# PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE
# QUARTERLY REPORT

## November 2017

## I.    Introduction[1]

**This report covers PFTAC activities and developments for the second quarter of the 2018 Fiscal Year (FY18/Q2) for the period August 1 to October 31, 2017.** Analysis and review of program delivery and budget execution covers the first half of FY18 with projections through the remainder of the year. Workplans have additionally been reviewed and adjusted at the mid-point, with a TA delivery outturn measured in days approximately 47 percent of the adjusted workplan. The updated workplans are provided as an Annex to this report and show clearly the original plans along with any additions, deletions, and changes as well as execution at mid-year. They are presented program-by-program and additionally country-by-country. Execution of the budget for categories closely managed from Fiji is slightly lower overall, with reasonable expectations of a high year-end outturn for the seminar/workshop and resident advisor travel budgets, but mixed results for the short-term expert (STX) budget where the PFM and Macro programs anticipate an underspend.

**The second quarter was particularly busy, with seven of the 15 planned FY18 workshops delivered, as well as 40 percent more mission days than Q1.** Like the last quarter, the period was categorized by workforce stability with all seven advisors busy delivering their programs. Four PFTAC staff visited IMF Headquarters during October partly overlapping with the IMF Annual meetings. The coordinator and two senior administrative staff joined a retreat of directors, coordinators, and staff from the 15 IMF Regional Technical Assistance and Training Centers located across the globe. This annual event held for four years is an excellent peer-learning opportunity. An overlapping visit by the PFTAC Macroeconomic Programming advisor enabled her to meet and consult with mission chiefs and country teams from the Asia Pacific Department as well as key staff in TA Departments and the Institute of Capacity Development to discuss plans for her program. Unlike the other advisors who regularly join retreats of fellow resident advisors organized by their backstopping departments, this visit was organized given that there are only a handful of IMF Macro advisors that do not benefit from similar events.

**The 2018 PFTAC Steering Committee (SC) meeting will be held in Tonga on Tuesday/Wednesday March 27/28.** Details about the venue and logistics will be circulated early in the New Year followed later in January by an agenda and thematic topics for the second day. The PFTAC meeting will likely be preceded on Monday March 26 by an event in Tonga for Pacific financial sector regulators on developments arising from separate round-table meetings in early February in Australia and New Zealand with commercial financial sector players (banks and money transfer organizations) impacted by Correspondent Bank Relationship (CBR) challenges faced by the region. These events are being organized by the IMF's Asia Pacific Department in collaboration and financing from Australia, New Zealand, and the Asian Development Bank. Finally, **2018 marks a major milestone for**

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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.

**PFTAC where the IMF's Regional Technical Assistance Center (RTAC) concept began in 1993. More details will be announced for a major 25th anniversary event that is planned for late in 2018** to celebrate this achievement.

## II.    PFTAC Developments

*Activity – by program*



FY18/H1: May - October 2017. Total 890 Mission Days by

Macro, 6.2%
PFM, 31.7%
Statistics, 24.2%
Financial Sector, 15.3%
Revenue, 22.7%
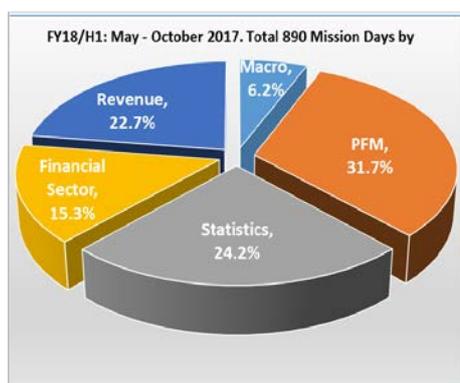
**There were 890 days of Technical Assistance (TA) delivered over 66[2] distinct missions during the first half of FY18 (May – October 2017)**, up from 370 mission days over 30 missions at the end of the first quarter with missions now delivered to 15 of the 16 PFTAC member countries up from 10 at the end of Q1. The PFM program was the most active, and with the Revenue program, fiscal TA accounted for more than half of PFTAC's efforts, followed by the Statistics program comprising the Real Sector Statistics (RSS) and Government Finance Statistics (GFS) sub-programs; then Financial Sector Supervision (FSS); and Macroeconomic Programming. Chart 1 below provides a break-out of the program delivery by country.
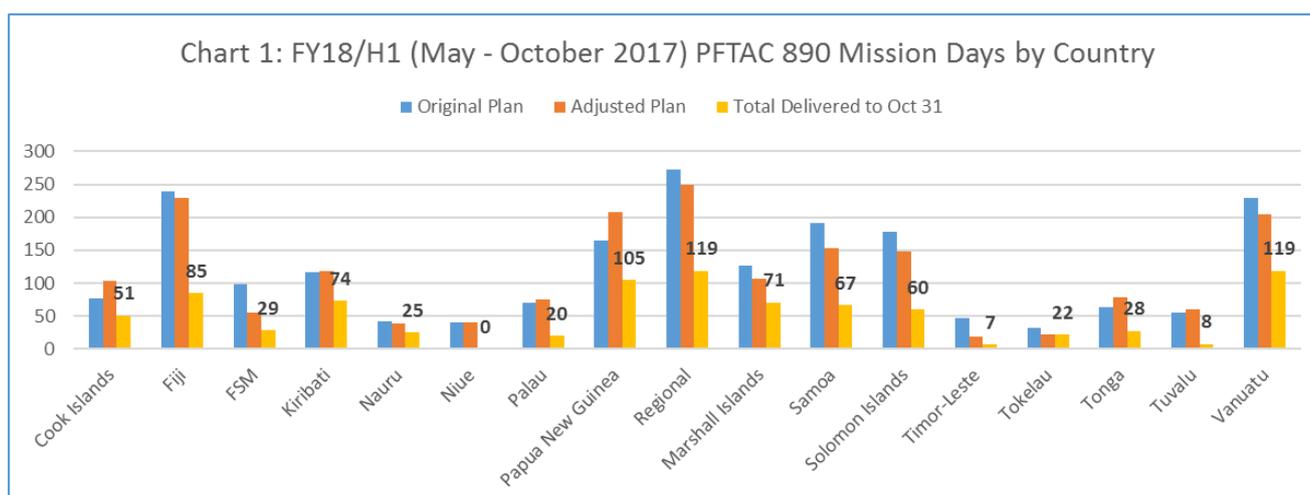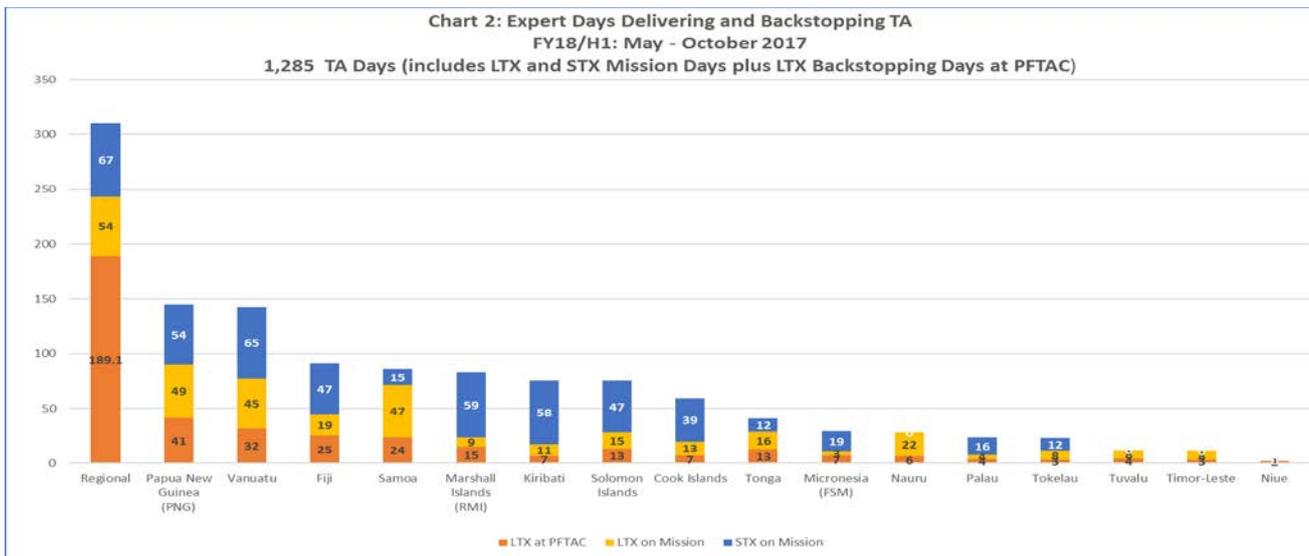


Chart 1: FY18/H1 (May - October 2017) PFTAC 890 Mission Days by Country

■ Original Plan    ■ Adjusted Plan    ■ Total Delivered to Oct 31

Cook Islands 51, Fiji 85, FSM 29, Kiribati 74, Nauru 25, Niue 0, Palau 20, Papua New Guinea 105, Regional 119, Marshall Islands 71, Samoa 67, Solomon Islands 60, Timor-Leste 7, Tokelau 22, Tonga 28, Tuvalu 8, Vanuatu 119

**Each of the seven resident advisors spends about half of their time directly delivering TA** while on mission to member countries as well as through regional and sub-regional workshops. The balance of the advisors' time spent at the PFTAC office in Fiji is devoted to preparing for their next mission or workshop, or finalizing reports or products from their most recent mission, as well as importantly backstopping the short-term experts hired to leverage and extend their delivery capacity. A system has recently been instituted to appropriately apportion the resident advisors' time spent at PFTAC to the country benefiting from that work. In the first half of FY18 this accounted for 395 days, bringing the total PFTAC effort for the period to 1,285 days that is shown in Chart 2, disaggregated by country and delivery modality; namely resident advisor (LTX) time on mission and at PFTAC plus short-term expert (STX) time spent on mission. This is an important enhancement as TA delivered remotely from PFTAC to member countries was not previously being properly reflected, particularly if a mission to the country was not provided.

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

Chart 2: Expert Days Delivering and Backstopping TA
FY18/H1: May - October 2017
1,285 TA Days (includes LTX and STX Mission Days plus LTX Backstopping Days at PFTAC)

**Workshop delivery was intense during the second quarter,** comprising three revenue events (VAT Fraud in **Fiji**, and the annual PITAA Meeting and Senior Revenue Leaders workshop both in **Samoa**); the annual meeting in the **Cook Islands** of the Association of Financial Supervisors of Pacific Countries (AFSPC) under the FSS program; a GFS workshop in **Fiji**; a PFM budget execution event in **Fiji**; and finally, a joint event in **Fiji** of the RSS and Macro programs for producers and users of GDP data. With two events in Q1 (a sub-regional FSS workshop in Guam and a Tax Audit workshop in **Fiji**), **a total of nine workshops have been delivered by mid-FY18 with 218 participants (of which 45 percent were female), accounting for 968 days of training** with events ranging from 3 to 5 days' duration. With only six additional events planned through the remainder of FY18, this amounts to 60 percent of the 15 events for the year, with around 57 percent of the combined workshop budgets from the various programs now spent (see Chart 3)

*Activity – by country*



PFTAC TA Delivered FY18/H1 (STX and LTX missions and remote): 1,285 days
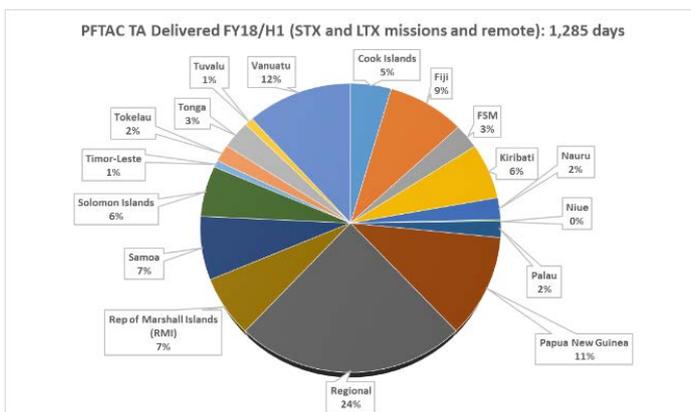
Around 24 percent of resources were devoted to regional activities or tasks, particularly workshops. All 16 member countries have benefited from PFTAC TA during the period, either a mission and/or support and preparations provided remotely. More than half (52 percent) of TA days delivered went to just six countries: (1) **Vanuatu** – 11.7 percent; (2) **Papua New Guinea** – 11.4 percent; (3) **Fiji** – 8.6 percent; (4) **Samoa** – 7.1 percent; (5) **Marshall Island**s – 6.7 percent; and (6) **Kiribati** – 6.3 percent. The other ten PFTAC member countries accounted for the balance of around 24 percent of resources.

*Mid-Year Workplan Update*

**The original workplan envisaged delivery of 2,046 days of TA** – this excludes the time spent by the advisors at PFTAC that is now being captured. Each program workplan has been carefully reviewed to reflect actual delivery

against expectations and to recalibrate plans for the remaining six months of FY18. Updated workplans for each program are provided as Annexes to this report and at www.pftac.org, which are then additionally presented by country for ease of reference. Details of the original plan are preserved within the new plans, so changes, additions, and deletions are clear, as well as details of delivery up until October 31, 2017.

**The revised workplan will result in the same number of missions and activities originally planned but using 1,911 TA days of LTX and STX time, a decline of 7 percent over the original plan.** The number of STX days will drop by 13 percent (from 1,332 to 1,164 days), while 5 percent more LTX days will be delivered than the original plan (up from 714 to 747 days). Overall, the number of missions or activities like workshops delivered will be stable at 149 versus 150 originally expected, but using fewer TA days to achieve. The size of the PFM program remains unchanged, while all other programs will use fewer expert days with slightly fewer missions other than for the revenue and RSS programs:

- *PFM*: 42 instead of 38 missions/events, but using 561 instead of 562 days;

- *FSS:* 19 instead of 21 missions/events, using 308 instead of 349 days;

- *Macro*: 18 instead of 20 missions/events, using 144 instead of 173 days;

- *Revenue:* 36 instead of 34 missions/events, but using 441 instead of 473 days;

- *RSS:* unchanged at 22 missions/events, using 290 instead of 306 days;

- *GFS:* 12 instead of 15 missions/events, using 167 instead of 183 days.

**Adjustments to the plan have arisen for a variety of reasons.** First, a few unforeseen activities could be accommodated, some activities have been calibrated in terms of duration or resource needs, some activities have been deferred, and a few canceled when original expectations have not materialized, in terms of readiness of the authorities to proceed, or priorities have shifted. In a few cases, changes have been necessitated because of budget constraints, or challenges in securing the right expert resources at the right time. The program changes can be seen in the detailed revised workplans and are summarized as follows:

- *Financial Sector Supervision (FSS):* a mission to PNG added given program traction and missions to Timor-Leste and Micronesia postponed to FY19 given operational constraints;

- *Macroeconomic Programming:* a mission to Samoa dropped and a mission to Palau added given possible tax reforms. Increases to mission resources to PNG and Vanuatu, and slight reduction for Fiji. Almost all the program delivery has been by the LTX with significant underutilization of the STX budget;

- *Public Financial Management (PFM):* a mission to the Solomon Islands is postponed to FY19 while another is expanded, the topic of a mission for Fiji has changed from budget processes to a Medium-Term Expenditure Framework (MTEF), plus provision added for a Public Investment Management Assessment (PIMA) mission to Kiribati and a short mission to the Marshall Islands. While the final PFM outturn is expected to be close to the original plan in workload, the STX budget will be significantly (at least 30 percent) underspent, suggesting plans were based on excessively high cost estimates.

- *Real Sector Statistics (RSS):* a mission to Timor-Leste has been cancelled and a mission to the Cook Islands added to assist with formulation of GNI data;

- *Government Finance Statistics (GFS):* the coverage and workplan remains unchanged, but due to budget constraints, missions to Palau, Micronesia, and the Marshall Islands have been substituted with remote support by the advisor from Fiji;

- *Revenue Administration:* the focus of a mission to PNG was changed and participation in the Medium-Term Revenue Strategy (MTRS) was added, and through rationalizing but not dropping planned activities, missions to Tonga and Fiji were added.
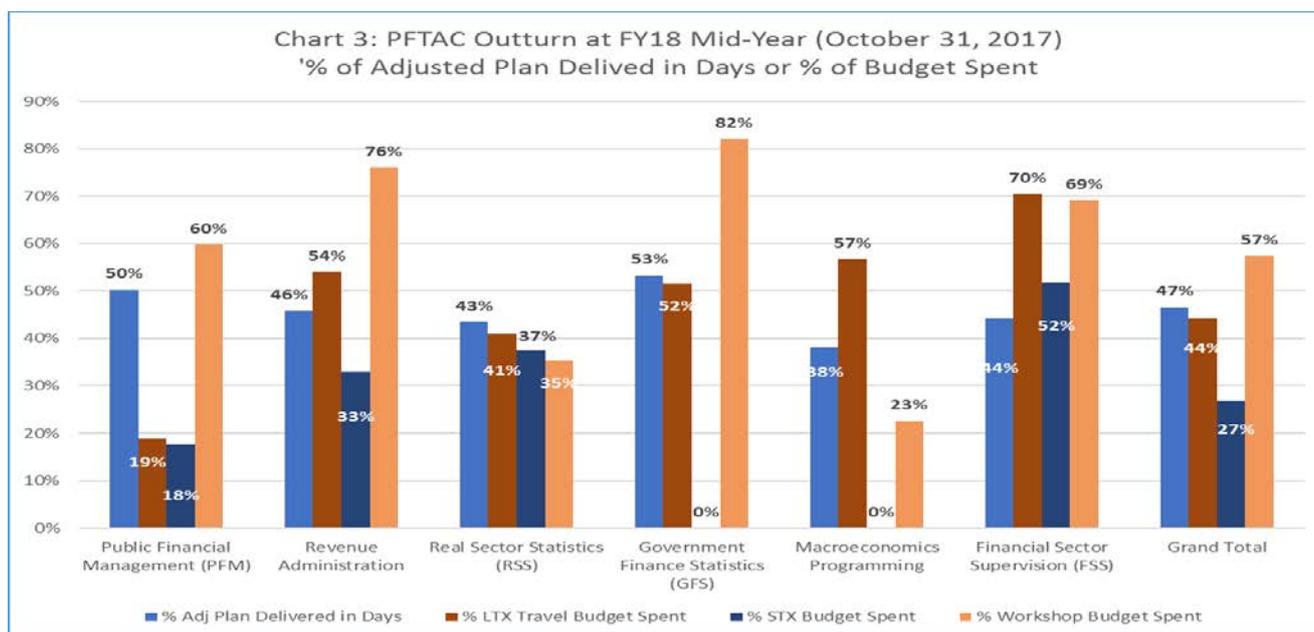
### *Financial Report*

**The PFTAC budget for FY18 is approximately US$ 6.6 million** excluding the 7 percent trust fund fee and the IMF in-kind contribution. A range of budget items are managed by IMF headquarters including most significantly **the salaries and overheads of the resident advisors that in FY18 are budgeted for US$ 2.8 million,** as well as more moderate charges for project management and backstopping, as well as limited TA delivered by headquarters. **Four categories of expenditure are closely managed and monitored locally and account for US$ 3.64 million in FY18.** These include: (1) all short-term expert (STX) costs, including salary (which are set by IMF Headquarters), travel and per diems – US$ 1.98 million; (2) regional or sub-regional workshops/seminars – US$ 1.1 million; (3) travel by the resident advisors – US $387,000; and (4) local administrative costs, particularly relating to the annual Steering Committee – US$ 167,000.

