is aligned with International Standards	Phase 2 of improving the Chart of Accounts	0	12	12	1	All required classifications are developed and integrated into new CoA and adopted by authorities by July 2018.	Phase 1 completed March 2017.	July 2017	Silins
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Improve accounting and reporting frameworks	7	0	7	1	1. Staff trained on IPSAS-Cash implementation by July 2017; 2. 16/17 fin statements reviewed by PFTAC and advice partially adopted by authorities by November 2017.	Continuation of 2016 TA for accounting reform	July 2017	Marzan
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Tonga	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Further training on tax data	12	-	12	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by March 2018	(To precede/follow the annual PFTAC Steering Committee meeting in Tongatapu) ▪ Staff trained on revised tax-based GDP(P) methodology, data collection and dissemination (March 2018)	March 2018	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Begin work to set new annual benchmarks for rebasing in 2018					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by March 2018	▪ Analyze and appropriately utilize latest HIES and census data to form new benchmarks for 2016 (March 2018)		
			1.10 Source data are adequate for the compilation of the national accounts	Assist in obtaining new tax data and reviewing business survey					Relative to the baseline, improvements to source data used for annual estimates are made [RBM NA 10.2] by March 2018	▪ Refine tax-based industry estimates (August 2017) ▪ Review business survey questionnaire and results and make formal recommendation regarding its future (March 2018)		
Revenue Administration	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities	Tonga	2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.	-	7	7	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 6/30/2018.	The authorities have requested TA to improve on-time filing rates.	March 2018	Lawrence
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	Building audit capability and programs to ensure completeness and accuracy of reporting	-	9	9	1	The audit function operating at improved efficiency levels in line with TADAT dimensions by 12/31/2018.	Opportunity exists to further strengthen on-time payment of taxes.	July 2017	Teed
				Tonga Totals:	**36**	**28**	**64**	**7**				

FY18 Work Plan - May 2017 to April 2018: Tuvalu

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Tuvalu	2.3 Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved.	Development of basic prudential reporting framework	5	-	5	1	i) Revised Reporting templates are developed. April 2019	This work will be in addition to the Banking Supervision Program, initiated by PFTAC in FY2017, and now planned to be jointly implemented with the World Bank.	September 2017	Stefanou
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Tuvalu	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Mapping the national chart of accounts (COA) to GFS.	12	-	12	1	Review and update the COA for budgetary central government from the Finance Ministry with mapping it to *GFSM 2014 by* January 2018. Investigate the options of automating the annual and quarterly reporting through the COA. [RBM–GO–9.6]	Bridge tables from national source data to GFS classifications have been constructed and are used to compile GFS.	December 2017	DeLaBeer
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• Compile and disseminate annual data for BCG and a time series of at least three years (FY14-FY16) by January 2018. • Compile and disseminate consolidated general government annual data by December 2018. [RBM–GO–12.3]	GFS for general government operations are compiled and disseminated on a annual basis.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Tuvalu	1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Develop GDP forecasting methodology.	5	-	5	1	1) GDP forecasting methodology is developed (Sept. 17). (2) Three-year forecasts of real GDP and the GDP deflator are produced (Jun. 18).		July 2017	Claus
Real Sector Statistics	**1.** Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Tuvalu	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	-	21	21	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by January 2018	• New compiler given further training to foster independent GDP compilation within the NSO (January 2018)	January 2018	STX (tbc)
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine sources/methods; plan for a rebase					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by January 2018	• Draft annual benchmarks set for new base year (January 2018) • GDP system updated to reflect new benchmark year (January 2018)		
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates					New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available by January 2018	• Assist with the compilation of GDP(P) estimates for 2015-16 and historical revisions (January 2018)		
Revenue Administration	**1. Strengthened revenue administration management and governance arrangements**	Tuvalu	1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design.	12	-	12	1	Organizational structure in place and suitably staffed by 6/30/2018.	Tuvalu has accepted PFTAC recommendations to improve its current structure and adopt a more functional approach	August 2017	Shrosbree
				Tuvalu Totals:	**34**	**21**	**55**	**5**				

