

FY24 Work Plan - May 2023 to April 2024: Timor-Leste

TA Area	Objective	Country	Outcome Targeted	Activity	May 2023 - April 2024 (in person-days)			Number of Missions/ Activities	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total					
Financial Sector Supervision	Develop/strengthen banking regulations and supervision frameworks	Timor-Leste	Legal and regulations empower and equip supervisors with adequate range of corrective measures.	Diagnostic Mission on Implementation of Basel III Standards and enhancements to RBS	5	-	5	1	PFTAC complete diagnostic of implementation of Basel III and enhancements to RBS	PFTAC Budget	Aug 7 - 11, 2023	Kumar
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Timor-Leste	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates)	Support for Financial Programming	5	-	5	1	Greater sophistication in macroeconomic policy making		Jul 3 - 7, 2023	Beaumont
					5	-	5	1	Greater sophistication in macroeconomic policy making		Oct 2 - 6, 2023	Beaumont
					5	-	5	1	Greater sophistication in macroeconomic policy making		Jan 8 - 12, 2024	Beaumont
Macroeconomic Frameworks (MF)	Phase-II: Finalizing implementation of Phase-I, embedding of processes as a regular cycle of work	Timor-Leste	Rescoping and agreement on objective/outcomes, refresh on the use of the macroeconomic projections tool	Financial Programming and Policies Analysis tool refresh, re-scope and agreement on work programme	5	5	10	1	Opportunities for improvement identified and authorities and the IMF team agree on the workplan and key outcomes (tbc).		Jul 3 - 7, 2023	Nield/ Beaumont/ HQX
			In depth understanding of shock transmission mechanisms and macroeconomic outcomes of policy options	Financial Programming and Policies analysis, options and outcomes to support decision making	12	12	24	1	TBC	With Ministry of Finance	Oct 2 - 13, 2023	Nield/ Beaumont/ HQX
			Tailoring the output of the macroeconomic projections tool to feed into policy decision making	Financial Programming and Policies analysis, options and outcomes to support decision making. - discussion of appropriate decision support tools (e.g., tables, graphs, " what-ifs" )	5	5	10	1	TBC		Jan 8 - 12, 2024	Nield/ Beaumont/ HQX
Public Financial Management	Comprehensive, credible, and policy-based budget preparation	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	Budget ceilings are published and binding		Nov 13 - 24, 2023	Seeds/ Emery
	Strengthened identification, monitoring, and management of fiscal risks		Analysis, disclosure and fiscal oversight of public corporation risks are strengthened	Strengthening SOE fiscal risk oversight	-	15	15	1	Training on good practice for SOE fiscal oversight delivered			STX
Revenue Administration	Strengthened revenue administration management and governance arrangements	Timor-Leste	Organizational arrangements enable more effective delivery of strategy and reforms	Review organization structure	-	-	-	-	Fit for purpose structure approved for implementation	Structure needs to be fit for a modern revenue administration	FY25	Williams/ Vivian
			Organizational arrangements enable more effective delivery of strategy and reforms	Business case support to return registration function to TLTA control	-	10	10	1	Registration function established in TLTA by end of April 2023	Tracking to road map from diagnostic	Jun 26 - Jul 7, 2023 (remote)	London
			Organizational arrangements enable more effective delivery of strategy and reforms	Redefine and modify approach to Large Taxpayers	-	10	10	1	Plan developed and endorsed for implementation	One of top 11 priorities identified by TLTA	Jun 26 - Jul 7, 2023 (remote)	Vivian
			Effective implementation of a new tax or modernized legislation	Assist with implementation of VAT#1	-	13	13	1	Project plan approved and first steering committee takes place	Reform plan to design and implement a VAT	Jun 26 - Jul 7, 2023	Piper
			Effective implementation of a new tax or modernized legislation	Assist with implementation of VAT#2	-	10	10	1	Project plan progress assessed and remedial action implemented where necessary	Reform plan to design and implement a VAT	Aug 28 - Sep 9, 2023 (remote)	Piper
			Effective implementation of a new tax or modernized legislation	Assist with implementation of VAT#3	-	13	13	1	Project plan progress assessed and remedial action implemented where necessary	Reform plan to design and implement a VAT	Nov 27 - Dec 8, 2023	Piper
			Effective implementation of a new tax or modernized legislation	Assist with implementation of VAT#4	-	10	10	1	Project plan progress assessed and remedial action implemented where necessary	Reform plan to design and implement a VAT	Mar 25 - Apr 5, 2024 (remote)	Piper

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	Strengthened core tax administration functions		Organizational arrangements enable more effective delivery of strategy and reforms	Develop a planning, design and monitoring function	10	10	20	1	TLTA ability to plan and report effectively improves	One of top 11 priorities identified by TLTA. May be delivered stand alone or as part of review of organization structure. Urgent need for a function that plans, monitors and reports, and ensures the right mix of activities to optimize resources and revenue	Jul 10 - 21, 2023 (remote)	Vivian/ Williams
			Strengthen core tax functions	Redesign/refine the Tax Clearance process in collaboration with Customs	-	10	10	1	An end to end process is developed and implemented	Tax clearance process not optimized	Jun 19 - 30, 2023 (remote)	Strong
			Audit and other verification programs more effectively ensure accuracy of reporting	Deliver Audit training #1	-	15	15	1	Improvement in audit staff capability	Once SOPs finalized and TNA complete; Pre and post training capability assessments required	Aug 7 - 18, 2023	Bell
			Audit and other verification programs more effectively ensure accuracy of reporting	Deliver Audit training #2	-	-	-	-	Post training evaluation shows improvement in Auditors knowledge	Follow-up to Audit training #1	FY25	Bell
	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		Develop debt and return management strategy	-	10	10	1	Strategy developed and endorsed for implementation planning	Agreed recommendation from November 2022 CD: Include broad-ranging instalment arrangement as per TLTA top 11 CD request	Apr 1 - 12, 2024 (remote)	Udy	
Legal		Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Draft VAT and TAA laws	-	10	10	1	Draft TAA laws finalized by end of February 2023: VAT by February 2024	PFTAC is supporting a request by the authorities to modernize their tax laws	Oct 16 - 27, 2023 (remote)	Aw	
<b>TOTAL</b>					<b>64</b>	<b>173</b>	<b>237</b>	<b>20</b>				

Debt Management	Establish efficient institutional framework for debt management	Timor-Leste	Improved institutional structure for debt management	Develop and implement debt management organizational structure	10	16	26	1	The debt management entity is adequately resourced and staffed; The debt management entity is aligned on a front-middle-back office basis; Debt management staff have specific job roles, tasks, and training plans		Aug 21 - Sep 1, 2023	Ferguson/ Horman
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