### *Mid-Year Outturn against the Work Plan and Budget*

**PFTAC's mid-year outturn against the adjusted workplan is 47 percent measured in TA days.** This amounts to 890 LTX and STX mission days delivered against the adjusted plan of 1,911 days, but excludes the LTX days at PFTAC that are now being captured. The GFS program had a mid-year outturn of 53 percent against the revised plan, and the PFM program 50 percent, whereas all other programs are under 50 percent but are expected to be slightly busier in the second half of FY18 to fully deliver the balance of their revised workplans; Macroeconomic Programming at 38 percent, Financial Sector Supervision at 44 percent, Revenue Administration at 46 percent, and Real Sector Statistics at 43 percent.

**The mid-year budget outturn is around 39 percent for categories under close local control.[3]** The final workshop outturn is expected to be high with six of 15 events yet to be delivered with 43 percent of the budget remaining. Advisor (LTX) travel is similarly expected to have a high outturn, particularly given a slight increase in LTX days planned for the remainder of the year to partly offset the reduction in STX days. STX budget utilization will be mixed, with the Financial Sector program heading for full if not over utilization and possibly needing a reallocation; the two Statistics programs expect high outturns despite low mid-year utilization given their relatively small budgets that will be drawn down through missions in the second half. The Revenue program STX utilization will also increase but may result in an underspend, and the Macro and PFM programs are expected to have significantly underspent STX budgets, but with little or marginal impact on program delivery. Given a remaining funding gap for Phase V, underspent FY18 budgets will carry forward and provide some contingency while fund raising continues.

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[3] Overall $1.335m of $3.475m (39 percent), comprising STX $0.533m of $1.986m (27 percent); Workshop $0.631m of $1.101m (57 percent); and LTX Travel $0.171m of $0.387 (44 percent).

**Chart 3: PFTAC Outturn at FY18 Mid-Year (October 31, 2017)**
**'% of Adjusted Plan Delived in Days or % of Budget Spent**



Legend: ■ % Adj Plan Delivered in Days ■ % LTX Travel Budget Spent ■ % STX Budget Spent ■ % Workshop Budget Spent

**No additional member contributions were received** during the quarter (although several were promised), but signed Letters of Understanding were received from the governments of Niue and the Federated States of Micronesia that paves the way for their first contributions to be made. Letters of Understanding remain pending for just six of the 16 PFTAC member countries (Tuvalu, Solomon Islands, Papua New Guinea, Marshall Islands, Palau, and Timor-Leste), of which several are believed to be close to submission, and promises of contributions are awaited from several other countries that previously signed. All countries are urged to finalize their Letters of Understanding and fulfill their financial commitments with timely payment of contributions.

**Donor fundraising similarly remains unchanged.** As noted last quarter, a € 6 million contribution from the European Union (EU) under a regional PFM initiative is expected to be in place in early 2018. Upon receipt of the EU contribution there will be five contributing and active donors. However, and contingent on receipt of all member contributions there is still a serious funding gap remaining of almost US$ 5 million from a baseline budget or US$ 9 million from an aspirational budget.[4] With one year of the 66-month phase now over, efforts to close this gap must accelerate, with options explored from the existing donors as well as possible new donors. Moderately mitigating the budget gap is a modest underspend from FY17 for the first six months of Phase V, an emerging underspend for FY18 noted about, as well as the finalization of the **unspent Phase IV funds that were US$ 535,718,** of which approval is awaited to roll-over of the pro-rated share from Australia, the European Union, and New Zealand. Nevertheless, a substantial gap remains to be filled to avoid a scaling-down of PFTAC resources and activities in the foreseeable future.

**Fund raising for a proposed scaling-up of the revenue program is being launched.** Notwithstanding the Phase V funding gaps for the overall PFTAC program, a separate need and interest has been expressed by both member countries and current donors to do more to assist member countries with Domestic Revenue Mobilization (DRM) given commitments made under the 2015 Addis Tax Initiative as well as in preparation and response to possible trade tax revenue losses with the introduction of the PACER Plus trade agreement. Given PFTAC has a

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[4] The baseline budget of US$ 35.4 million if reached would entail a scaling back of the PFM and possibly Statistics programs by one or two resident advisors in years 4 and 5. Conversely, if the aspirational budget of US$ 39.7 million is reached it would allow for full PFTAC operations to remain in place throughout Phase V.

reputation as being particularly effective and engaged in revenue administration, policy, and legislative reforms in the Pacific, a proposal to scale-up the PFTAC revenue program from May 2018 is being discussed with donors.

*Managing for Results*

**Following the IMF's general lead, PFTAC is stepping-up its Results Based Management (RBM) efforts.** This is not a new concept, but one that is being standardized for all IMF Capacity Development (CD) regardless of funding source and nature, and is being facilitated by CD Portal (CD-PORT), a new Information Technology system. As noted in the last quarterly report, **the advisors have developed an initial 82 Logical Frameworks (LogFrames) for their respective programs.**

**Separate LogFrames are created for each country where a PFTAC program is actively working towards a specific objective,** for example a Revenue Administration LogFrame was created for Fiji with the objective of *Strengthening Core Tax Administration Function*s, under which PFTAC assistance is working towards two Outcomes, namely: (1) *More Taxpayers Meet their Filing Obligations*; and (2) *Taxpayer Service initiatives have strengthened Voluntary Compliance*. **The IMF has developed a standardized catalogue of Objectives and Outcomes for each area of TA delivery** like Revenue Administration that the LogFrames are constructed from. Achievement of the outcomes over the longer term are the accomplishment of the authorities that the TA from PFTAC has contributed towards and perhaps other TA or inputs from other sources. In the short to medium-term (up to three years ahead), the advisors identify milestones towards the achievement of each Outcome, with at least one per year, but usually not more than a few. In the Fiji revenue example, two medium-term milestones have been identified for the first outcome and three for the second.

**RBM Logframe Milestones have been assessed and scored for the PFTAC programs for the first time.** Of the 82 LogFrames created earlier in 2017 identifying 157 Outcomes, a total of 356 Milestones were defined. Of these, **the status of 188 milestones with expected completion dates before the end of 2017 have been assessed through projections to the end of 2017 and scored** on a simple scale where 1=No Progress/Not Started; 2=Partially Achieved; 3=Largely Achieved; and 4=Fully Achieved. Given the Statistics program LogFrames were developed first, they account for the vast majority of the assessed milestones, with fewer defined and assessed milestones for the other programs as noted in the chart below. The number of assessed milestones per country also varies considerably, with significantly more in Fiji, Samoa, and Vanuatu that is roughly correlated with the proportion of PFTAC assistance provided.

**Number of Milestones Scored per Country**



**Average Country Score for Milestones Due or Scored before end-2017**
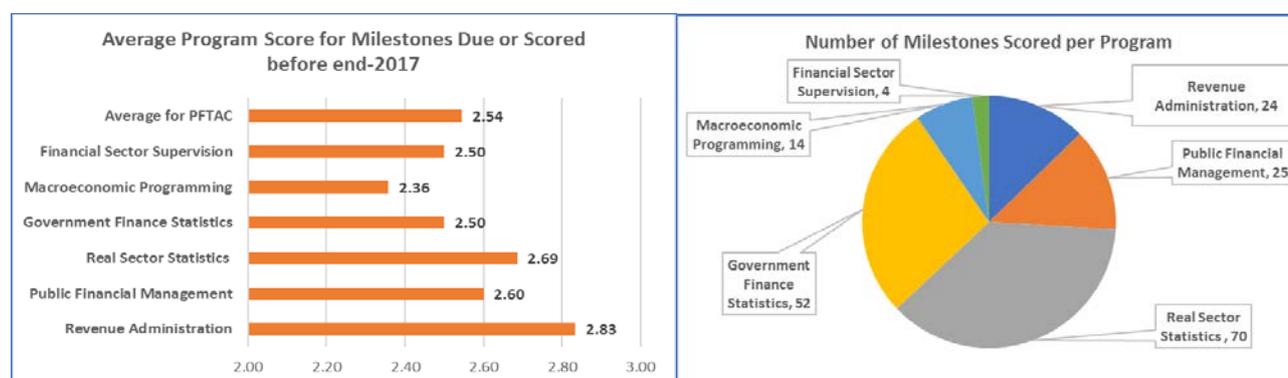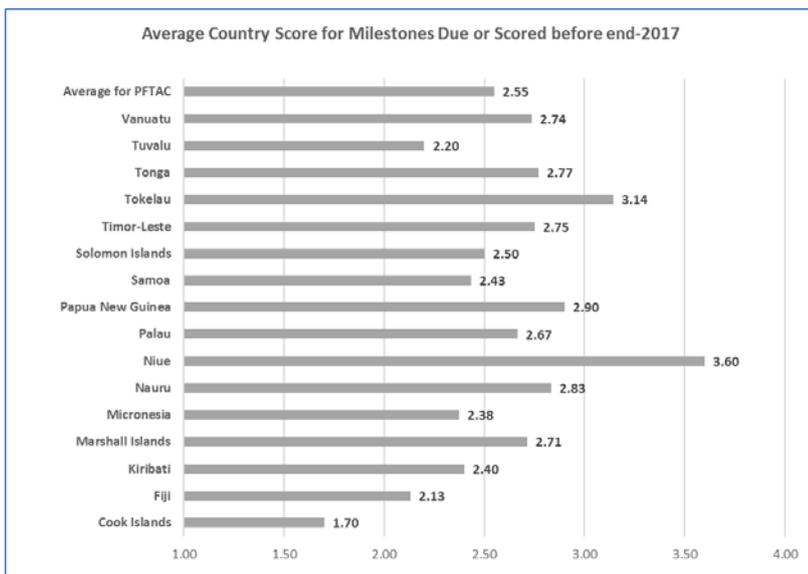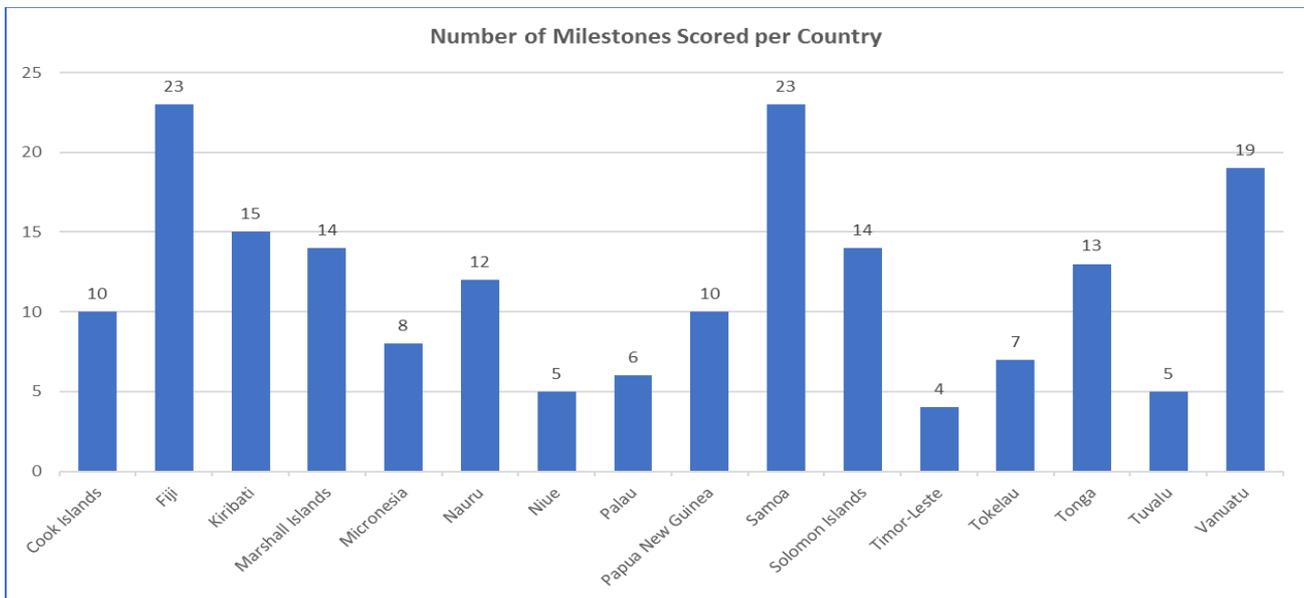


**Important caveats apply to the average milestone scores calculated for each program, country, and PFTAC overall.** While the RBM methodology the IMF has introduced is robust and well proven, its application and the tools for its management are very new to the IMF, and particularly PFTAC, with an uneven adoption so far across programs while familiarity grows. Milestones have been developed on a best estimate basis and will be refined over time, particularly through greater consultation and engagement with the authorities to ensure understanding and ownership of the agreed outcomes being pursued that are ultimately in the authorities' control to achieve. Other challenges can be anticipated, particularly as work programs expand and new LogFrames are created or existing ones evolve. A weighting methodology is included in CD-PORT given that not all TA engagements are equal in terms of resources deployed or criticality of the reforms pursued. However, outcome and milestone weights have been ignored in this first, and tentative analysis of progress. The new approach introduces considerable rigor and robustness to better managing for results with enormous potential, so all stakeholders are requested to be actively engaged and contribute to getting the most out of these investments and efforts. More detailed explanations and discussions will be included in the 2018 Steering Committee meeting agenda.

## III. Report on Program Activities and Achievements

**Public Financial Management**

PFTAC's TA on PFM issues continues to cover a broad spectrum of issues.

**Fiji:** Several previous TA missions to the Ministry of Economy have contributed to the government's consolidated financial statements coming into full compliance with international public sector accounting standards (IPSAS) - Cash basis. PFTAC assistance during the quarter **focused on developing the capacity of accountants in line ministries to improve financial reporting**.

A seminar on financial reporting in aid of management decision-making was conducted in August followed by a training workshop in October for the roll-out of IPSAS at ministry level. Further support is planned for the next quarter to draft new guidelines on line ministry financial reporting, as well as follow-up TA to develop the internal audit risk-assessment framework.

**Kiribati:** Working with climate change financing readiness experts from the Pacific Island Forum Secretariat (PIFS), PFTAC assisted **the Department of Finance and Economic Management to undertake a PEFA self-assessment** (July). Kiribati officials presented a summary of their findings to their peers within government outlining action steps to improve PFM processes over the next twelve months. PFTAC will work with the authorities on a PFM roadmap to guide the direction over the medium term.

**Papua New Guinea (PNG):** **PFTAC provided training to Department of Finance internal auditors on risk-based and systems auditing** in October, and provided advice on improving current processes and reports in line with international standards. Further PFTAC help has been requested to improve financial accounting and reporting with a TA mission planned in FY2018/Q3.

**Samoa:** Has made good progress in improving consolidated government financial statements that are consistent with IPSAS-cash standards following a 2016 PFTAC mission. Follow-up training for the Ministry of Finance and Treasury officials on financial reporting was provided in September to prepare **for the accounting and reporting of assets and liabilities**. A follow-up mission to improve cash forecasting is scheduled for FY2018/Q3. Recent PFTAC assistance to the Ministry of Public Enterprises **focused on risk assessment of Public Bodies.**

**Solomon Islands:** Building on previous work to strengthen cash management (December 2016), recent off-site **assistance and advice was provided to the Treasury on cash forecasting, as well as financial reporting,** and further TA will be delivered in FY2018/Q3. The PFTAC PFM advisor accompanied the Article IV mission (Sept 2017) to get an updated understanding of the authorities' PFM needs and priorities that has led to minor changes to the workplan for remainder of FY18.

**Timor Leste:** In October 2017, the PFTAC PFM advisor accompanied the Article IV mission to acquire an updated understanding of PFM priorities and needs of the Timor Leste authorities.

**Tokelau:** PFTAC assisted Tokelauan Department of Finance officials (September) **to complete their first PEFA self-assessment.** To encourage peer (south-south) learning across the region, an official from the

Samoan Ministry of Finance joined the PFTAC mission. This will provide Samoa with a practical understanding of the new PEFA framework and assist its plans for an assessment in FY2019.

Tokelauan officials finalized the self-assessment and presented their findings to fellow government officials, outlining a series of steps that could be undertaken in the next twelve months to improve overall PFM. PFTAC will work with the Tokelauan authorities on a PFM roadmap to guide improvements and direction over the medium term.

**Tonga:** Has improved financial reporting consistent with IPSAS-cash standards following a PFTAC mission in January 2016. TA in August was followed by training of Ministry of Finance and National Planning accountants on how to improve the 2016-17 financial statements. A follow-up TA mission is also planned to assist in improving the Chart of Accounts.

**Vanuatu**: Accounting and reporting TA started with a July PFTAC mission providing recommendations on how to improve the timeliness and quality of the consolidated financial reports being prepared by the Department of Finance and Treasury. This TA will continue into the next quarter focusing on the development of improved accounting policies and a procedures manual. Additional TA is planned to improve risk-based internal audit in the next quarter.

**Regional Activities**

A **Workshop on Strengthening Budget Execution Internal Controls** (28 Aug – 1 September) held in Nadi, Fiji, trained 15 financial controllers from Treasury offices of seven PICs (Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Tonga, and Vanuatu). This culminated in country team presentations of proposals to improve their respective Treasury internal controls.

**Upcoming events***: A joint workshop with UNESCAP on planning and budgeting will be held in Samoa in November 2017. PFTAC will also participate in the annual Friends of Budget Support (FOBS) meeting in late November 2017 convened in Sydney by the World Bank. Two workshops are planned in February 2018: on fiscal oversight of SOEs; and on managing fishing revenues.