FY18 Work Plan - May 2017 to April 2018: Vanuatu

TA Area	Objective	Country	Outcome Targeted	Activity	May 2017 - April 2018 (in person-days) PFTAC resident advisors	ST experts	Total	Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Vanuatu	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. Diagnostic to assess effectiveness and efficiency of RBS framework and develop TA strategy and plan	7	16	23	1	i) RBS Framework Enhancement Strategy and TA Plan developed and initiated. October 2017	Initial mission to determine current RBS implementation status and identify priority TA. Mission on-site undertaken. Finalization of mission work in progress.	May 2017	Stefanou/ Expert
			2.4 Strengthened institutional structure and operational and procedures for RBS implementation	RBS framework enhancement program. First follow-up mission from diagnostic. Focus to be on a key RBS component: Regulation; Risk Identification and Assessment; Risk Rating; or Supervisory Action Planning	5	19	24	1	i) Milestones for follow-up missions to be based on RBS Framework Enhancement Strategy and TA Plan	Continuation of RBS framework enhancement program. Mission scope determined by diagnostic mission.	September 2017	Stefanou/ Expert
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Vanuatu	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Imbalances using various data sources to compile GFS are investigated and resolved.	-	21	21	1	• A process be initiated to reconcile currency and deposits and other financial balance sheet transactions causing data imbalances by December 2017. • A reconciliation of transactions in the net investment of nonfinancial assets between various source data causing statistical discrepancies be initiated by December 2017. [RBM−GO−9.8]	Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated.	August/ September 2017	Expert
			1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.					• Refine and update the annual and quarterly GFS compilation process in line with *GFSM 2014* guidelines and disseminate the data for the *IFS* by December 2017. • Compile and disseminate annual data for BCG with completing the time series of the last five years (FY12-FY16) by December 2017. • Compile and disseminate consolidated general government annual data by December 2018. [RBM−GO−12.1 and 12.3]	GFS for general government operations are compiled and disseminated on a annual / quarterly basis.		
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Vanuatu	1.2 Sound medium-term macroeconomic framework	Support the use of the national framework for revenue forecasting in budget preparations and the Model of the Vanuatu Economy (MOVE) to produce economic projections.	5	-	5	1	1) Empirical tools are enhanced further, e.g. to incorporate cash reserve monitoring and better management of debt servicing payments (Apr. 18). (2) Further training is delivered on practical applications of the national framework for revenue forecasting and the MOVE (Jan. 18). (3) Staff at the Ministry of Finance and Economic Management and the Reserve Bank of Vanuatu update and use the tools developed (Apr. 18). (4) A paper documenting the MOVE is published (Apr. 18). (5) Assistance is provided as required to ensure sustained use of the national framework for revenue forecasting and the MOVE (Apr. 18).		August 2017	Claus
				Quantify the price and inflation effects of import duty reductions.	5	-	5	1	1) Methodology is developed to quantify the price and inflation effects of import duty reductions (Aug. 17).(2) Expected price reductions are announced prior to import duty reductions (Jun. 18).	The element of the mission is part of the TA PFTAC has been providing to support the implementation of income tax in Vanuatu.	January 2017	Claus

FY18 Work Plan - May 2017 to April 2018: Vanuatu

TA Area	Objective	Country	Outcome Targeted	Activity	PFTAC resident advisors	ST experts	Total	Number of Missions/Activities	Milestones	Comments	Planned Date	Experts
					May 2017 - April 2018 (in person-days)							
Public Financial Management	3. Improve budget execution and control.	Vanuatu	3.1 Budget execution and controls are strengthened	Strengthening Internal Audit	0	20	20	2	1. Payroll and procurement manual developed by PFTAC by mid November, 2017 2. Auditors trained by PFTAC and using manual by end of November 2017.	Builds on 2016 TA, involves on and off-site work	November 2017	Prcevich
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Scoping mission for capacity development on accounting and reporting	12	19	31	1	1. Gap analysis, action plan developed by PFTAC and adopted by authorities by October 2017; 2. Staff trained on IPSAS application on July 2017.	Part of PFM Roadmap.	July 2017	Marzan/ Uluinaceva
			4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Development of Accounting Manual	0	21	21	2	Accounting Manual drafted and adopted by authorities by January 2018. 2. Staff trained on the manual by October 2017.	Involves on and off-site work.	October 2017	Uluinaceva
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Vanuatu	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity	14	-	14	1	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate [RBM NA 3.1] by August 2017	• Two new compilers trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (August 2017) • Returning compiler given more in-depth training on rebasing principles and procedures (August 2017)	August 2017	Wild
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	Refine sources/methods; revive CPI/GDP rebasing plans					Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by February 2018	• Review use of VAT data to estimate output and IC for various industries (August 2017) • Update estimates of GFCE from GFS data (August 2017) • Review and update the own-account construction model (August 2017) • Rebase of GDP(P) and GDP(E) to 2010 (February 2018) • Balancing to reduce discrepancy values (February 2018)		
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Vanuatu	1.1 Reform strategy and implementation governance framework adopted and institutionalized	Review overall reforms and governance framework.	5	-	5	1	Successful implementation of a reform strategy and governance framework to manage reforms.	Review overall reform progress and reform governance framework.	November 2017	Shrosbree
			1.2 Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational design	-	18	18	1	Organizational structure in place and suitably staffed by 12/31/2017.	Vanuatu recently introduced a new function based structure under PFTAC guidance – additional TA is to refine the model	July 2017	McNeill
			1.5 Corporate priorities and compliance better managed through risk management	Further strengthen compliance risk management.	12	-	12	1	Risk based compliance improvement strategy institutionalized and supported by a governance framework in line with TADAT dimensions by 12/31/2017.	Vanuatu introduced a compliance improvement strategy and has made some progress – TA will help institutionalize the approach.	June 2017	Shrosbree
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.3 Larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing rates over time.	-	15	15	1	On-time filing operating at improved efficiency levels in line with TADAT dimensions and showing improvements by 12/31/2017.	Progress has been made to improve on-time filing with more work required to improve internal business processes.	August 2017	McNeill
			2.4 Larger proportion of taxpayers meet their payment obligations as required by the law	On-time payment compliance and management of arrears improves over time.		15	15		On-time payment improvements demonstrated and in line with TADAT dimensions by 12/31/2017.	Vanuatu requested additional TA after an environmental scan showed opportunity to improve on-time payment ratios.		
			Vanuatu Totals:		**65**	**164**	**229**	**15**				