

FY22 Work Plan - May 2021 to April 2022: Cook Islands - FINAL OUTTURN AT APRIL 2022

TA Area	Objective	Country	Outcome Targeted	Activity	May 2021 - April 2022 (in person-days)			Number of Missions/ Activities	Updated Inputs at Oct 31, 2021 (in person-days)			Number of Missions/ Activities	Updated Inputs at Apr 30, 2022 (in person-days)			Number of Missions/ Activities	% delivered	Delivery Status	COVID Status	Milestones	Comments	Planned Date	Experts	
					PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total									
Financial Sector Supervision	Develop/strengthen banking regulations and prudential norms	Cook Islands	Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Aligning Cook Island FSC's Regulation on Definition of Capital with Basel III Definition of Capital- Assisting authorities to draft revised capital adequacy regulation	2	4	6	1	-	-	-	-	-	-	-	0%	Shifted to FY23		Authorities complete the drafting of the regulation as recommended by the PFTAC Mission.		Nov 1 - 4, 2021 (in country)	Kumar/ STX		
			Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Aligning Cook Island FSC's Regulation on Definition of Capital with Basel III Definition of Capital- Assisting authorities to finalize the draft revised capital adequacy regulation, conduct impact study and issue draft for industry consultation	2	4	6	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		Authorities issue the draft regulation for industry consultation.		Apr 4 - 7, 2022 (in country)	Kumar	
	Implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient infrastructure/systems in place to improve credit risk monitoring and strengthen banking supervision processes.	To review the draft supervisory manual prepared by the CI-FSC	3	7	10	1	15	-	15	1	15	-	15	1	100%	Aug 9 - Nov 30, 2021	1 - Not COVID Related	The supervisory manual is finalized and adopted by the FSC		May 10 - 16, 2021 (remote)	Kumar		
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics- national accounts	Cook Islands	Internal consistency within a macroeconomic or financial dataset has improved (reduced discrepancies)	Decrease discrepancy between GDP(P) and GDP(E) estimates and finalize and publish adjusted ESS estimates	10	10	20	1	-	13	13	1	-	13	13	100%	Aug 24 - Sep 6, 2021 (remote)	1 - Not COVID Related	Decrease discrepancy between GDP(P) and GDP(E) estimates and finalize and publish adjusted ESS estimates		Aug 9 - 20, 2021 (remote)	Andrews		
			Higher frequency data has been compiled and disseminated internally and/or to the public	Review seasonal adjusted GDP(P) and provide training on techniques.	10	-	10	1	10	-	10	1	10	-	10	1	100%	Jun 7 - 18, 2021 (remote)	2 - Indirectly COVID Related	Staff is trained on QNA seasonal adjustment		Jun 7 - 18, 2021 (remote)	Scheiblecker	
Public Financial Management	Improved PFM laws and effective institutions	Cook Islands	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	Roadmap development	12	12	24	1	8	10	18	1	8	10	18	100%	Sep 27 - Nov 15, 2021 (remote)	2 - Indirectly COVID Related	PFM roadmap prepared and approved		Jul 12 - 23, 2021 (remote)	Lavea/ Marzan		
	Improved Public Investment Management		The capacity to plan, implement and sustain infrastructure governance reforms is enhanced	Conduct a PIMA	24	28	52	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		PIMA completed		Feb 28 - Mar 11, 2022 (in-country)	Lavea/ Seeds/ STX	
Revenue Administration	Strengthened revenue administration management and governance arrangements	Cook Islands	Organizational arrangements enable more effective delivery of strategy and reforms	Implementation of organizational structure	-	12	12	1	-	12	12	1	-	-	-	0%	Shifted to FY23		Function based structure introduced by 12/31/2020	Function based structure part of business case for modernization developed with PFTAC assistance to be approved at high level		Aug 9 - 20, 2020 (remote)	Shrosbree	
			Effective implementation of a new tax or modernized legislation	Assistance with implementation of Tax Admin Act, including development of project/implementation plan	-	24	24	2	-	-	-	-	-	-	-	-	0%	Shifted to FY23		Tax administration act implemented by 4/30/22	Training to be included for implementation of tax administration act.		Nov 8 - 19, 2020 (remote)/ Mar 7 - 18, 2021 (in-country)	Field
			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Review reform progress	10	-	10	1	10	-	10	1	6	-	6	1	100%	Dec 10 - 17, 2021 (remote)	2 - Indirectly COVID Related	Review overall reform progress and status of PFTAC recommendation	PFTAC has provided TA across objective 1 & 2 that needs to be reviewed		Mar 14 - 18, 2022 (in-country)	Eysselein/ Williams
	Strengthened core tax administration functions	Cook Islands	A larger proportion of taxpayers meet their filing obligations as required by law / A larger proportion of taxpayers meet their payment obligations as required by law	Strengthen Debt and Returns management	-	12	12	1	-	14	14	1	-	14	14	1	100%	Jun 8 - 21, 2021 (remote)	3 - Moderately COVID Related	On-time filing and payments operating at improved efficiency levels by 31/12/2020 and measured against TADAT dimensions.	TA assistance requested by the authorities to improve current returns and payment compliance levels.		May 24 - Jun 4, 2021 (remote)	Field
			Strengthen core tax functions	Developing Standard Operating procedures for core tax functions	-	32	32	1	16	45	61	1	16	45	61	1	100%	Jul 14 - 29, 2021 (remote)	1 - Not COVID Related	SOP's approved and implemented	RMD does not have standardized core tax procedures in place		Jun 28 - Jul 13, 2021 (remote)	Shrosbree/Williams
			Audit and other verification programs more effectively ensure accuracy of reporting	Audit skill development	-	24	24	1	-	24	24	1	-	-	-	-	0%	Cancelled		Audit skills development program completed	Auditor skill level low		Sep 13 - 24, 2021 (remote)	Bell/Matthews
			Audit and other verification programs more effectively ensure accuracy of reporting	Strengthen audit function	-	16	16	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		The audit function operating at improved efficiency levels by 30/4/2022 and measured against TADAT dimensions.	The authorities have requested TA to assist in building audit function and capability.		Jan 31 - Feb 11, 2022 (in-country)	Home
	Legal	Cook Islands	Audit and other verification programs more effectively ensure accuracy of reporting	Review AEOI Process	-	-	-	-	-	-	-	-	-	15	15	1	100%	Feb 7 - 28, 2022 (remote)	1 - Not COVID Related					
Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols			Finalization and assistance with implementation of Tax Admin Act, including training	-	20	20	2	-	20	20	2	-	10	10	1	100%	Jan 24 - Feb 2, 2022 (remote)	2 - Indirectly COVID Related	Tax Administration Act finalized by 12/31/22	PFTAC is supporting a request by the authorities to modernize their tax laws.		May 24 - Jun 2, 2021 (remote)/ Jul 5 - 14, 2021 (remote)	Burns	
TOTAL					73	205	278	17																

Updated Mid-FY22 Workplan:	59	192	251	12
Delivered by Oct 31:	34	85	119	6
Percentage of Revised Plan:	57%	44%	47%	48%

Final Outturn at April 30, 2022:	55	152	207	10
Percentage of Mid-Year Revised Plan:	93%	79%	82%	83%
Percentage of Original Plan:	75%	74%	74%	59%

Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	Cook Islands		Medium-Term Debt Management Strategy	10	14	24	1	10	14	24	1	10	14	24	1	100%	Oct 4 - 15, 2021 (remote)					Ferguson/ Vilanova
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