**Macroeconomic Analysis and Forecasting**

Hands-on **revenue forecasting** was the focus of an August mission to **Vanuatu**. Methodology was developed to quantify the impacts of revenue reforms on real and nominal GDP and consumer prices and incorporate the effects into forecasts. Revenue forecasting was also enhanced to assist with Budget preparations with revenue forecasts produced three ways: (1) on a GFS basis for broad revenue types: value added tax (VAT), excise, import duties, grants and other revenue; (2) at the revenue charts of account level for 33 fees, charges and taxes; and (3) VAT collection is forecast by industries using individual taxpayer data provided by the Department of Customs and Inland Revenue (DCIR) and the Department of Finance and Treasury's GDP forecasts by industries. Industry level revenue forecasting is possible because of the consistent use of industry classification by DCIR and the Vanuatu National Statistics Office (VNSO). **Vanuatu is the first country to implement revenue forecasting by industries** which was discussed at two PFTAC workshops in 2015 and 2016.

Producing **GDP forecasts** is the objective at the **Tuvalu** Ministry of Finance and Economic Development. A September mission assisted in improving GDP forecasting methodologies. Economic forecasts are currently

taken from the IMF Article IV Staff Reports to produce fiscal forecasts for the Budget. IMF forecasts are infrequently updated and do not incorporate current information available at the time of Budget preparations. Also, no forecasts are provided by industries. Tuvalu has high quality (timely and accurate) fiscal data and monthly imports data are available that can be used to estimate and forecast GDP. A methodology was set up to derive annual estimates of variables when partial data for the year are available based on data to date and past payment patterns. Government revenue collections are used to estimate past and current GDP, and government expenditures (actual and Budget estimates) are used to estimate and forecast GDP.

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**Measuring Economic Activity: Past, Present and Future**

A third sub-regional **workshop** on **Compiling and Forecasting Gross Domestic Product (GDP)**, following successful events in October 2016 and April 2017, GDP is a key macroeconomic variable that is now produced in all PFTAC members. attracted 29 national statistics office GDP compilers and analysts from the ministry of finance, tax office and central banks of **Cook Islands**, **Fiji**, **Kiribati**, **Nauru**, **Niue**, **Samoa**, **Timor-Leste**, **Tokelau,** and **Tuvalu**. The workshop provided a mix of theoretical training, country presentations, technical exercises, and group discussions and was run in an open style to encourage participant feedback and interaction. The theory and technical exercises covered both compilation and forecasting and were particularly aimed at increasing the fundamental knowledge



of attendees based on practical applications of the theory presented.

The event began with country presentations giving an overview of respective compilation and forecasting work. Technical training sessions covered the compilation of GDP by production, expenditure and income; macroeconomic and fiscal forecasting; rebasing GDP; GDP's role in economic policy formulation; and measuring the informal sector. GDP compilation exercises comprised estimating imputed rental via user input cost models; rebasing a two-sector economy including deflation options; identification of the links between production and expenditure GDP and solutions to estimate missing GDP coverage. Forecasting exercises, which involved the use of country data, included splicing of series; changing the underlying assumptions in countries' long-run GDP forecasts, assessing the impact of exchange rate changes and including the possible construction of a new road.

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### Upcoming events

Following the success of two joint training events with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) a third joint **workshop** on **Medium-term Expenditure Planning for National Sustainable Development** is taking place on **November 6-10** for analysts from the budget and planning offices and the central banks of PFTAC's 16 members. It is co-hosted by the Samoa Ministry of Finance in Apia and focuses on health and education spending and countries' demographics.

### Revenue Policy and Administration

**PFTAC continues to support PICs in adapting their business models towards a function based approach with greater emphasis on risk management.** This entails moving from an organization structure based on tax type to one arranged around core functions such as taxpayer audit, taxpayer services, and enforcement rather than replicating those functions for each type of tax that is duplicative and fails to provide a 'whole-of-taxpayer' perspective. 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:** A September mission assisted the Fiji Revenue and Customs Service (FRCS) in a final **review of functional specifications for a new Information Technology (IT) system** and provided guidance in the establishment of a project management and governance framework.

**Kiribati:** At the request of the authorities, PFTAC assisted the Kiribati Taxation Department in August to develop an overarching plan to guide modernization activities. An **evaluation of the new function based structure** was also conducted and further implementation advice provided. A pilot Compliance Improvement Plan is currently under development.

**Tonga:** An August mission assisted the Ministry of Revenue and Customs in **a review of the taxpayer audit program** resulting in several recommendations provided to the authorities that are currently under consideration.

**Vanuatu:** A mission in August assisted the Department of Customs and Inland Revenue to update their modernization project plan and provided additional design and implementation support to facilitate the **introduction of the newly adopted functional approach.** Assistance was also provided in the development of a **strategy to improve on-time filing and payment and management of tax arrears and outstanding returns**.

**Federated States of Micronesia (FSM):** The **on-time filing and payment pilot project** introduced in 2016 was reviewed by an October mission to the Customs and Tax Administration that also assisted in the **development of a taxpayer services strategy.** A three-day taxpayer services workshop provided staff with a modern perspective of taxpayer services and included staff from within the sub-region, namely FSM, the **Republic of the Marshall Islands (RMI),** and **Palau**.

**Republic of the Marshall Islands (RMI):** The mission to the Division of Customs, Treasury, Revenue, and Taxation in September focused on **strengthening on-time filing and payment**, and assisted in the **development of a taxpayer services strategy and development of performance measures.**

**Papua New Guinea:** In August, the PFTAC revenue advisor joined a mission and team from the Fiscal Affairs Department (FAD) at the request of the Department of Treasury to work with the authorities in **developing a comprehensive Medium-Term Revenue Strategy (MTRS) covering tax policy, legislation, and revenue administration reforms, the first of its type in the Pacific.**

**Samoa:** The September visit by the resident advisor to the Ministry for Revenue assisted in the evaluation of the Industry Partnership project designed **to address high non-compliance levels in cash economy industry sectors.** This concept, based on the Taxpayer Compliance Model, facilitates the development of relationships

with industry bodies, that with the Ministry for Revenue, together work towards improving overall tax compliance.

| PFTAC/PITAA Regional Workshop – Combating VAT Fraud August 7 -11, 2017 – Fiji | PFTAC Regional CEO/Senior Manager Workshop September 18 – 20, 2017 - Samoa |
|---|---|
| PFTAC in partnership with the Oceania Customs Organization (OCO) and the Pacific Island Tax Administrators Association (PITAA) conducted a weeklong Regional Workshop on VAT/Customs fraud. In addition to highlighting the benefits of enhancing cooperation between Customs and Revenue Administration, the workshop emphasized how customs and tax collections can be improved through deeper risk analysis including the exchange of information  (L-R) Tevita Tupou (OCO), Collin Brown (NZ Customs) Rod Ettridge (IMF expert), Peter Mitchell (AT0), Stan Shrosbree (PFTAC) and Koni Ravono (PITAA). | This workshop provided an opportunity for CEOs and Senior Managers to break away and participate in discussions around managing modern tax administration and creating a climate for change. The agenda included the leadership role of the CEO, developing strategic priorities and objectives, a perspective of revenue administration reforms, business planning and program execution, overcoming internal resistance to change, and addressing corrupt practices.<br><br>A key focus on the workshop included discussions on the *PFTAC, Pacific Island Countries: Review of Tax Reforms in Selected Countries – Lessons for Future Revenue Mobilization* from which the following five key priority areas were identified: (1) increase investment in modern tax administration; (2) improve management through the better use of information gained through the collection and collation of data; (3) the need for effective strategic leadership; and (4) improving compliance through effective risk management; and (5) introduce self-assessment. |

| PFTAC Awards Dinner 14 September, 2017 - Samoa | |
|---|---|
|  | To show recognition for revenue reform progress in Pacific Island Countries, PFTAC hosted a dinner in Samoa during the PITAA Heads Meeting to recognize major regional achievements. Three awards were presented – the first award "*Revenue Administration Policy and Administration Reforms*" went to Nauru, the second, "*Strengthening Revenue Administration and Governance Arrangements*" went to Vanuatu, and the third, "*Strengthening Revenue Administration, Governance and Core Tax Functions*" was awarded to Fiji. |
| PFTAC Awards Dinner (l-R) Mr. Melton Aru (Vanuatu), Mr. Collins Gesa(Vanuatu), Ms. Adi Fane Vakaloloma Vave (Fiji), Mr. Muni Ratna (Fiji), Mr. Terry Greenwood (Nauru), Mr. David Kloeden (PFTAC Coordinator), Ms. Margaret Cotton (FAD), Mr. Charlie Jenkins (FAD), Mr. Stan Shrosbree (PFTAC), Ms. Avalisa Viali Fautua'alii (Samoa), and Koni Ravono (PITAA). | |

**Pacific Island Tax Administrators Association (PITAA)**
**Annual Meeting: September 13 – 15, 2017 – Samoa**

The Samoan Ministry for Revenue hosted the 14th Annual PITAA Heads Meeting - *Institutional Strengthening of Tax Administration* - in Apia, Samoa from the September 13 – 15, 2017. The meeting was attended by delegates from 13 of the 16 PITAA members and included observers from local, regional, and international organizations. The meeting was officially opened by the Chief Guest, the Honorable Prime Minister Amiga Tuilaepa Dr Sailele Malielegaoi who in his opening address stressed the importance of the Pacific region working together to tackle taxation issues.

Also in attendance were observers from local, regional and international organizations which included the Pacific Island Technical Assistance Centre (PFTAC), the International Monetary Fund (IMF), the Asian Development Bank (ADB), the Australian Department of Foreign Affairs and Trade (DFAT), the International Bureau for Fiscal Documentation (IBFD), the New Zealand Inland Revenue (NZIR), the Organization for Economic Cooperation and Development (OECD), the Global Forum on Transparency and Exchange of Information, the Australian High Commission in Samoa, the Central Bank of Samoa, the Ministry of Finance, the Samoa International Finance Authority, and the Ministry of Public Enterprises.

The meeting covered several interesting topics that included presentations by Pacific Island Countries on current reforms taking place in their respective countries. Presentations by PFTAC and the IMF included an overview of PFTAC work during the last year, a presentation on fragile states and fragility in the Pacific Region, discussions on PFTAC's Technical Assistance Report *"Pacific Island Countries: Review of Tax Reforms in Selected Countries – Lessons for Future Revenue Mobilization"* which provided delegates with a comprehensive overview of tax reforms undertaken over the last eight years, lessons learned and future focus areas. A presentation on PACER Plus highlighted options to replace expected revenue loss from Trade Taxes in Pacific Forum Island Countries and a presentation on Compliance Risk Management showed how PICs were moving towards a more risk based operational approach.

PFTAC has played a valuable role in supporting PITAA by fully or party funding training programs and conferences and facilitating regional knowledge sharing. More recent joint activities include attachments to PFTAC missions designed to provide Pacific Island tax administrators with a deeper understanding of the challenges facing PICs and how the larger tax administrations under the PITAA umbrella can assist the smaller administrations in their reform efforts. PFTAC will continue to build upon this relationship with PITAA by supporting regional training and capacity building activities.

**Government Finance Statistics (GFS)**

The GFS program activity increased in the second quarter with a **regional** workshop in Fiji, Nadi combined with TA support for **Kiribati** and three in-country TA missions to **Nauru, Papua New Guinea (PNG)** and **Samoa**. The program also delivered remote assistance to **Micronesia**, the **Marshall Islands, Palau,** and **Tonga** in the compilation of GFS for the IMF's annual *Government Finance Statistics Yearbook (GFSY)*.

**Regional training**: During August, a one-week GFS workshop was conducted for 13 PICs. Thirty government officials from several government agencies involved in the compilation of GFS and public sector debt statistics attended. The workshop covered **GFS consolidation concepts and fiscal analysis of data for internal use and surveillance purposes**

**Kiribati**: Prior to the regional workshop in Fiji, assistance was provided to officials of the Kiribati National Statistics Office in the compilation and improvement of GFS. The Kiribati **public sector coverage** was reviewed and a **consistent updated time series for general government** up to the end of fiscal year 2016 was produced. Expanding coverage to the rest of the public sector was also investigated.

**Nauru**: Received its first GFS TA mission in September since joining the Fund in April 2016. The mission conducted a GFS workshop for 20 officials of the Ministry of Finance. A draft **delineation of the public sector** and **mapping of the national government chart of accounts** to the *Government Finance Statistics Manual (GFSM 2014)* was completed. A **historical GFS time series** of economic and functional data was produced for the fiscal years 2014-2017. A proposed **GFS budget summary statement** was left with the authorities for introduction into the 2018 budget.

**Papua New Guinea**: The primary focus of the mission in October 2017 was to **improve the GFS budget summary tables for the 2018 national budget** volume 1 and produce the detailed agency GFS budget tables for volume 2. Meetings with the specialized GFS Financing Taskforce elaborated and discussed the importance and the **coverage of data for assets and liabilities in the balance sheet** of the government. A time series of budgetary central government for the fiscal years 2014-2016 was completed by the end of the mission.

**Samoa**: The September mission reviewed and revised data for the budgetary central government in preparation for **GFS general government consolidation**. The classification of intergovernmental grants between the various levels of government was updated to align receipts and payments for consolidation purposes. Data compilation and GFS mapping for 15 extra budgetary units and the social security fund was completed and general government consolidation was completed for the fiscal years 2012-2016.

**Real Sector Statistics (RSS)**

The RSS program had a busy second quarter. TA on national accounts statistics was delivered by missions to **Kiribati**, **Nauru**, **Palau** (attended also by the **Marshall Islands**), **Samoa,** and **Vanuatu**; while a **multi-sector sub-regional workshop** was held in Fiji for nine member countries

**Multi-sector, sub-regional workshop**: A one-week workshop was held in Suva, Fiji for national statistics office GDP compilers and analysts from the ministry of finance, tax office, and central bank (where applicable) of **Cook Islands**, **Fiji**, **Kiribati**, **Nauru**, **Niue**, **Samoa**, **Timor-Leste**, **Tokelau**, and **Tuvalu**. The workshop covered **essential skills in GDP compilation and macroeconomic forecasting** and was delivered by the PFTAC RSS and

Macroeconomic Programming advisors. This was the third multi-sector event held by PFTAC in recent times, and once again proved to be a successful, cost-effective way of **linking data suppliers' and users' knowledge and needs** while encouraging further networking. Further details are provided in the 'Macroeconomic programming' section of this report.

**Kiribati**: A two-week national accounts mission in August, staffed by a short-term expert, assisted the Kiribati National Statistics Office (KNSO) to improve their **existing measure of annual gross domestic product by production (GDP(P))** and develop further a **future measure of GDP by expenditure (GDP(E)).** Latest estimates for 2016 GDP(P) were drafted for finalization by the KNSO, while a first set of estimates for GDP(E) were compiled, though purely for internal review at this stage; further work is needed to reduce the discrepancy between GDP(E) and GDP(P).

**Nauru**: PFTAC spent two weeks in September with the Nauru Bureau of Statistics (NBS) to assist in compiling latest **annual GDP(P) estimates for 2015-16 and 2016-17**, as well as improving data and methods where possible. The NBS relies almost solely on **administrative data** to estimate formal production activity so the bulk of time was spent extracting and transforming data from government and public corporations' annual financial reports into GDP components. The mission continued work to secure access to new tax data, which will support higher-quality GDP estimates in due course, as well as **building local staff's compilation capacity**. Plans for a **rebase in 2018** were also developed further.

**Palau/Marshall Islands**: A short-term national accounts expert provided two-weeks of TA to staff from the statistics offices of Palau and the Marshall Islands in Koror, Palau in October. Both countries share very **similar GDP compilation systems** designed and run largely autonomously under observational work funded by the United States under their respective compact arrangements. **Staff were guided through dummy runs of the GDP compilation processes** to foster independent local production capacities. Some **simplifications to existing procedures** were also derived.

**Samoa**: A two-week mission in October provided a third tranche of assistance to the Samoa Bureau of Statistics (SBS) to advance the **rebase of quarterly/annual GDP(P) from 2009 to 2013**. Past missions worked to review partial industry updates and derive improved solutions. With the SBS's provision of more detailed data from the 2013/14 Household Income and Expenditure Survey, this mission derived **new production benchmarks for the informal sector** and refined methods to ensure a **better use of value-added goods and services tax (VAGST) data** to estimate much of the formal sector. SBS anticipates releasing rebased GDP estimates in early April 2018.

**Vanuatu**: PFTAC spent just under two weeks with the Vanuatu National Statistics Office (VNSO) in Port Vila in August. The VNSO is recovering from a **loss of experienced compilation staff**, which delayed GDP(P) and GDP(E) estimates for 2015 by almost a year. Estimation was complicated by the impact of **Tropical Cyclone Pam in 2015** which was not reflected well in modeled areas of economic activity. The mission generated **revised estimates of agriculture, construction, and housing** activity for several recent years, based on post-disaster analytical reports and the VNSO's 2016 Mini-Census. Tentative **plans for a rebase** were also redeveloped, though these may require adjustment if new benchmark surveys take place in 2018/19.

**Financial Sector Supervision**

**Annual Meeting of the Association of Financial Supervisors of Pacific Countries (AFSPC):** The period commenced with the August AFSPC Annual Meeting held in Rarotonga, Cook Islands. The meeting was attended by representatives from the **Cook Islands**, the **Federated States of Micronesia**, **Fiji**, **Marshall Islands**, **Palau**, **Papua New Guinea**, **Samoa**, **Solomon Islands**, **Timor-Leste**, **Tonga**, **Vanuatu**, the World Bank, the Australian Prudential Regulatory Authority, and the Reserve Bank of New Zealand.

AFSPC members and observers exchanged views on financial sector issues across the region and discussed key emerging risks. In addition to facilitating the annual meeting, PFTAC conducted a two-day workshop on Financial Institution Resolution (with resources from the Monetary and Capital Markets Department) and a one-day workshop on Fintech and Financial Sector Supervision.

As an outcome of the meeting, PFTAC, acting as the AFSPC Secretariat, undertook to initiate and co-ordinate technical assistance in three key areas of financial sector supervision:

1. **Information Technology (IT) Risk Assessment and Examination TA Program.** Several AFSPC member authorities highlighted concerns about increased IT risk and insufficient skills and experience of supervisors to assess those risks. It was accordingly agreed that AFSPC members would benefit from a structured approach of assistance to develop the necessary assessment and examination skills to effectively supervise IT risk.

2. **On-line prudential reporting development program.** The accurate and timely submission of a comprehensive suite of financial data is vital to the effective off-site supervision of financial institutions. Currently most AFSPC members rely on Excel based submissions from supervised institutions with the timeliness and accuracy of such submissions being an ongoing supervisory issue and concern. As such, it was agreed that AFSPC members' supervision effectiveness would benefit from the development of on-line prudential reporting systems for the submission of prudential information. An effective and efficient on-line prudential reporting system would also provide regulatory compliance efficiency benefits for supervised institutions. Therefore, it was agreed to form a Working Group of AFSPC Members to investigate possible Fintech/Regtech solutions.

