

FY24 Work Plan - May 2023 to April 2024: Public Financial Management (PFM) - MID-YEAR Update at 31Oct2023

| TA Area                     | Objective  | Country         | Outcome Targeted   | Activity   | May 2023 - April 2024<br>(in person-days) |            |       | Number of Missions/<br>Activities | Updated Inputs at Oct 31, 2023<br>(in person-days) |            |       | Number of Missions/<br>Activities | % Delivery | Delivery Status                   | Milestones   | Comments            | Planned Date      | Experts                     |
|-----------------------------|--|-----------------|--|--|---|------------|-------|-----------------------------------|--|------------|-------|-----------------------------------|------------|-----------------------------------|--|---------------------|-------------------|-----------------------------|
|                             |  |                 |  |  | PFTAC resident advisors                   | ST experts | Total |                                   | PFTAC resident advisors                            | ST experts | Total |                                   |            |                                   |  |                     |                   |                             |
| 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 | Review the MFEM Organizational Structure                             | 12  | 15         | 27    | 1                                 | -  | -          | -     | -                                 | 0%         | Cancelled                         | Reformed structure completed   |                     | Jul 17 - 28, 2023 | Lavea/ STX                  |
|                             |  | Kiribati        | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Guidance on reviewing and finalizing PFMA                            | -   | -          | -     | -                                 | 4  | -          | 4     | 1                                 | 100%       | Jun 13 - 16, 2023 (remote)        |  |                     | Seeds             |                             |
|                             |  | Palau           | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Develop PFM Roadmap  | 12  | 15         | 27    | 1                                 | 12   | 17         | 29    | 1                                 | 100%       | Aug 14 - 25, 2023 (in-country)    | PFM Roadmap formulated   |                     | Aug 12 - 23, 2023 | Seeds/ Marzan               |
|                             |  | Samoa           | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | PEFA Training  | -   | -          | -     | -                                 | 5  | -          | 5     | 1                                 | 0%         | Oct 30 - Nov 3, 2023 (in-country) |  |                     | Seeds             |                             |
|                             |  | Solomon Islands | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Draft Financial Regulations of remaining chapters of PFMA            | 12  | 15         | 27    | 1                                 | 12   | 15         | 27    | 1                                 | 0%         | Feb 12 - 23, 2024 (in-country)    | Financial regulations drafted  |                     | Jun 12 - 30, 2023 | Lavea/ STX                  |
|                             |  | Tuvalu          | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Agile PEFA Assessment  | 24  | 30         | 54    | 1                                 | -  | -          | -     | -                                 | 0%         | FY25                              | PEFA assessment completed  |                     | Mar 4 - 15, 2024  | Lavea/ Seeds/ Emery/ Marzan |
|                             |  | Vanuatu         | The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced | Conduct a PEFA Climate Assessment                                    | 30  | 32         | 62    | 1                                 | -  | -          | -     | -                                 | 0%         | FY25                              | PEFA Report Endorsed   |                     | TBC               | Lavea/ Seeds/ STXs          |
| Public Financial Management | Comprehensive, credible, and policy-based budget preparation | RMI             | A more comprehensive and unified annual budget is published                                | Strengthening Budgeting Practices                                    | -   | 15         | 15    | 1                                 | 12   | 20         | 32    | 1                                 | 100%       | Jul 10 - 21, 2023 (in-country)    | Budget Book is made more informative including economic item and analysis of transfers   |                     | Aug 7 - 18, 2023  | Higgins/ Seeds              |
|                             |  | Solomon Islands | A more credible medium-term budget framework is integrated with the annual budget process  | Strengthening Fiscal Reporting Framework                             | 12  | 15         | 27    | 1                                 | 12   | -          | 12    | 1                                 | 0%         | Apr 15 - 26, 2024 (in-country)    | An integrated framework that generates accurate and timely fiscal reporting completed    |                     | Sep 11 - 22, 2023 | Lavea                       |
