

FY23 Work Plan - May 2022 to April 2023: Fiji

TA Area	Objective	Country	Outcome Targeted	Activity	May 2022 - April 2023 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	Develop/strengthen cybersecurity regulations and prudential norms	Fiji	Sound policies & processes to identify, measure, monitor and control cyber risks.	Cyber security -On-site examination	2	14	16	1	Cyber Risk on-site examination framework implemented		Feb 6 - 15, 2023 (in-country)	Kumar/ STX
	Legal		Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Follow-up Mission: Providing clarifications to RBF's queries on the draft Credit Union Legislation provided by the IMF (LEG)	1	9	10	1	Revised Credit Union law is issued for industry consultation	Continuation of the Banking Regulatory Reform project.	Sep 12 - 16, 2022 (remote)	Kumar/ LEG
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Fiji	Improved periodicity, timelines and consistency of data.	Improve GG compilation, accuracy and timeliness. Data is prepared with minimum statistical discrepancies.	12	8	20	2	<ul style="list-style-type: none"> Convert the State of the Nations Report with GFS level 2-3 data for BCG in the Government Finance Statistics Manual 2014 format for quarterly submission for International Financial Statistics. Compile and disseminate consolidated general government annual data. Share general government debt data in the World Bank quarterly public sector debt statistics template for publication. Compile and disseminate public sector debt data quarterly with the World Bank. Compile and disseminate annual BCG FY 2007-2009. Compile and disseminate annual data for BCG FY2021. 	GFS for general government operations are compiled and disseminated on an annual basis.	Jul 25 - 29, 2022 (in-country)/ Apr 17 - 28, 2023 (in-country)	Temes/ LTX
			Source data are adequate for the compilation of these macroeconomic statistics.	Source data provide sufficient detail to allow consolidation of GFS for the various levels of the general government (or public) sector.					<ul style="list-style-type: none"> Investigate the detail and reconcile grants / transfers between levels of gov. Identify, reconcile, and validate the loan transactions between general government units and its associated interest expense / revenue cost for elimination. Estimate incomplete transactions for local government data breaks preparing data for consolidation. 	Further investigate GG consolidation issues.		
			Improved metadata accessibility.	Develop and maintain processes for regularly updating metadata and business process documentation.					<ul style="list-style-type: none"> Update metadata to cover GFSM 2014 methodology and reconciling items to MOE source data. Explaining key differences like Other Economic Flows and Memorandum items. 	Enhanced metadata and compilation guidelines are produced and disseminated.		
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics- national accounts	Fiji	A new data set has been compiled and disseminated internally and/or to the public	Rebasing national accounts to HIES 2019-20	10	-	10	1	Rebased national accounts data have been made available		Aug 15 - 26, 2022 (in-country)	Powell
			A new data set has been compiled and disseminated internally and/or to the public	Developing Constant Price GDP(E)	10	-	10	1			(in-country)	Powell
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Fiji	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Macro-Fiscal Modelling	19	19	38	1	Implementation of new fiscal rules		May 2 - 20, 2022 (in-country)	Beaumont/ Scheiblecker
Public Financial Management	Improved budget execution and control	Fiji	Budget execution monitoring and controls are strengthened	(i) QA Internal Audit and Internal Audit Committee Charters (ii) Advise on establishing an Internal Audit Quality Assurance program.	-	16	16	1			Oct 17 - 28, 2022 (in-country)	Prceovich
	Strengthened identification, monitoring, and management of fiscal risks		Analysis, disclosure and management of other specific fiscal risks are more comprehensive	Improving fiscal risk analysis - Review Risk of Fiji Airways and PPPs	12	15	27	1	Fiscal risks from the selected assessments are quantified and discussed internally within MoE	postponed from FY22	May 16 - 27, 2022 (in-country)	Seeds/ Colvin
Revenue Administration	Strengthened revenue administration management and governance arrangements	Fiji	Support functions enable more effective delivery of strategy and reforms	Review of People Capability and Culture	-	20	20	1	Implementation plan and road map approved	New people lead will assist CEO in implementing changes	May 2 - Jun 10, 2022 (remote)	Reardon
			Corporate priorities are better managed through effective risk management	Strengthen Data Analysis and Risk Management	-	12	12	1	RMU systems and processes provide useable intelligence	Follow on from leadership series on enterprise and compliance risk management	Jun 30 - Jul 15, 2022 (remote)	Hamilton
			Corporate priorities are better managed through effective risk management	Compliance Improvement Strategy (CIS) and RCAP	-	38	38	1	Refreshed CIS is approved and improvement plan to increase revenue implemented	Impact of COVID may change focus of CIS	Jun 6 - 24, 2022 (in-country)	Hamilton/ Strong
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Develop Change Management Strategy	-	15	15	1	Change management strategy approved and implemented by October 2022	Informed by FRCS strategic plan	Jul 4 - 22, 2022 (remote)	Byrnes
			Corporate priorities are better managed through effective risk management	Further assistance with the Industry Partnership approach	-	28	28	1	Compliance of key industries improves	The industry partnership will assist with post-COVID recovery	Jul 25 - Aug 5, 2022 (in-country)	Clayton/ Shrosbree
			Organizational arrangements enable more effective delivery of strategy and reforms	Organizational Design and Operating Model	-	38	38	1	Organizational design and operating model, reviewed, updated approved and implemented by December 2022	Informed by FRCS strategic plan	Aug 1 - 19, 2022 (in-country)	Tamm/ Udy
			Support functions enable more effective delivery of strategy and reforms	Design and Implement Performance Management System	-	32	32	1	New PMS in place that meets needs of all parties	Current performance management system does not meet requirements of modern tax administration	Oct 10 - 26, 2022 (in-country)	Reardon/ Udy
			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	4	-	4	1	Agreement with the authorities on recommendations to facilitate modern tax administration and what anticipated CD requirements will be.	Following 2 years of remote CD, need to review implementation and progress in achieving outcomes.	Feb 28 - Mar 3, 2023 (in-country)	Williams
Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	TADAT Assessment	-	44	44	1	TADAT assessment completed by end of April 2023	Last TADAD assessment undertaken during 2015, new assessment needed to assess current state of the administration, recognize progress and achieving as well as determine areas for improvement	Apr 3 - 20, 2023 (in-country)	Middleton/ HQ Staff			

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	Strengthened core tax administration functions		Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening tax audit	-	32	32	1	Quality of audits improved	Audit case work to be improved as requested by authorities	Aug 29 - Sep 9, 2022 (in-country)	Bell/ Velji
Taxpayer services initiatives to support voluntary compliance are strengthened			Improving taxpayer services and communication	-	40	40	1	Increase in voluntary compliance and decrease in number of taxpayer complaints	Taxpayer services and communication important in COVID-19 context and to improve voluntary compliance	Oct 17 - Nov 1, 2022 (in-country)	Lendon/ O'Keefe	
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	-	28	28	1	Filing and payment timeliness improves	TA assistance requested by the authorities to improve current returns and payment compliance levels.	Sep 19 - Oct 7, 2022 (in-country)	Strong/ Udy	
Audit and other verification programs more effectively ensure accuracy of reporting			Audit Skills Development	-	32	32	1	Audit skills development program completed	Skills level of auditors needs to be improved	Sep 12 - 27, 2022 (in-country)	Bell/ Velji	
			TOTAL		70	440	510	22				