3. **AML/CFT training and capacity building program.** AFSPC members are concerned about risks associated with Anti Money-Laundering (AML) and Combating the Financing of Terrorism (CFT). While not all AFSPC member institutions have direct AML/CFT supervision responsibility, the risk is relevant to all AFSPC members from a prudential supervision perspective. Several members have undergone recent Mutual Evaluations by the Asia Pacific Group on Money Laundering (APG). The APG and development partners provide some training and assistance to members in building capacity on supervision of AML/CFT risk. However, members agreed, given the significant risk posed by AML/CFT to member countries' financial sectors, additional assistance and a coordinated program of TA would be beneficial.

**FINTECH AND FINANCIAL SECTOR SUPERVISION**

**What is Fintech?**

**What is its potential impact on the financial sector?**

**What do prudential supervisors need to do about it?**

These are some of the questions discussed during the Fintech workshop at the AFSPC Meeting. The answer to the first question is easy enough – very simply, the development and use of technology in the provision of financial services. But also discussed, which is important to consider, is what it is not; and that is, it is not new – **the Financial Services industry has used technology to improve product and service development and delivery and cost effectiveness for decades**.......remember the world without ATMs and phone-banking? What is new however, is the power, size, and scope of technological advancement, which has made the potential impact of technology on traditional financial services far greater than it has possibly ever been.

**The potential impact is of course very large.** How it will all unfold is still being debated. One thing is certain though - consumers of financial services will have more products and services and more ways of receiving products and services than ever before. What is still uncertain is how it will impact the traditional providers of financial services. And that, as the workshop discussed, **may just get down to a battle between enabling fintech and disrupting fintech.** Enabling being the use of technology by traditional financial services. And disrupting being new entrants shaking the traditional market up.

So, what should prudential supervisors do? Well, just like they also have for decades, the best place to start with financial technologies is to understand them, assess their impact, and implement prudential policies and supervision to mitigate any risk that is deemed to be excessive. This is going to be a difficult and dynamic task, but a vital one that will require sufficient focus, resources and expertise.

**Risk-based supervision framework development**

The risk-based supervision framework enhancement program continued in the second quarter with the initial diagnostic mission undertaken with the Central Bank of the **Solomon Islands** (CBSI) in September. As with similar missions to the **Cooks Islands, Vanuatu** and **Papua New Guinea**, this mission developed a Supervision Framework Enhancement Strategy and a Technical Assistance Plan with the CBSI. The strategy and plan will be implemented by the CBSI, with support from PFTAC, commencing in early 2018, and is designed to enhance the efficiency and effectiveness of the CBSI's supervision frameworks.

## IV.    Planned TA Activities FY18/Q3: November 2017 – January 2018

**November 2017 Planned Activities**

| Country | Program | Description | Advisor/s | Dates |
|---|---|---|---|---|
| Fiji | Macro | Fiscal Forecasting | LTX – Claus | Nov 20 – 24 |
| Kiribati | FSS | On-site Examination | STX – Henderson | Nov 13 – 21 |
| Niue | Revenue | Strengthen Core Functions | LTX – Shrosbree | Nov 20 – Dec 1 |
| Papua New Guinea | Revenue | Update Corporate Strategy<br>Design Large Taxpayer Office<br>Establish Design and Monitoring Unit<br>Establish Taxpayer Services Unit | STX – McNeill | Nov 20 – 23<br>Nov 24 – 28<br>Nov 29 – Dec 3<br>Dec 4 – 9 |
| Regional | Macro/ PFM | Workshop on Medium-Term Expenditure Planning (held in Samoa) | LTX – Claus<br>LTX – Neves | Nov 6 – 10 |
|  | Revenue | Taxpayer Services Workshop (FSM, Palau, and RMI) | STX – Lawrence | Nov 6 – 8 |
| Samoa | Revenue | Strengthen the Audit Function | STX – Teed | Nov 13 – 24 |
|  | Macro | Interagency workshop on Samoa Economic & Rev Forecast Model | LTX – Claus | Nov 13 – 17 |
| Tonga | PFM | PFM Symposium and Review of Accounting/Reporting Reform | LTX – Marzan | Nov 20 – 24 |
| Tuvalu | FSS | Bank Supervision Program | LTX – Stefanou | Nov 7 – 9 |
| Vanuatu | PFM | Risk based internal audit of payroll | STX – Prcevich | Nov 15 – Dec 5 |
|  | GFS | Government Finance Statistics | STX – van Rensburg | Nov 6 – 17 |
|  | PFM | Development of Accounting Manual Finalization | LTX – Marzan<br>STX – Uluinaceva | Nov 25 – Dec 5 |

**December 2017 Planned Activities**

| Country | Program | Description | Advisor/s | Dates |
|---|---|---|---|---|
| Fiji | Revenue | Strengthen the audit function and review HNWI Strategy | STX – Teed | Nov 27 – Dec 8 |
| Palau | Macro | GDP and Revenue Forecasting | LTX – Claus | Nov 27 – Dec 8 |
| Papua New Guinea | Revenue | Develop IT Strategy | STX – Dark | Dec 6 – 19 |
| | FSS | Supervision Framework Enhancement Program | LTX – Stefanou STX - Jackson | Nov 27 – Dec 8 |
| | RSS | National Accounts | LTX – Wild | Nov 27 – Dec 7 |
| Samoa | Revenue | Strengthen On-Time Filing and Payment | STX – Scott | Nov 27 – Dec 8 |
| Tuvalu | GFS | Government Finance Statistics | LTX – de la Beer | Dec 5 – 14 |
| Vanuatu | PFM | Draft Accounting/Reporting Regulations | STX - Uluinaceva | Dec 6 – 12 |

**January 2018 Planned Activities**

| Country | Program | Description | Advisor/s | Dates |
|---------|---------|-------------|-----------|-------|
| Cook Islands | FSS | Supervision Framework Enhancement Program – on-site examination | LTX – Stefanou<br>STX – Henderson | Jan 29 – Feb 9 |
| Fiji | GFS | Government Finance Statistics | LTX – de la Beer<br>HQ - Kinoshita | Jan 8 – 19 |
|  | Revenue | Compliance Risk Management | STX – Aslett | Jan 8 – 19 |
|  |  | Strengthen Taxpayer Services | STX – Scott | Jan 15 – 26 |
|  | PFM | Internal Audit | STX – Morrison | Jan 15 - 26 |
| Kiribati | Revenue | Strengthen Taxpayer Audit | STX – Leano | Jan 15 – 26 |
| Solomon Islands | RSS | National Accounts | LTX – Wild | Jan 22 – Feb 2 |
|  | Macro | Develop the Solomon Islands Financial Programming Frameworks | LTX – Claus | Jan 22 – 26 |
| Samoa | PFM | Strengthen Cash Management | STX – Silins | Jan 29 – Feb 2 |
| Tuvalu | RSS | National Accounts | STX – Andrews | Jan 15 – 26 |

## Outturn of TA Activities FY18/Q2: August – October 2017

**August 2017 Delivered Activities**

| Country | Program | Description | Advisor/s | Dates |
|---|---|---|---|---|
| Kiribati | RSS | National Accounts | STX – McAllister | Aug 3 – 17 |
| | Revenue | Facilitate implementation of a new function based structure<br>Develop Compliance Improvement Strategy<br>Develop High-Level Reform Implementation Plan | STX – Scott | Aug 22 – 27<br>Aug 28 – Sept 1<br>Sept 2 – 6 |
| Papua New Guinea | Revenue | HQ Diagnostic Revenue Admin Mission | LTX – Shrosbree | Aug 15 – 25 |
| | Macro | Interagency workshop on PNG Macroeconomic & Fiscal Framework | LTX – Claus | Aug 2 – 4 |
| Regional | Revenue | VAT Fraud Workshop (held in Nadi) | STX/LTX – Ettridge/ Shrosbree | Aug 7 - 11 |
| | Revenue | Auditing Financial Statements Workshop (held in Nadi) | STX – Teed | July 31 – Aug 4 |
| | FSS | AFSPC Annual Meeting and Workshop (in Cook Islands) | LTX – Stefanou<br>STX – Hambric<br>HQ – Parker | Aug 14 – 18<br>Aug 16 – 18<br>Aug 16 – 18 |
| | GFS | Government Finance Statistics workshop (in Nadi) | LTX – de la Beer<br>STX – Tillman-Zorn | Aug 21 – 25<br>Aug 18 – 25 |
| | PFM | Workshop on Strengthening Budget Execution (in Nadi) | LTX – Marzan<br>STX - Silins | Aug 28 – Sept 1 |
| Tonga | Revenue | Strengthen Audit Capability | STX – Teed | Aug 7 - 18 |
| Tokelau | PFM | PEFA Self-Assessment (delivered in Samoa) | LTX – Neves &<br>STX – Uluinaceva | Aug 21 – 31 |
| Vanuatu | Revenue | Update modernization project plan<br>Strengthen organizational design<br>Improve core tax functions | STX – McNeill | Aug 14 – 18<br>Aug 21 – 25<br>Aug 28 – Sept 1 |
| | RSS | National Accounts | LTX – Wild | Aug 7 – 17 |
| | Macro | Practical applications of the Model of the Vanuatu Economy | LTX – Claus | Aug 20 – Sep 2 |

**September 2017 Delivered Activities**

| Country | Program | Description | Advisor/s | Dates |
|---|---|---|---|---|
| Cook Islands | RSS | Balance of Payments and GNI Formulation | STX – Robertson | Sept 18 - 29 |
| Fiji | PFM | Development of Internal Audit Risk Assessment Framework | STX – Morrison | Sept 25 – Oct 6 |
| | Revenue | Review functional specifications of new IT System and provide guidance on project management and governance arrangements | STX – Dark | Aug 30 – Sept 5 |
| Nauru | RSS | National Accounts | LTX – Wild | Sep 7 – 15 |
| | GFS | Government Finance Statistics | LTX – de la Beer | Sep 25 – Oct 6 |
| Regional | Revenue | PITAA Annual Heads Meeting (in Samoa) <br> Senior Management Training (in Samoa) | LTX – Shrosbree <br> LTX – Shrosbree <br> STX - McNeill | Sept 12 – 15 <br> Sept 18 – 20 <br> Sept 18 – 20 |
| RMI | Revenue | Review Taxpayer Registration <br> Improve Taxpayer Services <br> Improve On-time Filing <br> Improve On-Time Payment | STX – Lawrence | Aug 28 – 30 <br> Aug 31 – Sept 2 <br> Sept 3 – 5 <br> Sept 6 – 9 |
| Samoa | GFS | Government Finance Statistics | LTX – de la Beer | Sept 4 – 15 |
| | Revenue | Strengthen Compliance Risk Management | LTX – Shrosbree | Sept 21 - 29 |
| | PFM | Accounting Frameworks | LTX – Marzan | Sept 25 – 29 |
| Solomon Islands | FSS | Strengthen RBS Framework | LTX – Stefanou <br> STX – Henderson | Sept 4 – 13 |
| | PFM | TA Follow-Up in conjunction with Article IV Mission | LTX – Neves | Sept 16 – 26 |
| Timor-Leste | PFM | TA Follow-Up in conjunction with Article IV Mission | LTX – Neves | Sept 28 – Oct 5 |
| Tuvalu | Macro | Develop GDP Forecasting Methodology | LTX – Claus | Sept 19 – 28 |

## October 2017 Delivered Activities

| Country | Program | Description | Advisor/s | Dates |
|---|---|---|---|---|
| FSM | Revenue | Strengthen on-time Filing<br>Strengthen on-time Payment<br>Strengthen Taxpayer Services | STX – Lawrence | Oct 23 – 27<br>Oct 28 – Nov 1<br>Nov 2 – 10 |
| Papua New Guinea | GFS | Government Finance Statistics | LTX – de la Beer | Oct 16 – 27 |
| | PFM | Internal Audit | STX – Morrison | Oct 2 – 13 |
| RMI | RSS | National Accounts (delivered in Palau) | STX – Freeman | Oct 16 - 27 |
| Regional | Macro/RSS | Compiling and forecasting GDP Workshop (held in Suva) | LTX – Claus<br>LTX – Wild | Oct 2-6 |
| Samoa | RSS | Assist with GDP rebasing | LTX – Wild | Oct 16 – 26 |
| Vanuatu | PFM | Development of Accounting Manual | STX – Uluinaceva | Oct 23 – Nov 3 |

## Meetings, Seminars, and Training

### August-October 2017

| TA Sector | Description | Location | Advisor | Mission Days | Participants | | Month |
|---|---|---|---|---|---|---|---|
| | | | | | M | F | |
| Public Financial Management | Strengthening Budget Execution Controls | Nadi, Fiji | LTX – Chita Marzan<br>STX – Mark Silins | 5 | 10 | 5 | Aug-17 |
| Revenue | VAT Fraud | Nadi, Fiji | LTX – Stanley Shrosbree<br>STX - Rodney Ettridge | 5 | 21 | 7 | Aug-17 |
| | PITAA Heads Meeting | Samoa | LTX – Stanley Shrosbree | 3 | 24 | 11 | Sept-17 |
| | Senior Managers Workshop | Samoa | LTX- Stanley Shrosbree<br>STX – Carson McNeill | 3 | 13 | 8 | Sept-17 |
| Financial Sector Supervision | Annual Meeting of the Association of Financial Supervisors of Pacific Countries (AFSPC) | Cook Islands | LTX – Benjamin Stefanou<br>STX – James Hambric | 5 | 13 | 12 | Aug-17 |
| Statistics | Government Finance Statistics | Nadi, Fiji | LTX- Barend De La Beer<br>STX – Hendrik-Tillmann-Zorn | 5 | 13 | 17 | Aug-17 |
| Statistics & Macroeconomics | Compiling and Forecasting Gross Domestic Product Workshop | Suva, Fiji | LTX- Richard Wild<br>LTX – Iris Claus | 5 | 8 | 21 | Oct-17 |

## TA Reports Transmitted to Country Authorities

## August – October 2017

| TA Sector | Country | Title of Report | Author | Mission Month | Transmittal Letter Date |
|---|---|---|---|---|---|
| Public Financial Management (PFM) | Fiji | Improving Chart of Accounts | Silins | Jul-17 | 8-Aug-17 |
| | Samoa | Improving fiscal oversight of the financial and the non-commercial SOEs | Narube | Jul-17 | 10-Aug-17 |
| | Samoa | Improving Accounting and Reporting Frameworks | Marzan | Sep-17 | 16-Oct-17 |
| | Tonga | Strengthening Accounting and Financial Reporting - Follow Up Mission | Marzan | Jul-17 | 24-Aug-17 |
| | Vanuatu | Capacity-development on accounting and reporting scoping mission | Marzan & Uluinaceva | Jul-17 | Not finalized |
| Revenue | Fiji | Review of proposed systems functionality & required governance arrangements | Dark | Aug-17 | 2-Oct-17 |
| | Kiribati | Reform priorities moving forward | Scott | Aug-17 | 2-Oct-17 |
| | Marshall Islands | Strengthening taxpayer service, return filing and payment activities | Dean | Aug-17 | 2-Oct-17 |
| | PNG | Renewal of the Internal Revenue Commission's corporate and business plan | McNeill | Jul-17 | 18-Aug-17 |
| | PNG | Developing a medium-term revenue strategy | Shrosbree | Aug-17 | 27-Oct-17 |
| | Samoa | Introducing an industry partnership approach to improve tax compliance in cash economy sectors | Shrosbree | Sep-17 | Not finalized |
| | Tonga | Strengthen tax audit and risk management | Teed | Aug-17 | 26-Sep-17 |
| | Vanuatu | Evaluating the compliance improvement strategy pilot project and conducting a high-level review of reforms | Shrosbree | Jul-17 | 4-Oct-17 |
| | Vanuatu | Review of reforms and development of core functions | McNeill | Aug-17 | 4-Oct-17 |

| TA Sector | Country | Title of Report | Author | Mission Month | Transmittal Letter Date |
|---|---|---|---|---|---|
| Financial Sector Supervision (FSS) | Cook Islands | Supervision Framework Enhancement - Update of Prudential Standards | Stefanou & Algier | Jul-17 | 26-Sep-17 |
| | Marshall Islands | Capacity Building in On-Site Supervision | Hefty | Jul-17 | Not finalized |
| | Solomon Islands | **Supervision Framework Enhancement – Diagnostic** | Stefanou & Henderson | Sep-17 | Not finalized |
| Statistics | Cook Islands | Balance of Payments Statistics | Robertson | Sep-17 | Not finalized |
| | Cook Islands | Government Finance Statistics | De La Beer | Jul-17 | 29-Aug-17 |
| | Kiribati | Government Finance Statistics | Tillman-Zorn | Aug-17 | 31-Oct-17 |
| | Nauru | Government Finance Statistics | De La Beer | Sep-17 | Not finalized |
| | Samoa | Government Finance Statistics | De La Beer | Sep-17 | 31-Oct-17 |
| | PNG | Government Finance Statistics | De La Beer | Oct-17 | Not finalized |
| | PNG | External Sector Statistics | Rayyan | Feb-17 | 1-Nov-17 |
| | Kiribati | National Accounts | McAllister | Aug-17 | 1-Nov-17 |
| | Nauru | National Accounts | Wild | Sep-17 | Not finalized |
| | Samoa | National Accounts | Wild | Oct-17 | Not finalized |
| | Vanuatu | National Accounts | Wild | Aug-17 | 26-Sep-17 |