|                             |  | Timor-Leste     | A more credible medium-term budget framework is integrated with the annual budget process  | Budgeting practices and budget documentation - follow-up             | 12  | 15         | 27    | 1                                 | 12   | 15         | 27    | 1                                 | 0%         | Jan 22 - Feb 2, 2024 (in-country) | Budget ceilings are published and binding  |                     | Nov 13 - 24, 2023 | Seeds/ Emery                |
|                             |  | Tokelau         | A more credible medium-term macro-fiscal framework that supports budget preparation        | Develop framework to enhance budget transparency and credibility     | 12  | 15         | 27    | 1                                 | 12   | 14         | 26    | 1                                 | 100%       | May 1 - 12, 2023 (in-country)     | Realistic budget based on credible revenue and expenditure estimates                     |                     | May 1 - 12, 2023  | Lavea/ Youngberry           |
|                             |  | Regional        | A more comprehensive and unified annual budget is published                                | Workshop on Gender Budgeting and Climate                             | 12  | -          | 12    | 1                                 | 12   | -          | 12    | 1                                 | 0%         | Feb, 2024 (in-person)             |  |                     | TBC               | Lavea/ Seeds/ FAD           |
| Public Financial Management | Improved budget execution and control                        | PNG             | Budget execution monitoring and controls are strengthened                                  | Arrears, commitment control and management of payroll expense        | -   | 15         | 15    | 1                                 | 12   | 16         | 28    | 1                                 | 0%         | Feb, 2024 (in-country)            | Action plan developed for strengthening commitment and expenditure controls              | Postponed from FY22 | Sep 19 - 30, 2023 | Seeds/ STX                  |
|                             |  | Tokelau         | Budget execution monitoring and controls are strengthened                                  | Strengthen commitment control environment and improve audit controls | 12  | 15         | 27    | 1                                 | -  | -          | -     | -                                 | 0%         | Shift to FY25                     | Internal control procedures and standards drafted  |                     | Aug, 2023         | Lavea/ Youngberry           |
| Public Financial Management | Improved coverage and quality of fiscal reporting            | RMI             | The chart of accounts and budget classifications are aligned with international standards  | Strengthening Financial Reporting and CoA                            | -   | 15         | 15    | 1                                 | 12   | 16         | 28    | 1                                 | 0%         | Feb - Apr, 2024 (in-country)      | Quarterly budget execution reports developed in the FMIS                                 | Postponed from FY23 | Jan 15 - 26, 2024 | Seeds/ Youngberry           |
|                             |  | Kiribati        | Comprehensiveness, frequency, and quality of fiscal reports is enhanced                    | Strengthening in-year budget execution reporting                     | 12  | 15         | 27    | 1                                 | -  | 16         | 16    | 1                                 | 0%         | Mar 4 - 15, 2024 (in-country)     | Action plan agreed for preparing quarterly budget execution reports through the new FMIS |                     | Oct 2 - 13, 2023  | Marzan                      |
|                             |  | Tuvalu          | Comprehensiveness, frequency, and quality of fiscal reports is enhanced                    | Enhancing FMIS coverage and functionality                            | 12  | 15         | 27    | 1                                 | -  | -          | -     | -                                 | 0%         | Cancelled                         | Training delivered on FMIS functionality and coverage                                    |                     | Feb, 2024         | Seeds/ Youngberry           |
| Public Financial Management | Improved asset and liability management                      | Cook Islands    | Disclosure and management of state assets is improved                                      | Develop an asset management framework                                | 12  | 15         | 27    | 1                                 | 12   | 15         | 27    | 1                                 | 0%         | Dec 4 - 15, 2023 (in-country)     | Asset management framework drafted   |                     | Aug 14 - 25, 2023 | Lavea/ Youngberry           |