# Annex: FY18 PFTAC Workplans (Mid-Year Update) by Program

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | 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 | 7 | 16 | 23 | 1 | 100% | June 2017 | 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. | 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 | - | 7 | 7 | 1 | 0% | April 2018 | 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. | 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 - Postponed until FY19 | 5 | 12 | 17 | 1 | | | | - | 0% | Postponed until FY19 May 2018 | i) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | 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 | - | 16 | 16 | 1 | 0% | November 2017 | 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. | 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 | 5 | 12 | 17 | 1 | 0% | March 2018 | i) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | 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 | | |
| | | 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 | - | 12 | 12 | 1 | 0% | March 2018 | i) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | 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 Banking Legislation and Prudential Standards - sub-regional for Northern Pacific members (FSM, Palau, RMI, Kiribati) | 5 | 12 | 17 | 1 | 5 | 12 | 17 | 1 | 100% | July 2017 | 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. | 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 | 5 | 9 | 14 | 1 | 0% | April 2018 | 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. | Stefanou/MCM / 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) - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 10 | 16 | 26 | 1 | 0% | Feb 2018 | 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. | 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 - Postponed until FY19 | - | 12 | 12 | 1 | - | - | - | - | 0% | Postponed until FY19 May 2018 | 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. | 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 | - | 19 | 19 | 1 | 100% | July 2017 | 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 | Expert |
| | | 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 | 7 | 16 | 23 | 1 | 100% | June 2017 | 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 | 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: Risk Rating and Supervisory Action Planning | 7 | 16 | 23 | 1 | 10 | 16 | 26 | 1 | 0% | November 2017 | 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 iii) Supervisory attention framework developed and implemented. April 2019 | Continuation of RBS framework enhancement program. Risk rating and supervisory action planning. | Stefanou/ Expert |
| | | | 2.4 Strengthened institutional structure and operational and procedures for RBS implementation | RBS framework enhancement program. Second follow-up mission from diagnostic. MCMFR led. LTX manage. Focus to be on a key RBS component: Risk Identification and Assessment - on-site examination. | - | - | - | - | 5 | - | 5 | 1 | 0% | February 2018 | i) Risk-based supervisory action planning process developed and implemented. October 2018 ii) Supervisory attention framework developed and implemented. April 2019 | Mission from HQ - LTX managing as part of PFTAC / Bank PNG supervision framework enhancement program | Stefanou/ MCM / 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 | 7 | 12 | 19 | 1 | 100% | September 2017 | 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 | 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 | 10 | 12 | 22 | 1 | 0% | April 2018 | 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. | 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 - postponed until FY19 | 5 | - | 5 | 1 | - | - | - | - | 0% | Postponed until FY19 | 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. | 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 | 3 | - | 3 | 1 | 0% | November 2017 | i) Revised Reporting templates are developed. April 2019 | This work will be in addition to the Banking Supervision Program, initiated by PFTAC in FY2017. | 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 | 7 | 16 | 23 | 1 | 100% | May 2017 | 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. | 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 | 8 | 13 | 21 | 1 | 0% | April 2018 | 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. | 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 | 5 | 7 | 12 | 1 | 100% | August 2017 | i) Workshop on Resolution Framework delivered ii) Workshop on Fintech and Supervision delivered | | 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 | 3 | - | 3 | 1 | 0% | April 2018 | i) SEACEN supervision training delivered. | SEACEN is developing a foundation supervision training course. PFTAC will assist SEACEN in delivery of course for PFTAC members. | Stefanou |
| | | | | **Original Plan Total Days:** | 95 | 254 | 349 | 21 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 97 | 211 | 308 | 19 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 38 | 98 | 136 | 7 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 39% | 46% | 44% | 37% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Macroeconomic Management - MID-YEAR UPDATE**

| TA Area | Objective | Country | Macroeconomic Programming & Analysis LogFrame Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | STX experts | Total | # | | | | | |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Palau | 1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking | Develop GDP and revenue forecasting methodology. | 0 | - | - | - | 12 | | 12 | 1 | 0% | December 2017 | (1) GDP forecasts are independently produced (Dec. 19). (2) Economic and fiscal forecasts are consistent (Oct. 18). (3) Advice on tax reform is empirically based (Apr. 19). | | Claus |
| | | Samoa | | Develop GDP forecasting methodology. | - | 21 | 21 | 1 | - | | - | - | 0% | April 2018 | (1) GDP forecasting methodology is enhanced (Oct. 18). (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. 18). (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). | Staff from the Central Bank of Samoa, the Ministry of Finance, the Ministry for Revenue and the Samoa Bureau of Statistics are attached for two weeks to the Reserve Bank of Fiji to observe macroeconomic forecasting. | |
| | | Tuvalu | | Develop GDP forecasting methodology. | 5 | - | 5 | 1 | 8 | - | 8 | 1 | 100% | September 19 - 27, 2017 | (1) GDP forecasts are independently produced (Sept. 17). (2) Three-year forecasts of real GDP and the GDP deflator are published (Jun. 18). | | Claus |
| | | Regional | | Workshop on compiling and forecasting GDP. | 5 | 9 | 14 | 1 | 5 | - | 5 | 1 | 100% | October 2 - 6, 2017 | (1) Participants identify priority areas for improving GDP compilation and forecasting (Oct. 17). | The workshop was organized in collaboration with PFTAC's Real Sector Statistics Advisor. | Claus |
| | | Sub-regional | | Workshop on compiling and forecasting GDP. | | | | | 5 | - | 5 | 1 | 0% | April 2018 | (1) Participants identify priority areas for improving GDP compilation and forecasting (Apr. 18). One out of three countries produces nominal and real GDP forecasts (Apr. 19). | The workshop replaces a planned workshop on macroeconomic policy analysis. It will be organized in collaboration with PFTAC's Real Sector and Government Finance Statistics Advisors. | Claus |
| | | Sub-regional | | Workshop on forecasting fishing revenues. | 5 | 14 | 19 | 1 | 5 | 14 | 19 | 1 | 0% | Feb 2018 | (1) Participants identify priority areas for improving fishing revenue forecasting and management (Feb. 18). (2) Medium-term fishing revenue projections are produced jointly by ministries of finance and marine authorities in 2 out of 9 countries (Feb. 19). | The workshop will be organized in collaboration with PFTAC's PFM Advisor. | Claus/????? |
| | | Regional | | Workshop on expenditure planning for sustainable development. | 5 | | 5 | 1 | 5 | - | 5 | 1 | 0% | Nov 4 - 10, 2017 | (1) Participants identify priority areas for improving medium-term expenditure planning (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. | Claus |
| | | Regional | | Support and advise on econometric estimations, including of a measure of the output gap, and empirical analysis. | 5 | 5 | 10 | 1 | 5 | - | 5 | 1 | 0% | April 2018 | (1) Research papers are peer reviewed (Apr. 18). (2) At least two working papers are published by Pacific central banks and/or ministries of finance (Apr. 18). | Technical assistance will be provided offsite. | Claus |

**FY18 Work Plan - May 2017 to April 2018: Macroeconomic Management - MID-YEAR UPDATE**

| TA Area | Objective | Country | Macroeconomic Programming & Analysis LogFrame Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | STX experts | Total | # | | | | | |
| 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 | 5 | - | 5 | 1 | 0% | March 2018 | (1) The Cook Islands macroeconomic and fiscal framework continues to be used in budget preparations (Jun. 17). | | Claus |
| | | Fiji | | Develop the Fiji financial programming framework to undertake debt sustainability and external vulnerability assessments. | 10 | - | 10 | 1 | 5 | - | 5 | 1 | 0% | Nov 2017 | (1) Consistent economic and fiscal forecasts are produced, i.e. methodology is developed to map data between calendar and fiscal years (Jan. 18). (2) The macroeconomic and fiscal framework is used in budget preparations (Jul. 18). (3) The macroeconomic and fiscal framework is used in monetary policy settings (Apr. 18). (4) The fiscal sector in the macroeconomic and fiscal framework produces internationally comparable data, i.e. it adopts official government finance statistics (GFS) methodology (Aug. 20). | | Claus |
| | | PNG | | Continue developing a macroeconomic and fiscal framework. | 15 | - | 15 | 2 | 22 | - | 22 | 2 | 100% | May 5 - Jun 13; July 21 - Aug 4 | (1) Consistent economic and fiscal forecasts are produced (Dec. 17). (2) The fiscal sector in the macroeconomic and fiscal framework produces internationally comparable data, i.e. it adopts government finance statistics (GFS) reporting (Dec. 17). (3) The macroeconomic and fiscal framework is used in budget preparations (Dec. 18). (4) The macroeconomic and fiscal framework is used in monetary policy settings (Oct. 18). | | Claus |
| | | RMI | | Support the use of the Marshall Islands Fiscal Model (MI-FM) in budget preparations and policy analysis. | 15 | - | 15 | 2 | 10 | - | 10 | 2 | 50% | May 2017; Feb 2018 | (1) The MI-FM is used in budget preparations (Oct. 17). (2) The MI-FM is used for policy analysis including to develop a medium-term fiscal framework (Apr. 18). (3) Quarterly Government Finance Statistics (GFS) and outturns compared to forecasts are reported on (Apr. 18). | | 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 | 5 | - | 5 | 1 | 100% | Aug 3 - 7, 2017 | (1) The SERF Model continues to be used in budget preparations (Jun. 17). (2) The SERF model is used to undertake sustainability analysis of policy scenarios (Apr. 18). | | Claus |
| | | Solomon Islands | | Develop the Solomon Islands financial programming frameworks to undertake debt sustainability and external vulnerability assessments. | 10 | - | 10 | 2 | 5 | - | 5 | 1 | 0% | Jan 2018 | (1) The Ministry of Finance's financial programming framework continues to be used in budget preparations (Dec. 17). (2) The Central Bank of Solomon Islands' financial programming framework continues to be used in monetary policy settings (Apr. 18). (3) The frameworks are used to undertake sustainability analysis of policy scenarios (Apr. 18). | | Claus |
| | | Tonga | | Support the use of the Tonga macroeconomic programming framework. | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 0% | Mar 2018 | (1) The gross domestic product (GDP) forecasting framework continues to be used in budget preparations (Jun. 17). (2) The Tonga projection model continues to be used in budget preparations (Jun. 17). | | Claus |
| | | Tuvalu | | Enhance the Medium-term fiscal framework | | | | | 8 | - | 8 | 1 | 0% | Feb 2018 | (1) Economic and fiscal forecasts are consistent (Jun. 18). (2) The medium-term fiscal framework produces internationally comparable data, i.e. it adopts government finance statstics (GFS) reporting (Dec. 18). | | 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 | 10 | - | 10 | 1 | 100% | Aug 21 - Sep 1 | (1) The Model Of the Vanuatu Economy is used in monetary policy settings and policy analysis (Apr. 18). (2) The national framework for revenue forecasting is used in budget preparations (Dec. 17). (3) Documentation on the MOVE is publically available (Apr. 18). | | Claus |
| | | | | Quantify the price and inflation effects of import duty reductions. | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 0% | Apr 2018 | (1) Advice on revenue reform is empirically based (Apr. 18). | The element of the mission is part of the TA PFTAC has been providing to support the implementation of income tax in Vanuatu. | Claus |
| | | Regional | | Workshop on macroeconomic policy analysis. | 5 | 14 | 19 | 1 | - | - | - | - | 0% | Moved to FY19 | | The workshop has been shifted to FY2019 and will be delivered with the IMF Institute for Capacity Development (ICD). | |
| 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 | 5 | - | 5 | 1 | 0% | Nov 2017 | (1) Macroeconomic policymaking is facilitated by interagency collaboration (Apr. 18). (2) Official forecasts are produced and published (Jun. 19). | | Claus |
| | | | **Original Plan Total Days:** | | 110 | 63 | 173 | 20 | | | | | | | | | |
| | | | **Updated Plan Total Days:** | | | | | | 130 | 14 | 144 | 20 | | | | | |
| | | | **Delivered by Oct 31:** | | | | | | 55 | - | 55 | 7 | | | | | |
| | | | **Percentage of Revised Plan:** | | | | | | 42% | 0% | 38% | 35% | | | | | |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (red) | | | Number of Missions/ Activities | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | | | | | | |
| Public Financial Management | 1. Improved laws and effective PFM institutions | Fiji | 1.1 Legal Framework enacted | Revision of Financial Instructions | 0 | 26 | 26 | 2 | 0 | 26 | 26 | 2 | 0% | April 2018 | 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 | Silins |
| | | Fiji | 1.2 MoF capacity can meet enacted PFM responsibilities | MTEF Scoping Mission | 0 | 0 | 0 | 0 | 8 | 0 | 8 | 1 | 0% | Jan 2018 | Conduct of a Joint ADB/PFTAC MTEF scoping mission. | Working with colleagues from the ADB and WB on an ADB activity. | Neves |
| | | Kiribati | 1.2 MoF capacity can meet enacted PFM responsibilities | PEFA Self-Assessment | 16 | 20 | 36 | 1 | 16 | 20 | 36 | 1 | 100% | July 20 - Aug 3 | PEFA Self-Assessment completed by August 2017 | With significant country ownership, reviewed by PFTAC | Neves/Narube |
| | | Palau | 1.2 MoF capacity can meet enacted PFM responsibilities | PEFA Self-Assessment | 7 | 18 | 25 | 1 | 7 | 18 | 25 | 1 | 0% | Feb 2018 | PEFA Self-Assessment completed Feb 2018 | Developed by authorities and reviewed by PFTAC | Neves/TBA |
| | | Solomon Islands | 1.1 Legal Framework enacted | Revision of Financial Instructions | 0 | 36 | 36 | 3 | 0 | 0 | 0 | 0 | 0% | Move to RAP FY19 | 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 | Mayes |
| | | | 1.2 MoF capacity can meet enacted PFM responsibilities | Review TA progress and priorities with Article IV mission | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 1 | 100% | Sept 19 - 26 | Familiarisation visit with stakeholders in the Solomon Islands. | | Neves |
| | | Timor Leste | 1.2 MoF capacity can meet enacted PFM responsibilities | Expenditure Review Seminar | 7 | 0 | 7 | 1 | 7 | 0 | 7 | 1 | 100% | Sep 28 - Oct 5 | Familiarisation visit with stakeholders in Timor Leste in lieu of participation in the previous Expenditure Review Seminar | PFTAC participation was requested by the authorities, but later cancelled, accompanying Art IV team fulfilled similar effort. | Neves |
| | | Tonga | 1.2 MoF capacity can meet enacted PFM responsibiliti | Participation in PFM Symposium | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 1 | 0% | Nov 20-24, 2017 | Participation in PFM Symposium | PFTAC requested to participate. PASAI and Govt of Tonga are hosting the symposium. | Marzan |
| | | Tokelau | 1.2 MoF capacity can meet enacted PFM responsibilities | PEFA Self-Assessment and update of PFM Roadmap | 13 | 19 | 32 | 1 | 10 | 12 | 22 | 1 | 100% | Aug 21 - 31 | PEFA Self-Assessment completed by September 2017 and PFM Roadmap updated by January 2018 | Developed by authorities and reviewed by PFTAC | Neves/Uluinaceva |
| | | Regional | 1.2 MoF capacity can meet enacted PFM responsibilities | Participation in development partners' forum | 28 | 0 | 28 | | 28 | 0 | 28 | | 0% | between May 2017 to April 2018 | Technical inputs provided as required | Includes participation in development partners forum | 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 | 0 | 0 | 0 | 0 | 0% | Cancelled | Fijian budget document continues to expand in terms of content by September 2017 | Work undertaken in-house | Neves |
| | | RMI | 2.2 More comprehensive and unified annual budget is published | Refinement of budget documents and process | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 1 | 0% | Feb 2018 | To complete a template budget document building the 2018/19 RMI Budget on the previous year document | Building on work done earlier in the year from the desk on improving the budget documentation in RMI.  Mission will be alonside the fishing revenue workshop | Neves |
| | | Regional | 2.3 More credible medium-term budget framework is integrated in annual budget process | Workshop on Managing Fisheries Revenue | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 1 | 0% | Feb 2018 | Workshop Delivered as planned. | Collaboratively with Macro advisor, ADB and PNA | 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 | 5 | 0 | 5 | 1 | 0% | Nov 6 - 10 | Workshop Delivered as planned. | Collaboratively with Macro advisor, ADB, PIFS, UNESCAP | Neves |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | Number of Missions/ Activities | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 red) | | | | | | | | |
| 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 | 10 | 19 | 29 | 1 | 100% | May 31 - June 9 | Internal Audit Charter developed by PFTAC and adopted by authorities by December 2017 | One-week on-site and one-week off-site | Morrison/ Marzan |
| | | | | Development of internal control risk framework and audit strategy | 0 | 20 | 20 | 1 | 0 | 20 | 20 | 1 | 0% | Jan-18 | Risk framework and strategic audit plan developed by PFTAC and adopted by authorities by May 2018 | Change in schedule requested by the authorities. | Morrison |
| | | PNG | 3.1 Budget execution and controls are strengthened | Training Needs Assessment and Internal Auditor Training | 0 | 21 | 21 | 1 | 0 | 21 | 21 | 1 | 100% | Oct 2 - 13, 2017 | Training completed on PFM Systems Audit of at least large departments | Low PEFA Internal Audit scores due to lack of systems-based audits. | Morrison |
| | | Vanuatu | 3.1 Budget execution and controls are strengthened | Strengthening Internal Audit | 0 | 20 | 20 | 2 | 2 | 20 | 22 | 2 | 0% | November 2017 | 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; LTX will participate in the discussion of next year's work plans of auditors, back to back with another mission. | Prcevich/ Marzan |
| | | Regional | 3.1 Budget execution and controls are strengthened | Workshop on strengthening budget execution controls | 7 | 12 | 19 | 1 | 7 | 12 | 19 | 1 | 100% | Aug 28 - Sept 1 | Workshop Delivered as planned. | Targets Heads of Treasury and Internal Audit | Marzan/Silins |
| 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 | 0 | 19 | 19 | 2 | 100% | June 26 -30 + 10 days remote | 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. | Silins |
| | | | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement new government accounting and reporting policies | 12 | 0 | 12 | 2 | 12 | 0 | 12 | 2 | 50% | Oct 23-26, further training in Dec | 1. Ministry staff trained by April 2018 to implement IPSAS-Cash.  2. MOE Circular for Ministries to adopt IPSAS-Cash | This will be first phase of support. After having complied at whole of government level, the MOE decided to roll out IPSAS-Cash at ministry-level reporting. | Marzan |
| | | Nauru | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement IPSAS Cash Accounting | 0 | 14 | 14 | 1 | 0 | 14 | 14 | 1 | 0% | April 2018 | 1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2018  2. Staff trained on IPSAS-Cash by April 2018 | Part of PFM Roadmap | Mayes |
| | | PNG | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement IPSAS Cash Accounting | 0 | 19 | 19 | 1 | 0 | 19 | 19 | 1 | 0% | Late Feb 2018 | 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 | 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 | 5 | 0 | 5 | 1 | 100% | Sep 25 - 29 | 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 | Marzan |
| | | Solomon Islands | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement IPSAS Cash Accounting | 0 | 15 | 15 | 2 | 0 | 15 | 15 | 2 | 100% | June 5 - 16 | 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 | Silins |
| | | Tonga | 4.1 Chart of Accounts is aligned with International Standards | Phase 2 of improving the Chart of Accounts | 0 | 12 | 12 | 1 | 0 | 12 | 12 | 1 | 0% | March 2018 | All required classifications are developed and integrated into new CoA and adopted by authorities by March 2018. | Phase 1 completed March 2017. Follow-up mission postponed due to reorganization in the MOF. | Silins |
| | | | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Improve accounting and reporting frameworks | 7 | 0 | 7 | 1 | 5 | 0 | 5 | 1 | 100% | Aug 1 - 4 | 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 | 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 | 12 | 19 | 31 | 1 | 100% | July 3 - 12 | 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. | Marzan/Uluinaceva |
| | | | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Development of Accounting Manual | 0 | 21 | 21 | 2 | 5 | 21 | 26 | 2 | 50% | From October to November 2017 | 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. LTX will join the onsite mission. | Uluinaceva/Marzan |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (red) PFTAC resident advisors | ST experts | Total | Number of Missions/ Activities | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 17 | 17 | 1 | 0% | February 2018 | 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. Postponed due to conflict in schedule of STX | Silins |
| | | Solomon Islands | 5.2 Cashflow forecasts for all central government are more accurate and timely | Strengthening Cash Management | 0 | 13 | 13 | 2 | 0 | 33 | 33 | 4 | 60% | Completed May 1 - 12; August 2017 | 1. Cash Mgmt Guidelines finalized, approved and implemented by authorities by January 2018.  2. Staff trained by August 2017 and apply cashflow model. 3. Additional training in October-November 2017 (offsite); and 4. Onsite training and treasury reform planning. | Builds on initial training provided in 2016; Involves on and off-site work. | Silins |
| | | Kiribati | 5.4 Improved integration of asset and liability management framework | Disclosure and management of state assets is improved | 0 | 0 | 0 | 0 | 8 | 0 | 8 | 1 | 0% | Late April 2018 | Accompanying PIMA Mission from HQ | PIMA Mission is completed | Neves |
| 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 | 12 | 0 | 12 | 1 | 100% | May 1- 12 | Fiscal risk assessment and reporting framework developed by PFTAC and adopted by authorities by August 2017. | Part of PFM Roadmap. | 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 | 11 | 0 | 11 | 1 | 0% | April 2018 | 1. Deliver seminar on fiscal risks to MoF staff.  2. Key issues and TA needs identified and prioritized. | | 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 | 0 | 15 | 15 | 1 | 100% | July 10 - 17 | 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 | 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 | 0 | 0 | 0 | 0 | 1 | 0% | April 2018 | Fiscal risk assessment and reporting framework developed by PFTAC by April 2018. | Work by Headquarters from PFTAC budget; changed to PIMA in Kiribati, subject to confirmation from authorities | |
| | | Regional | 6.2 Central fiscal oversight and analysis of public corporation risks are strengthened | Workshop of Fiscal Oversight of SOEs | 7 | 12 | 19 | 1 | 7 | 12 | 19 | 1 | 0% | February 2018 | 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 | Marzan/Colvin |
| | | | | **Original Plan Total Days:** | **172** | **390** | 562 | 38 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | **197** | **364** | **561** | **43** | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | **99** | **182** | **281** | **19** | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | **50%** | **50%** | **50%** | **45%** | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Real Sector Statistics - MID-YEAR UPDATE**

| TA Area | Objective | Country | Statistics Dept Outcome Targeted | Activity | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Real Sector Statistics | 1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for | Cook Islands | 1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide. | Review measures of primary and secondary income flows in ESS | - | | | | | 23 | 23 | 1 | 100% | September 2017 | Relative to the baseline for BOP data, current, capital, and financial accounts of the balance of payments statement are defined according to the guidelines of the BPM6 by January 2018 | • Primary and secondary income flows further improved to support valid measure of GNI (January 2018) | Robertson |
| | | | 1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Build local capacity through training on ESS concepts, sources and methods | | | | | | | | | | | Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by January 2018 | • Staff further trained in ESS concepts sources and methods rebased GDP estimates (January 2018) | |
| | | | 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 | - | 21 | 21 | 1 | 0% | March 2018 | 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) | Andrews |
| | | | 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)<br>• 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 | 1.12 Higher frequency data has been compiled and and disseminated internally and/or to the public | Assist in refining new quarterly GDP estimates | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 100% | October-November 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by June 2018 | • Quarterly estimates of GDP by production are published (June 2018)<br>• Quality assurance of the final estimates completed (June 2018)<br>• Commentary/analysis of QGDP release written (June 2018) | 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 June 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (December 2018) | |
| | | | 1.12 Higher frequency data has been compiled and and disseminated internally and/or to the public | Assist in refining new quarterly GDP estimates | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 100% | May 2017 | Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2018 | • Quarterly estimates of GDP by production are published (June 2018)<br>• Quality assurance of the final estimates completed (June 2018)<br>• Commentary/analysis of QGDP release written (June 2018) | 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 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (December 2018) | |
| | | 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 | 5 | - | 5 | 1 | 0% | April 2018 | 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)<br>• Staff trained in running/processing an annual business survey (April 2018)<br>• Staff further trained/rehearsed in existing system operations (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 April 2018 | • Existing documentation is reviewed by PFTAC, explained further to staff (April 2018) | |
| | | | 1.15 Improved Timeliness of data made available internally and/or to the public | Improve BOP coverage and methodology | - | 21 | 21 | 1 | - | 21 | 21 | 1 | 0% | December 2017 | The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by December 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 | - | 23 | 23 | 1 | 100% | July 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by August 2017 | • VAT data processed and used to compile more comprehensive annual GDP by production (August 2017)<br>• Business register developed (August 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 August 2017 | • Develop unit record trade database (August 2017)<br>• Improve construction model (August 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 | 9 | - | 9 | 1 | 100% | September 2017 | 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 | • Two staff trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (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 | • Existing methods and sources improved (September 2017)<br>• Rebasing plan set out in detail (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)<br>• Compilation of 2015-16 draft estimates (September 2017) | |

**FY18 Work Plan - May 2017 to April 2018: Real Sector Statistics - MID-YEAR UPDATE**

| TA Area | Objective | Country | Statistics Dept Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Real Sector Statistics** | **1.** Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant | Niue | 1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Build independent compilation capacity | - | 20 | 20 | 1 | - | 20 | 20 | 1 | 0% | February 2018 | 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) | Freeman |
| | | | 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 | 11 | - | 11 | 1 | 0% | November 2017 | 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) | 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 | 9 | - | 9 | 1 | 0% | February 2018 | 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) | 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 | 5 | - | 5 | 1 | 0% | April 2018 | 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 | 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 | 5 | - | 5 | 1 | 100% | October 2017 | 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 | 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 Heads of Planning and Statistics Meeting (subsuming the Pacific Statistics Steering Committee every other year) which coordinates TA in the region | 3 | - | 3 | 1 | 3 | - | 3 | 1 | 0% | November 2017 | More metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by January 2019 | • To be held in Noumea, New Caledonia, Nov 14-16 • PFTAC round table update from de la Beer (GFS) / Wild | 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 | - | 21 | 21 | 1 | 100% | October 2017 | Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by October 2017 | • Existing documentation is reviewed by PFTAC, explained further to staff (October 2017) | Freeman |
| | | 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 | 12 | - | 12 | 1 | 100% | June 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by December 2017 | • Remaining methods and/or source updates by industry are completed (December 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (April 2018) | 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 July 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (July 2018) | |
| | | | 1.5 Data are compiled using the coverage and scope of the latest manual/ guide | Develop GDP by expenditure estimates | 14 | - | 14 | 1 | 11 | - | 11 | 1 | 100% | October 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by December 2017 | • Remaining methods and/or source updates by industry are completed (December 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (April 2018) | 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 July 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (July 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 | 15 | - | 15 | 1 | 0% | January 2018 | 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 | • Two staff trained further on analysis and dissemination (February 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 | 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 February 2018 | • Review and documentation of annual business survey imputation methods (February 2018) | |
| | | | 1.15 **Improved Timeliness** of data made available internally and/or to the public | Improvements to BOP current account | - | 21 | 21 | 1 | - | 21 | 21 | 1 | 0% | December 2017 | The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by December 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 | - | - | - | | 0% | Canceled | 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) | |
| | | 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 | 12 | - | 12 | 1 | 0% | March 2018 | 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) | 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) | |

**FY18 Work Plan - May 2017 to April 2018: Real Sector Statistics - MID-YEAR UPDATE**

| TA Area | Objective | Country | Statistics Dept Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | 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 | Tuvalu | 1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Build independent compilation capacity | - | 21 | 21 | 1 | - | 21 | 21 | 1 | 0% | January 2018 | 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) | Andrews |
| | | | 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 | 12 | - | 12 | 1 | 100% | August 2017 | 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) | 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) | |
| | | | **Original Plan Total Days:** | | 139 | 167 | 306 | 22 | | | | | | | | | |
| | | | **Updated Plan Total Days:** | | | | | | 119 | 171 | 290 | 22 | | | | | |
| | | | **Delivered by Oct 31:** | | | | | | 59 | 67 | 126 | 10 | | | | | |

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

| TA Area | Objective | Country | Statistics Dept Outcome Targeted | Activity | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | Number of Missions/ Activities | Delivery Status | % of updated plan delivered at end-Oct | Milestones | Comments | 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 | 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 | 5 | | 5 | 1 | 100% | July 3 - 7 | • 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. <br>• 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. | 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. <br>• 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 | 12 | | 12 | 1 | 0% | Jan 2018 | • Reconcile grants / transfers between levels of government by July 2017. <br>• Reconcile and validate the loan transactions between general government units and its associated interest expense / revenue cost for elimination by October 2017. <br>• 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. | 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* . <br>• Compile and disseminate annual data for BCG (FY 14,15 & 16) by November 2017. <br>• 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 | 5 | - | 5 | - | 100% | Remote | • Compile and disseminate annual data for budgetary central government and state governments for FY16 by November 2017. <br>• 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. | 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 | 16 | - | 16 | 1 | 100% | Sep 22 - Oct 8 | • Investigate and complete a list of all institutional units covered for GFS by December 2017. <br>• 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. | 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. | |
| | | 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 | 5 | - | 5 | | 60% | Remote | • Compile and disseminate annual data for budgetary central government for FY16 by November 2017. <br>• 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. | DeLaBeer |
| | | 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 | 12 | - | 12 | 1 | 100% | Oct 16 - 27 | • GFS are compiled and disseminated for the budgetary central government by April 2018. <br>• 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. | 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. <br>•Compilation process for completing quarterly GFS reports and provisions for regular revisions completed by April 2018. <br>• 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. <br>• Initiate a work plan for collecting debt and foreign aid data by June 2018. <br>• 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 | 5 | - | 5 | | 100% | Remote | • Compile and disseminate annual data for budgetary central government FY16 by November 2017. <br>• 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. | DeLaBeer |

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

| TA Area | Objective | Country | Statistics Dept Outcome Targeted | Activity | Planned Inputs (in person-days) | | | # | Updated Inputs at Nov 1 (person-days - changes in red) | | | Number of Missions/ Activities | Delivery Status | % of updated plan delivered at end-Oct | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | | PFTAC resident advisors | ST experts | Total | | | | | | |
| 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 | 12 | - | 12 | 1 | 100% | Sept 4 - 15 | • 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. | 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 | 12 | - | 12 | 1 | 0% | Feb 2018 | • 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. | 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 | - | 12 | 12 | 1 | 0% | April 2018 | • 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. | 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 | 11 | - | 11 | 1 | 100% | June 6-16 | • 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. | 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. | DeLaBeer |
| | | 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 | 10 | - | 10 | 1 | 0% | Dec 5 -14 | 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. | 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. | DeLaBeer |
| | | 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 | - | 21 | 21 | 1 | 0% | Nov 6 - 17 | • 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. | 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 | 7 | 13 | 20 | 1 | 100% | Aug 21 - 25 | 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. | DeLaBeer/ Expert |
| | | Regional | Capacity Development in GFS. | GFS methodological training, practical workgroup exercises and country data compilation. | 9 | 11 | 20 | 1 | 9 | - | 9 | 1 | 0% | April 2018 | Workshop delivered and staff trained. | Sub-regional Workshop for Micronesian members. Venue TBC. | DeLaBeer/ Expert |
| | | | **Original Plan Total Days:** | | 120 | 63 | 183 | 15 | | | | | | | | | |
| | | | **Updated Plan Total Days:** | | | | | | 121 | 46 | 167 | 12 | | | | | |
| | | | **Delivered by Oct 31:** | | | | | | 76 | 13 | 89 | 6 | | | | | |
| | | | **Percentage of Revised Plan:** | | | | | | 63% | 28% | 53% | 50% | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Revenue Administration - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | - | 18 | 18 | 1 | 0% | Jan 2018 | 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. | 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 | 5 | - | 5 | 1 | 100% | May 2017 | 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. | Shrosbree |
| | | Kiribati | 1.2 Organizational arrangements enable more effective delivery of strategy and reforms | Strengthen organizational design. | - | 10 | 10 | 1 | - | 5 | 5 | 1 | 100% | Aug 22 - Sept 6 | 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. | Scott |
| | | | 1.5 Corporate priorities and compliance better managed through risk management | Develop a risk based compliance improvement strategy | - | 8 | 8 | | - | 5 | 5 | | | | 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. | |
| | | | 1.1 Develop a high level reform plan | Develop a modernization reform plan. | - | - | - | | - | 5 | 5 | | | | High level modernization plan developed and introduced. | PFTAC has provided comprehensive assistance to Kiribati and a reform plan now tracks progress | |
| | | 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 | 5 | - | 5 | 1 | 0% | Nov 2017 | 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. | 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 | 1 | - | 1 | 1 | 100% | May 12 | 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 | 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 | | - | 6 | 6 | | | May 8 - 19 | 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 | - | 17 | 17 | 1 | 100% | July 12 - 25 | 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. | McNeill |
| | | | 1.1 Reform strategy and implementation governance framework adopted and institutionalized | Strategy and governance arrangements in place to support reform initiatives | - | - | - | | - | 10 | 10 | 1 | 100% | Aug 15 - 25 | Member of FAD Medium Term Revenue Strategy (MTRS) Mission | PNG is considering undertaking a tax reform with IMF assistance. The MTRS was developed as a starting point. | Shrosbree |
| | | | 1.1&1.2 Clear reform strategy adopted and organizational arrangements enable the more effective delivery of reforms | Finalize corporate strategy and develop structure to support delivery of reforms | - | - | - | | - | 19 | 19 | 1 | 0% | Nov 20 - Dec 8 | Corporate Strategy finalized by 6/30/2018 and the new structure incorporates a LTO, design unit and taxpayer services unit | These activities will take place in line with the implemenation of an MTRS | McNeill |
| | | | 1.3 Support functions enable more effective delivery of strategy and reforms | Develop an IT strategy | - | - | - | | - | 14 | 14 | 1 | 0% | Dec 6-19 | IT strategy developed by 12/31/2018 | PNG will introduce a new IT system to support implementation of the MTRS | Dark |
| | | Regional | 1.5 OCO Annual Conference | Developing an alliance with the OCO to improve revenue administration risk management. | 5 | | 5 | 1 | 5 | - | 5 | 1 | 100% | May 1 - 5 | 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. | 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 | 3 | 7 | 10 | 1 | 100% | Sept 18 - 20 | 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. | 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 | 2 | - | 2 | 1 | 100% | May 9 - 10 | 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 | Shrosbree |
| | | Samoa | 1.5 Corporate priorities and compliance better managed through risk management | Further strengthen compliance risk management. | - | 18 | 18 | 1 | - | 18 | 18 | 1 | 0% | Nov 2018 | 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 | Aslett |
| | | | 1.5 Corporate priorities and compliance better managed through risk management | Further strengthen compliance risk management. | 12 | | 12 | 1 | 7 | | 7 | 1 | 100% | Sept 21 - 29 | 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. | Shrosbree |
| | | Tuvalu | 1.2 Organizational arrangements enable more effective delivery of strategy and reforms | Strengthen organizational design. | 12 | - | 12 | 1 | 10 | - | 10 | 1 | 0% | Dec 2017 | 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 | Shrosbree |
| | | Vanuatu | 1.1 Reform strategy and implementation governance framework adopted and institutionalized | Review overall reforms and governance framework. | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 0% | Apr 2018 | Successful implementation of a reform strategy and governance framework to manage reforms. | Review overall reform progress and reform governance framework. | Shrosbree |
| | | | 1.2 Multi year reform implementation plan in place | Modernization project plan in place | - | - | - | | - | 6 | 6 | 1 | 100% | Aug 14-19 | Modernization plan leading reforms with good project management principles in place | Modernization project established and governance framework in place | McNeill |
| | | | 1.2 Organizational arrangements enable more effective delivery of strategy and reforms | Strengthen organizational design (functional structure) | - | 18 | 18 | 1 | - | 6 | 6 | 1 | 100% | Aug 20-25 | 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 | McNeill |
| | | | 1.1, 1.5 Reform implementation plan adopted/mitigation of risks through a CIS | Further strengthen compliance risk management. | 12 | | 12 | 1 | 10 | - | 10 | 1 | 100% | July 10-19 | Refrom Strategy in place/Risk based compliance improvement strategy institutionalized and supported by a governance framework in line with TADAT dimensions by 12/31/2017. | A reform plan has been implemented and reviewed with progress/a compliance improvement strategy and has made some progress – TA will help institutionalize the approach. | Shrosbree |

**FY18 Work Plan - May 2017 to April 2018: Revenue Administration - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | **Planned Inputs (in person-days)** | | | | **Updated Inputs at Nov 1 (person-days - changes in red)** | | | | | | | | |
| 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 | - | 12 | 12 | 1 | 0% | Feb 2018 | 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. | 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 | - | 18 | 18 | 1 | 0% | Feb 2018 | 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. | Lawrence |
| | | | Review functional specifications of new IT system | Improved IT capability supports tax administration | - | - | - | - | - | 9 | 9 | 1 | 100% | Aug 30 - Sept 5 | Implementation of a new IT systm by 6/30/2010 | Review FRCS IT System | Dark |
| | | | 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 | - | 12 | 12 | 1 | 0% | Nov 27 - Dec 8 | 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. | 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 | - | 6 | 6 | 1 | 100% | Oct 23 - Nov 3 | 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. | 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. | - | 9 | 9 | | - | 6 | 6 | | 100% | | 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 | | - | 7 | 7 | | 100% | | 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 | - | 9 | 9 | 1 | 0% | Feb 2018 | 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. | Scott |
| | | | 2.2 Taxpayer Services initiatives to support voluntary compliance strengthened | Strengthen the taxpayer services function. | - | 7 | 7 | | - | 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 | - | 5 | 5 | | 0% | March 2018 | 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. | 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 | - | 5 | - | 5 | - | 0% | Nov 2017 | 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.. | 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 | - | - | 10 | 10 | - | 100% | May 8 - 19 | 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. | McNeill |
| | | PNG | 2.1 Integrity of the registered taxpayer base strengthened | Integrity of the registered taxpayer base strengthened. | - | 15 | 15 | 1 | - | - | - | - | 0% | Cancelled | 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 to rectify. | 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 | 5 | - | 5 | 1 | 100% | Sept 13 - 15 | Annual PITAA Heads Meeting (Samoa) | PFTAC supporting the development of PITAA | Shrosbree |
| | | | 2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting | VAT Fraud Workshop with PITAA | - | 8 | 8 | 1 | 5 | 7 | 12 | 1 | 100% | Aug 7 - 11 | 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. | Ettridge |
| | | | 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 | 5 | - | 5 | 1 | 0% | March 2018 | 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. | 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 | - | 9 | 9 | 1 | 100% | July 27 - Aug 4 | 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. | Teed |