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|-----------------------------|---|-----------------|---|--|---|------------|------------|-----------------------------------|--|------------|-------|-----------------------------------|------------|------------------------------------|---|--|-----------------------|--|
|                             |   |                 |   |  | PFTAC resident advisors                   | ST experts | Total      |                                   | PFTAC resident advisors                            | ST experts | Total |                                   |            |                                    |   |  |                       |  |
|                             |   |                 |   |  |   |            |            |                                   |  |            |       |                                   |            |                                    |   |  |                       |  |
|                             |   | Kiribati        | More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account | Consolidation and effective use of cash resources  | -   | 15         | 15         | 1                                 | -  | -          | -     | -                                 | 0%         | Shift to FY25                      | Templates prepared for undertaking inventory of bank accounts and recommendations made for cash management institutional arrangements | Postponed from FY22  | Feb 12 - 23, 2024     | Seeds/ Silins  |
|                             |   | Samoa           | More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account | Strengthening cash management and banking arrangements   | 12  | 15         | 27         | 1                                 | 12   | 18         | 30    | 1                                 | 100%       | Sep 11 - 22, 2023 (in-country)     | Action plan agreed for strengthening TSA banking arrangements, including elimination of overdraft accounts                            |  | Dec, 2023             | Seeds/ Higgins   |
|                             |   | Regional        | Cash flow forecasts for central government is more accurate and timely  | Workshop on Forecasting Fisheries Revenue- Cash Flow Forecasting   | 12  | -          | 12         | 1                                 | -  | -          | -     | -                                 | 0%         | Shift to FY25                      | Workshop conducted and participants gain knowledge of good practice   | Postponed from FY22  | Nov, 2023 - Apr, 2024 | Seeds/ Lavea   |
| Public Financial Management | Strengthened identification, monitoring, and management of fiscal risks | Fiji            | Analysis, disclosure and management of other specific fiscal risks are more comprehensive                       | Broadening the scope of risks analyzed and disclosed in Fiscal Risk Statement  | 12  | 15         | 27         | 1                                 | 10   | 16         | 26    | 1                                 | 100%       | Aug 7 - 18, 2023 (in-country)      | Training delivered on FRSK Tools including FRAT/PFRAM   |  | Jul 31 - Aug 11, 2023 | Seeds/ Rahman  |
|                             |   | Fiji            | Analysis, disclosure and management of other specific fiscal risks are more comprehensive                       | Broadening the scope of risks analyzed and disclosed in Fiscal Risk Statement - follow-up                              | -   | 15         | 15         | 1                                 | -  | 15         | 15    | 1                                 | 0%         | Mar 4 - 15, 2024 (in-country)      | Enhanced coverage of fiscal risk analysis published in the Fiscal Strategy  |  | Mar 4 - 15, 2024      | Rahman   |
|                             |   | Samoa           | Analysis, disclosure and management of other specific fiscal risks are more comprehensive                       | Introduction to fiscal risk analysis tools   | -   | 15         | 15         | 1                                 | 5  | 18         | 23    | 1                                 | 0%         | Oct 30 - Nov 10, 2023 (in-country) | Training delivered on FRSK Tools including FRAT/PFRAM Plus Updated Fiscal Risk Tool   | Also update the SOE risk tool which was incompatible with their older machines | Oct 16 - 27, 2023     | Seeds/ Barry   |
|                             |   | Samoa           | Analysis, disclosure and management of other specific fiscal risks are more comprehensive                       | Extending the use of fiscal analysis tools   | -   | 15         | 15         | 1                                 | -  | 16         | 16    | 1                                 | 0%         | Mar - Apr, 2024 (in-country)       |   |  | Feb 19 - Mar 1, 2024  | Barry  |
|                             |   | Timor-Leste     | Analysis, disclosure and fiscal oversight of public corporation risks are strengthened                          | Strengthening SOE fiscal risk oversight  | -   | 15         | 15         | 1                                 | -  | 16         | 16    | 1                                 | 0%         | Mar 4 - 15, 2024 (in-country)      | Training on good practice for SOE fiscal oversight delivered  |  |                       | STX  |
| Public Financial Management | Improved Public Investment Management                                   | Samoa           | The capacity to plan, implement and sustain infrastructure governance reforms is enhanced                       | Conduct a PIMA & C-PIMA  | 28  | 30         | 58         | 1                                 | -  | -          | -     | -                                 | 0%         | Cancelled                          | PIMA / C-PIMA completed   | Will be led by HQ  | Nov 6 - 17, 2023      | Seeds/ Lavea/ STXs - Petrie/ Du Preez/ FAD - Tandberg/ Fisher/ Preston |
|                             |   | Solomon Islands | Planning of public investments is strengthened to ensure sustainability   | Develop a framework to guide the planning, allocating, executing, and monitoring of Solomon Islands public investments | 12  | 15         | 27         | 1                                 | -  | -          | -     | -                                 | 0%         | Shift to FY25                      |   |  | TBC                   | Lavea/ Youngberry  |
|                             |   | Regional        | Planning of public investments is strengthened to ensure sustainability   | Workshop on Cost-Benefit Analysis— Investment Projects-Strengthening Public Investment Management Workshop             | 12  | 12         | 24         | 1                                 | 12   | 12         | 24    | 1                                 | 0%         | Nov 27 - Dec 1, 2023 (in-person)   | Workshop conducted in person  | Workshop to be jointly organized with UN ESCAP to be conducted in Apia, Samoa  | Sep 27 - 30, 2023     | Seeds/ Lavea/ Tandberg/ Du Preez                                       |
| <b>Total Days</b>           |   |                 |   |  | <b>274</b>                                | <b>419</b> | <b>693</b> | <b>27</b>                         |  |            |       |                                   |            |                                    |   |  |                       |  |

Updated Mid-FY24 Workplan:  
Increase from Baseline Plan:  
Outturn at Oct 31:  
Percent of Original Plan delivered by Oct 31  
Percent of Revised Plan delivered by Oct 31

|      |      |      |      |
|------|------|------|------|
| 168  | 255  | 423  | 20   |
| -39% | -39% | -39% | -26% |
| 62   | 85   | 147  | 6    |
| 23%  | 20%  | 21%  | 22%  |
| 37%  | 33%  | 35%  | 30%  |