**FY18 Work Plan - May 2017 to April 2018:  Revenue Administration - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | 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 | - | 5 | 5 | 1 | 100% | Aug 28 - Sept 8 | 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. | Lawrence |
| | | | 2.2 Taxpayer Services initiatives to ensure voluntary compliance strengthened | Strengthen the taxpayer services function. | - | 7 | 7 | | - | 5 | 5 | | | | 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 | - | 5 | 5 | | | | 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. | |
| | | | 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 | | - | 4 | 4 | | | | 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 | - | 15 | 15 | 1 | 0% | Feb 2018 | 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. | 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 | - | 15 | 15 | 1 | 0% | Nov 27 - Dec 8 | 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. | Scott |
| | | | 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 | | - | 15 | 15 | 1 | 0% | Feb 2018 | 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 | - | 16 | 16 | 1 | 0% | Nov 13-24 | 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. | 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 | - | 7 | 7 | 1 | 0% | March 2018 | 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. | 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. | - | 9 | 9 | 1 | - | 9 | 9 | | | | 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. | |
| | | Tonga | 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. | - | - | - | - | - | 12 | 12 | 1 | 100% | Aug 8 - 18 | 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. | 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 | - | 4 | 4 | - | 100% | Aug 26 - Sept 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. | 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 | | - | 3 | 3 | | | | 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. | |
| | | | | Original Plan Total Days: | 78 | 395 | 473 | 34 | | | | | | | | | |
| | | | | Updated Plan Total Days: | | | | | 83 | 358 | 441 | 35 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 53 | 149 | 202 | 18 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 64% | 42% | 46% | 51% | | | | | |

# FY18 PFTAC Workplans (Mid-Year Update) by Country

**FY18 Work Plan - May 2017 to April 2018: Cook Islands - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | | | | | |
| 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 | 7 | 16 | 23 | 1 | 100% | June 2017 | 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. | 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 | | |
| 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 | 10 | 16 | 26 | 1 | 0% | Feb 2018 | 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. | Stefanou/Expert |
| 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 | 5 | - | 5 | 1 | 0% | March 2018 | (1) The Cook Islands macroeconomic and fiscal framework continues to be used in budget preparations (Jun. 17). | | 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. | Cook Islands | 1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide. | Review measures of primary and secondary income flows in ESS | - | | | | | 23 | 23 | 1 | 100% | September 2017 | Relative to the baseline for BOP data, current, capital, and financial accounts of the balance of payments statement are defined according to the guidelines of the BPM6 by January 2018 | • Primary and secondary income flows further improved to support valid measure of GNI (January 2018) | Robertson |
| | | | 1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Build local capacity through training on ESS concepts, sources and methods | | | | | | | | | | | Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by January 2018 | • Staff further trained in ESS concepts sources and methods rebased GDP estimates (January 2018) | |
| | | | 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 | - | 21 | 21 | 1 | 0% | March 2018 | 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) | Andrews |
| | | | 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) | |
| 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 | 5 | - | 5 | 1 | 100% | July 3 - 7 | • 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. | DeLaBeer |
| | | | 1.12 Higher frequency data has been compiled and disseminated internally and/or to the public. | Compile, review and disseminated 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. | |
| | | | | Original Plan Total Days: | 24 | 53 | 77 | 5 | | | | | | | | | |
| | | | | Updated Plan Total Days | | | | | 27 | 76 | 103 | 6 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 22 | 39 | 61 | 3 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 81% | 51% | 59% | 50% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Fiji - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | - | 7 | 7 | 1 | 0% | April 2018 | 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. | Expert |
| 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 | 5 | - | 5 | 1 | 0% | Nov 2017 | (1) Consistent economic and fiscal forecasts are produced, i.e. methodology is developed to map data between calendar and fiscal years (Jan. 18). (2) The macroeconomic and fiscal framework is used in budget preparations (Jul. 18). (3) The macroeconomic and fiscal framework is used in monetary policy settings (Apr. 18). (4) The fiscal sector in the macroeconomic and fiscal framework produces internationally comparable data, i.e. it adopts official government finance statistics (GFS) methodology (Aug. 20). | | Claus |
| Public Financial Management | 1.1 Legal Framework enacted | Fiji | 1.1 Legal Framework enacted | Revision of Financial Instructions | 0 | 26 | 26 | 2 | 0 | 26 | 26 | 2 | 0% | April 2018 | 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 | Silins |
| | 1.2 MoF capacity can meet enacted PFM responsibilities | Fiji | 1.2 MoF capacity can meet enacted PFM responsibilities | MTEF Scoping Mission | 0 | 0 | 0 | 0 | 8 | 0 | 8 | 1 | 0% | Jan 2018 | Conduct of a Joint ADB/PFTAC MTEF scoping mission. | Working with colleagues from the ADB and WB on an ADB activity. | Neves |
| Public Financial Management | 2.2 More comprehensive and unified annual budget is published | Fiji | 2.2 More comprehensive and unified annual budget is published | Refinement of budget documents and process | 11 | 0 | 11 | 1 | 0 | 0 | 0 | 0 | 0% | Cancelled | Fijian budget document continues to expand in terms of content by September 2017 | Work undertaken in-house | 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 | 10 | 19 | 29 | 1 | 100% | May 31 - June 9 | Internal Audit Charter developed by PFTAC and adopted by authorities by December 2017 | One-week on-site and one-week off-site | Morrison/Marzan |
| | | | | Development of internal control risk framework and audit strategy | 0 | 20 | 20 | 1 | 0 | 20 | 20 | 1 | 0% | Jan-18 | Risk framework and strategic audit plan developed by PFTAC and adopted by authorities by May 2018 | Change in schedule requested by the authorities. | Morrison |
| 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 | 0 | 19 | 19 | 2 | 100% | June 26 -30 + 10 days remote | 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. | Silins |
| | | | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement new government accounting and reporting policies | 12 | 0 | 12 | 2 | 12 | 0 | 12 | 2 | 50% | Oct 23-26, further training in Dec | 1. Ministry staff trained by April 2018 to implement IPSAS-Cash. 2. MOE Circular for Ministries to adopt IPSAS-Cash | This will be first phase of support. After having complied at whole of government level, the MOE decided to roll out IPSAS-Cash at ministry-level reporting. | Marzan |
| 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 | 12 | 0 | 12 | 1 | 100% | May 1-12 | Fiscal risk assessment and reporting framework developed by PFTAC and adopted by authorities by August 2017. | Part of PFM Roadmap. | 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. | Fiji | 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 | 5 | - | 5 | 1 | 100% | October- November 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by June 2018 | • Quarterly estimates of GDP by production are published (June 2018) • Quality assurance of the final estimates completed (June 2018) • Commentary/analysis of QGDP release written (June 2018) | 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 June 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (December 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 | 5 | - | 5 | 1 | 100% | May 2017 | Frequency of national accounts compilation and/or dissemination improves from annual to quarterly, or from quarterly to monthly [RBM NA 12.1] by June 2018 | • Quarterly estimates of GDP by production are published (June 2018) • Quality assurance of the final estimates completed (June 2018) • Commentary/analysis of QGDP release written (June 2018) | 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 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (December 2018) | |

**FY18 Work Plan - May 2017 to April 2018:  Fiji - MID-YEAR UPDATE**

| Topic | Objective | Country | Outcome | Activity | | | | | | | | | % | Milestone | Actions / Comments | Comments | Resp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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. | | 12 | - | 12 | 1 | 12 | - | 12 | 1 | 0% | Jan 2018 | • 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. | 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 (FY14,15 & 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. | |
| 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 | - | 18 | 18 | 1 | 0% | Jan 2018 | 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. | Aslett |
| 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 | - | 12 | 12 | 1 | 0% | Feb 2018 | 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. | 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 | - | 18 | 18 | 1 | 0% | Feb 2018 | 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. | Lawrence |
| | | | Review functional specifications of new IT system | Improved IT capabilty supports tax administration | - | - | - | - | - | 9 | 9 | 1 | 100% | Aug 30 - Sept 5 | Implementation of a new IT systm by 6/30/2010 | Review FRCS IT System | Dark |
| | | | 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 | - | 12 | 12 | 1 | 0% | Nov 27 - Dec 8 | 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. | Teed |
| | | | | **Original Plan Total Days:** | 77 | 162 | 239 | 19 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 69 | 160 | 229 | 20 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 38 | 47 | 85 | 8 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 55% | 29% | 37% | 40% | | | | | |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Financial Sector Supervision | 1. Develop and strengthen banking regulations in line with international standards | 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 / 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. | Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards - Postponed until FY19 | 5 | 12 | 17 | 1 | - | - | - | | 0% | Postponed until FY19 May 2018 | i) Applicable guidelines and regulations are drafted. April 2018 / i) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | Stefanou/ Expert |
| 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 - Postponed until FY19 | - | 12 | 12 | 1 | - | - | - | - | 0% | Postponed until FY19 May 2018 | 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. | 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 | 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 | 5 | - | 5 | 1 | 0% | April 2018 | 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) | 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 April 2018 | • Existing documentation is reviewed by PFTAC, explained further to staff (April 2018) | |
| | | | 1.15 Improved Timeliness of data made available internally and/or to the public | Improve BOP coverage and methodology | - | 21 | 21 | 1 | - | 21 | 21 | 1 | 0% | December 2017 | The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by December 2017 | | STX (tbc) |
| 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 | 5 | - | 5 | 1 | 100% | Remote | • 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. | DeLaBeer |
| 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 | 5 | - | 5 | 1 | 100% | May 2017 | 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. | Shrosbree |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | FSM | 2.3 Larger proportion of taxpayers meet their filing obligations as required by law | Improve on-time filing ratios over time. | - | 9 | 9 | | - | 6 | 6 | | 100% | Oct 23 - Nov 3 | 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. | 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. | - | 9 | 9 | 1 | - | 6 | 6 | 1 | 100% | | 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 | | - | 7 | 7 | | 100% | | 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. | |

| | | | | Original Plan Total Days: | 22 | 77 | 99 | 7 | | | | | | | | | |
| | | | | Updated Plan Total Days: | | | | | 15 | 40 | 55 | 4 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 10 | 19 | 29 | 2 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 67% | 48% | 53% | 50% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Kiribati  - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | 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 | - | 16 | 16 | 1 | 0% | November 2017 | 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. | 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 | 16 | 20 | 36 | 1 | 100% | July 20 - Aug 3 | PEFA Self-Assessment completed by August 2017 | With significant country ownership, reviewed by PFTAC | Neves/Narube |
| Public Financial Management | 5. Improve integration of asset and liability management framework | Kiribati | 5.4 Improved integration of asset and liability management framework | Disclosure and management of state assets is improved | 0 | 0 | 0 | 0 | 8 | 0 | 8 | 1 | 0% | Late April 2018 | Accompanying PIMA Mission from HQ | PIMA Mission is completed | Neves |
| 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 | - | 23 | 23 | 1 | 100% | July 2017 | Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by August 2017 | • VAT data processed and used to compile more comprehensive annual GDP by production (August 2017) • Business register developed (August 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 August 2017 | • Develop unit record trade database (August 2017) • Improve construction model (August 2017) | |
| Revenue Administration | 1. Strengthened revenue administration management and governance arrangemen | Kiribati | 1.2 Organizational arrangements enable more effective delivery of strategy and reforms | Strengthen organizational design. | - | 10 | 10 | | - | 5 | 5 | | | | 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. | Scott |
| | | | 1.5 Corporate priorities and compliance better managed through risk management | Develop a risk based compliance improvement strategy | - | 8 | 8 | 1 | - | 5 | 5 | 1 | 100% | Aug 22 - Sept 6 | 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. | |
| | | | 1.1 Develop a high level reform plan | Develop a modernization reform plan | | | | | | 5 | 5 | | | | High level modernization plan developed and introduced. | PFTAC has provided comprehensive assistance to Kiribati and a reform plan now tracks progress | |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Kiribati | 2.1 Integrity of the registered taxpayer base strengthened | Strengthen the integrity of the registered taxpayer base | - | 9 | 9 | 1 | - | 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. | Scott |
| | | | 2.2 Taxpayer Services initiatives to support voluntary compliance strengthened | Strengthen the taxpayer services function. | - | 7 | 7 | 1 | - | 7 | 7 | 1 | 0% | Feb 2018 | 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 | - | 5 | 5 | 1 | 0% | March 2018 | 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. | Leano |
| | | | | **Original Plan Total Days:** | 16 | 101 | 117 | 6 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 24 | 95 | 119 | 7 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 16 | 58 | 74 | 3 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 67% | 61% | 62% | 43% | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Nauru  - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | 0 | 14 | 14 | 1 | 0% | April 2018 | 1. Gap analysis, action plan developed by PFTAC and adopted by authorities by March 2018  2. Staff trained on IPSAS-Cash by April 2018 | Part of PFM Roadmap | 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 | 9 | - | 9 | 1 | 100% | September 2017 | 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 | •Two staff trained on revised methodology, data collection, compiling rebased GDP estimates and dissemination of rebased GDP estimates (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 | •Existing methods and sources improved (September 2017) •Rebasing plan set out in detail (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) | |
| 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 | 16 | - | 16 | 1 | 100% | Sep 22 - Oct 8 | •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. | 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. | |
| | | | | **Original Plan Total Days:** | 28 | 14 | 42 | 3 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 25 | 14 | 39 | 3 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 25 | - | 25 | 2 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 100% | 0% | 64% | 67% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Niue - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 11 | 0 | 11 | 1 | 0% | April 2018 | 1. Deliver seminar on fiscal risks to MoF staff. 2. Key issues and TA needs identified and prioritized. | | 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 | - | 20 | 20 | 1 | 0% | February 2018 | 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) | Freeman |
| | | | 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 | 5 | - | 5 | 1 | 0% | Nov 2017 | 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. | Shrosbree |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Niue | 2.2 Taxpayer Services initiatives to support voluntary compliance strengthened | Strengthen the taxpayer services function. BTB with Organization Mission 1.2 | 5 | - | 5 | - | 5 | - | 5 | - | 0% | Nov 2017 | 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.. | Shrosbree |
| | | | | **Original Plan Total Days:** | **21** | **20** | **41** | **3** | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | **21** | **20** | **41** | **3** | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | **-** | **-** | **-** | **-** | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | **0%** | **0%** | **0%** | **0%** | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Palau    - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | 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. 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. | Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards | 5 | 12 | 17 | 1 | 5 | 12 | 17 | 1 | 0% | March 2018 | I) Applicable guidelines and regulations are drafted. April 2018   I) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | Stefanou/ LEG / Expert |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Palau | 1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking | Develop GDP and revenue forecasting methodology. | 0 | - | - | - | 12 | | 12 | 1 | 0% | December 2017 | (1) GDP forecasts are independently produced (Dec. 19). (2) Economic and fiscal forecasts are consistent (Oct. 18). (3) Advice on tax reform is empirically based (Apr. 19). | | Claus |
| 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 | 7 | 18 | 25 | 1 | 0% | Feb 2018 | PEFA Self-Assessment completed Feb 2018 | Developed by authorities and reviewed by PFTAC | Neves/TBA |
| 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 | 5 | - | 5 | - | 60% | Remote | • 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. | DeLaBeer |
| 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 | 1 | - | 1 | 1 | 100% | May 12 | 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 | 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 | | - | 6 | 6 | | | May 8 - 19 | Organizational structure in place and suitably staffed by 12/31/2018. | Palau has accepted PFTAC recommendations and implemented a function based structure | McNeill |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Palau | 2.2 Taxpayer Services initiatives to support voluntary compliance strengthened | Strengthen the taxpayer services function. BTB with Organization Mission 1.2 | - | 15 | 15 | - | - | 10 | 10 | - | 100% | May 8 - 19 | 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. | McNeill |
| | | | | **Original Plan Total Days:** | 18 | 53 | 71 | 4 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 30 | 46 | 76 | 4 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 4 | 16 | 20 | 1 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 13% | 35% | 26% | 25% | | | | | |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | 7 | 16 | 23 | 1 | 100% | June 2017 | 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 | 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: Risk Rating and Supervisory Action Planning | 7 | 16 | 23 | 1 | 10 | 16 | 26 | 1 | 0% | November 2017 | 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 iii) Supervisory attention framework developed and implemented. April 2019 | Continuation of RBS framework enhancement program. Risk rating and supervisory action planning. | Stefanou/ Expert |
| | | | 2.4 Strengthened institutional structure and operational and procedures for RBS implementation | RBS framework enhancement program. Second follow-up mission from diagnostic. MCMFR led. LTX manage. Focus to be on a key RBS component: Risk Identification and Assessment - on-site examination. | - | - | - | - | 5 | - | 5 | 1 | 0% | February 2018 | i) Risk-based supervisory action planning process developed and implemented. October 2018 ii) Supervisory attention framework developed and implemented. April 2019 | Mission from HQ - LTX managing as part of PFTAC / Bank PNG supervision framework enhancement program | Stefanou/ MCM / Expert |
| 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 | 22 | - | 22 | 2 | 100% | May 5 - Jun 13; July 21 - Aug 4 | (1) Consistent economic and fiscal forecasts are produced (Dec. 17). (2) The fiscal sector in the macroeconomic and fiscal framework produces internationally comparable data, i.e. it adopts government finance statistics (GFS) reporting (Dec. 17). (3) The macroeconomic and fiscal framework is used in budget preparations (Dec. 18). (4) The macroeconomic and fiscal framework is used in monetary policy settings (Oct. 18). | | Claus |
| 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 | 0 | 21 | 21 | 1 | 100% | Oct 2 - 13, 2017 | Training completed on PFM Systems Audit of at least large departments | Low PEFA Internal Audit scores due to lack of systems-based audits. | Morrison |
| Public Financial Management | 4. Improve coverage and quality of fiscal reporting | PNG | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement IPSAS Cash Accounting | 0 | 19 | 19 | 1 | 0 | 19 | 19 | 1 | 0% | Late Feb 2018 | 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 | 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 | 11 | - | 11 | 1 | 0% | November 2017 | 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 data collection, compilation and dissemination (by February 2018) | 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 | 9 | - | 9 | 1 | 0% | February 2018 | 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) | Wild |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | # | Updated Inputs at Nov 1 (person-days - changes in red) | | | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | | PFTAC resident advisors | ST experts | Total | | | | | | |
| 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 | 12 | - | 12 | 1 | 100% | Oct 16 - 27 | • 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. | 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. | |
| 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 | - | 17 | 17 | 1 | 100% | July 12 - 25 | 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. | McNeill |
| | | | 1.1 Reform strategy and implementation governance framework adopted and institutionalized | Strategy and governance arrangements in place to support reform initiatives | - | - | - | | 10 | - | 10 | 1 | 100% | Aug 15 - 25 | Member of FAD Medium Term Revenue Strategy (MTRS) Mission | PNG is considering undertaking a tax refrom with IMF assistance. The MTRS was developed as a starting point. | Shrosbree |
| | | | 1.1&1.2 Clear reform strategy adopted and organizational arrangements enable the more effective delivery of reforms | Finalize corporate strategy and develop structure to support delivery of reforms | | | | | | 19 | 19 | 1 | 0% | Nov 20 - Dec 8 | Corporate Strategy finalized by 6/30/2018 and the new structure incorporates a LTO, design unit and taxpayer services unit | These activities will take place in line with the implemenation of an MTRS | McNeill |
| | | | 1.3 Support functions enable more effective delivery of strategy and reforms | Develop an IT strategy | | - | - | | | 14 | 14 | 1 | 0% | Dec 6-19 | IT strategy developed by 12/31/2018 | PNG will introduce a new IT system to support implementation of the MTRS | Dark |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | PNG | 2.1 Integrity of the registered taxpayer base strengthened | Integrity of the registered taxpayer base strengthened. | - | 15 | 15 | 1 | - | - | - | - | 0% | Cancelled | 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. | 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. | |
| | | | | **Original Plan Total Days:** | 63 | 102 | 165 | 11 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 86 | 122 | 208 | 14 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 51 | 54 | 105 | 7 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 59% | 44% | 50% | 50% | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Regional Activities - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| Financial Sector Supervision | 1. Develop and strengthen banking regulations in line with international standards | 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 | 5 | 12 | 17 | 1 | 100% | July 2017 | 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. | 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 | 5 | 9 | 14 | 1 | 0% | April 2018 | 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. | Stefanou/ MCM/ 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 | | |
| 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 | 5 | 7 | 12 | 1 | 100% | August 2017 | i) Workshop on Resolution Framework delivered                ii) Workshop on Fintech and Supervision delivered | | 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 | 3 | - | 3 | 1 | 0% | April 2018 | i) SEACEN supervision training delivered. | SEACEN is developing a foundation supervision training course. PFTAC will assist SEACEN in delivery of course for PFTAC members. | Stefanou |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Regional | | Workshop on compiling and forecasting GDP. | 5 | 9 | 14 | 1 | 5 | - | 5 | 0.5 | 100% | October 2 - 6, 2017 | (1) Participants identify priority areas for improving GDP compilation and forecasting (Oct. 17). | The workshop was organized in collaboration with PFTAC's Real Sector Statistics Advisor. | Claus |
| | | Sub-regional | | Workshop on compiling and forecasting GDP. | | | | | 5 | - | 5 | - | 0% | April 2018 | (1) Participants identify priority areas for improving GDP compilation and forecasting (Apr. 18). One out of three countries produces nominal and real GDP forecasts (Apr. 19). | The workshop replaces a planned workshop on macroeconomic policy analysis. It will be organized in collaboration with PFTAC's Real Sector and Government Finance Statistics Advisors. | Claus |
| | | Sub-regional | | Workshop on forecasting fishing revenues. | 5 | 14 | 19 | 1 | 5 | 14 | 19 | 1 | 0% | Feb 2018 | (1) Participants identify priority areas for improving fishing revenue forecasting and management (Feb. 18). (2) Medium-term fishing revenue projections are produced jointly by ministries of finance and marine authorities in 2 out of 9 countries (Feb. 19). | The workshop will be organized in collaboration with PFTAC's PFM Advisor. | Claus/????? |
| | | Regional | | Workshop on expenditure planning for sustainable development. | 5 | | 5 | 1 | 5 | - | 5 | 0.5 | 0% | Nov 4 - 10, 2017 | (1) Participants identify priority areas for improving medium-term expenditure planning (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. | Claus |
| | | Regional | | Support and advise on econometric estimations, including of a measure of the output gap, and empirical analysis. | 5 | 5 | 10 | 1 | 5 | - | 5 | 1 | 0% | April 2018 | (1) Research papers are peer reviewed (Apr. 18). (2) At least two working papers are published by Pacific central banks and/or ministries of finance (Apr. 18). | Technical assistance will be provided offsite. | Claus |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Regional | 1.2 Sound medium-term macroeconomic framework | Workshop on macroeconomic policy analysis. | 5 | 14 | 19 | 1 | - | - | - | - | 0% | Moved to FY19 | | The workshop has been shifted to FY2019 and will be delivered with the IMF Institute for Capacity Development (ICD). | |
| 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 | | 28 | 0 | 28 | | 0% | between May 2017 to April 2018 | Technical inputs provided as required | Includes participation in development partners forum | Neves/ Marzan |
| Public Financial Management | 2. Strengthen budget preparation towards more comprehensive, credible, and policy oriented budget. | Regional | 2.3 More credible medium-term budget framework is integrated in annual budget process | Workshop on Managing Fisheries Revenue | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 1 | 0% | Feb 2018 | Workshop Delivered as planned. | Collaboratively with Macro advisor, ADB and PNA | 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 | 5 | 0 | 5 | 0.5 | 0% | Nov 6 - 10 | Workshop Delivered as planned. | Collaboratively with Macro advisor, ADB, PIFS, UNESCAP | Neves |
| Public Financial Management | 3. Improve budget execution and control. | Regional | 3.1 Budget execution and controls are strengthened | Workshop on strengthening budget execution controls | 7 | 12 | 19 | 1 | 7 | 12 | 19 | 1 | 100% | Aug 28 - Sept 1 | Workshop Delivered as planned. | Targets Heads of Treasury and Internal Audit | Marzan /Silins |
| Public Financial Management | 6. Strengthen identification, monitoring, and management of fiscal risks | 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 | 0 | 0 | 0 | 0 | 1 | 0% | April 2018 | Fiscal risk assessment and reporting framework developed by PFTAC by April 2018. | Work by Headquarters from PFTAC budget; changed to PIMA in Kiribati, subject to confirmation from authorities | |
| | | Regional | 6.2 Central fiscal oversight and analysis of public corporation risks are strengthened | Workshop of Fiscal Oversight of SOEs | 7 | 12 | 19 | 1 | 7 | 12 | 19 | 1 | 0% | February 2018 | 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 | Marzan/ Colvin |

**FY18 Work Plan - May 2017 to April 2018:  Regional Activities - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | # | Updated Inputs at Nov 1 (person-days - changes in red) | | | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | | 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 | 5 | - | 5 | 1 | 0% | April 2018 | 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 | 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 | 5 | - | 5 | 0.5 | 100% | October 2017 | 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 | 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 Heads of Planning and Statistics Meeting (subsuming the Pacific Statistics Steering Committee every other year) which coordinates TA in the region | 3 | - | 3 | 1 | 3 | - | 3 | 1 | 0% | November 2017 | More metadata have been compiled and/or made available to users to support data analysis [RBM NA 20.1] by January 2019 | • To be held in Noumea, New Caledonia, Nov 14-16 • PFTAC round table update from de la Beer (GFS) / Wild | Wild |
| 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 | 7 | 13 | 20 | 1 | 100% | Aug 21 - 25 | 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. | DeLaBeer/ Expert |
| | | Regional | Capacity Development in GFS. | GFS methodological training, practical workgroup exercises and country data compilation. | 9 | 11 | 20 | 1 | 9 | - | 9 | 1 | 0% | April 2018 | Workshop delivered and staff trained. | Sub-regional Workshop for Micronesian members. Venue TBC. | DeLaBeer/ Expert |
| 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 | 5 | - | 5 | 1 | 100% | May 1 - 5 | 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. | Shrosbree |
| | | Regional | 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 | 3 | 7 | 10 | 1 | 100% | Sept 18 - 20 | 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. | Shrosbree |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Regional | 1&2 PITAA Heads Meeting - Management and core tax functions | Reviewing regional progress during 2016/17 and planning ahead. | 5 | | 5 | 1 | 5 | - | 5 | 1 | 100% | Sept 13 - 15 | Annual PITAA Heads Meeting (Samoa) | PFTAC supporting the development of PITAA | Shrosbree |
| | | | 2.5 Audit and other verification programs more effectively ensure completeness and accuracy of reporting | VAT Fraud Workshop with PITAA | - | 8 | 8 | 1 | 5 | 7 | 12 | 1 | 100% | Aug 7 - 11 | 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. | Ettridge |
| | | | 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 | 5 | - | 5 | 1 | 0% | March 2018 | 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. | 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 | - | 9 | 9 | 1 | 100% | July 27 - Aug 4 | 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. | Teed |
| | | | | **Original Plan Total Days:** | 141 | 153 | 294 | 21 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 147 | 102 | 249 | 22 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 52 | 67 | 119 | 10 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 35% | 66% | 48% | 45% | | | | | |

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

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| Financial Sector Supervision | 1. Develop and strengthen banking regulations in line with international standards | 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 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. | Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards | 5 | 12 | 17 | 1 | - | 12 | 12 | 1 | 0% | March 2018 | i) Applicable guidelines and regulations are drafted. April 2018 i) Applicable guidelines and regulations are drafted. April 2018 | Workshop to review and establish revision plan for banking legislation and prudential standards, held in July 2017. Follow up with bilateral missions to each country to follow-up on and progress reform. First follow-up. | Stefanou/ LEG / Expert |
| 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 | - | 19 | 19 | 1 | 100% | July 2017 | 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 | Expert |
| 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 | 10 | - | 10 | 2 | 50% | May 2017; Feb 2018 | (1) The MI-FM is used in budget preparations (Oct. 17). (2) The MI-FM is used for policy analysis including to develop a medium-term fiscal framework (Apr. 18). (3) Quarterly Government Finance Statistics (GFS) and outturns compared to forecasts are reported on (Apr. 18). | | Claus |
| Public Financial Management | 2. Strengthen budget preparation towards more comprehensive, credible, and policy oriented budget. | RMI | 2.2 More comprehensive and unified annual budget is published | Refinement of budget documents and process | 0 | 0 | 0 | 0 | 4 | 0 | 4 | 1 | 0% | Feb 2018 | To complete a template budget document building the 2018/19 RMI Budget on the previous year document | Building on work done earlier in the year from the desk on improving the budget documentation in RMI. Mission will be alonside the fishing revenue workshop | Neves |
| 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 | - | 21 | 21 | 1 | 100% | October 2017 | Relative to the baseline, business processes documentation has been improved by becoming adequate, stored, accessible, and/or regularly updated by October 2017 | • Existing documentation is reviewed by PFTAC, explained further to staff (October 2017) | Freeman |
| 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 | 5 | - | 5 | - | 100% | Remote | • 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. | DeLaBeer |
| 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 | 2 | - | 2 | 1 | 100% | May 9 - 10 | 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 | Shrosbree |
| 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 | - | 5 | 5 | 1 | 100% | Aug 28 - Sept 8 | 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. | Lawrence |
| | | | 2.2 Taxpayer Services initiatives to support voluntary compliance strengthened | Strengthen the taxpayer services function. | - | 7 | 7 | | - | 5 | 5 | | | | 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 | | - | 5 | 5 | | | | 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. | |
| | | | 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 | | - | 4 | 4 | | | | 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 | - | 15 | 15 | 1 | 0% | Feb 2018 | 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. | Leano |
| | | | | **Original Plan Total Days:** | 28 | 99 | 127 | 9 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 21 | 86 | 107 | 9 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 12 | 59 | 71 | 4 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 57% | 69% | 66% | 44% | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Samoa  - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | - | - | - | - | 0% | April 2018 | (1) GDP forecasting methodology is enhanced (Oct. 18). (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. 18). (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). | Staff from the Central Bank of Samoa, the Ministry of Finance, the Ministry for Revenue and the Samoa Bureau of Statistics are attached for two weeks to the Reserve Bank of Fiji to observe macroeconomic forecasting. | |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Samoa | 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 | 5 | - | 5 | 1 | 100% | Aug 3 - 7, 2017 | (1) The SERF Model continues to be used in budget preparations (Jun. 17).  (2) The SERF model is used to undertake sustainability analysis of policy scenarios (Apr. 18). | | 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 | 5 | - | 5 | 1 | 0% | Nov 2017 | (1) Macroeconomic policymaking is facilitated by interagency collaboration (Apr. 18). (2) Official forecasts are produced and published (Jun. 19). | | 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 | 5 | 0 | 5 | 1 | 100% | Sep 25 - 29 | 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 | Marzan |
| 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 | 0 | 17 | 17 | 1 | 0% | February 2018 | 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. Postponed due to conflict in schedule of STX | Silins |
| Public Financial Management | 6. Strengthen identification, monitoring, and management of fiscal risks | 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 | 0 | 15 | 15 | 1 | 100% | July 10 - 17 | 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 | 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 | 12 | - | 12 | 1 | 100% | June 2017 | • Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by December 2017 | • Remaining methods and/or source updates by industry are completed (December 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (April 2018) | 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 July 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (July 2018) | |
| | | Samoa | 1.5 Data are compiled using the coverage and scope of the latest manual/guide | Develop GDP by expenditure estimates | 14 | - | 14 | 1 | 11 | - | 11 | 1 | 100% | October 2017 | • Relative to the baseline, deviations from 2008 SNA are reduced and/or eliminated [RBM NA 4.1] by December 2017 | • Remaining methods and/or source updates by industry are completed (December 2017) • Draft results are quality assured and refined ready for discussion with key stakeholders (April 2018) | 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 July 2018 | • Concepts, sources and methods used for the compilation of the QNA should be published (July 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 | 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 | 12 | - | 12 | 1 | 100% | Sept 4 - 15 | • 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. | DeLaBeer |
| 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 | - | 18 | 18 | 1 | 0% | Nov 2018 | 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 | Aslett |
| | | | 1.5 Corporate priorities and compliance better managed through risk management | Further strengthen compliance risk management. | 12 | - | 12 | 1 | 7 | - | 7 | 1 | 100% | Sept 21 - 29 | 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. | Shrosbree |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Samoa | 2.3 Larger proportion of taxpayers meet their filing obligations as required by law | Improve on-time filing ratios over time | - | 15 | 15 | | - | 15 | 15 | 1 | 0% | Nov 27 - Dec 8 | 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. | Scott |
| | | | 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 | - | 15 | 15 | 1 | 0% | Feb 2018 | 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 | | - | 16 | 16 | 1 | 0% | Nov 13-24 | 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. | Teed |
| | | | | **Original Plan Total Days:** | 69 | 122 | 191 | 13 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 57 | 96 | 153 | 13 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 52 | 15 | 67 | 7 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 91% | 16% | 44% | 54% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Solomon Islands - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | 7 | 12 | 19 | 1 | 100% | September 2017 | 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 | Stefanou/ Expert |
| | | Solomon Islands | 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 | 10 | 12 | 22 | 1 | 0% | April 2018 | 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. | Stefanou/ Expert |
| 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 | 5 | - | 5 | 1 | 0% | Jan 2018 | (1) The Ministry of Finance's financial programming framework continues to be used in budget preparations (Dec. 17). (2) The Central Bank of Solomon Islands' financial programming framework continues to be used in monetary policy settings (Apr. 18). (3) The frameworks are used to undertake sustainability analysis of policy scenarios (Apr. 18). | | Claus |
| Public Financial Management | 1. Improved laws and effective PFM institutions | Solomon Islands | 1.2 MoF capacity can meet enacted PFM responsibilities | Review TA progress and priorities with Article IV mission | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 1 | 100% | Sept 19 - 26 | Familiarisation visit with stakeholders in the Solomon Islands. | | Neves |
| Public Financial Management | 4. Improve coverage and quality of fiscal reporting | Solomon Islands | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Implement IPSAS Cash Accounting | 0 | 15 | 15 | 2 | 0 | 15 | 15 | 2 | 100% | June 5 - 16 | 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 | Silins |
| Public Financial Management | 5. Improve integration of asset and liability management framework | Solomon Islands | 5.2 Cashflow forecasts for all central government are more accurate and timely | Strengthening Cash Management | 0 | 13 | 13 | 2 | 0 | 33 | 33 | 4 | 60% | Completed May 1 -12; August 2017 | 1. Cash Mgmt Guidelines finalized, approved and implemented by authorities by January 2018. 2. Staff trained by August 2017 and apply cashflow model. 3. Additional training in October-November 2017 (offsite); and 4. Onsite training and treasury reform planning. | Builds on initial training provided in 2016; Involves on and off-site work. | 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 | 15 | - | 15 | 1 | 0% | January 2018 | 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 | • Two staff trained further on analysis and dissemination (February 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 February 2018 | • Review and documentation of annual business survey imputation methods (February 2018) | |
| | | | 1.15 **Improved Timeliness** of data made available internally and/or to the public | Improvements to BOP current account | - | 21 | 21 | 1 | - | 21 | 21 | 1 | 0% | December 2017 | The BOP and/or IIP are consistent or reconcilable with the national accounts [RBM BP 15.1] by December 2017 | | STX (tbc) |
| 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 | 12 | - | 12 | 1 | 0% | Feb 2018 | • 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. | DeLaBeer |
| | | | | **Original Plan Total Days:** | 47 | 73 | 120 | 11 | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | 55 | 93 | 148 | 13 | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | 13 | 47 | 60 | 6 | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | 24% | 50% | 40% | 49% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Timor-Leste - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| Financial Sector Supervision | 1. Develop and strengthen banking regulations in line with international standards | 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 - postponed until FY19 | 5 | - | 5 | 1 | - | - | - | - | 0% | Postponed until FY19 | 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. | Expert |
| Public Financial Management | 1. Improved laws and effective PFM institutions | Timor Leste | 1.2 MoF capacity can meet enacted PFM responsibilities | Expenditure Review Seminar | 7 | 0 | 7 | 1 | 7 | 0 | 7 | 1 | 100% | Sep 28 - Oct 5 | Familiarisation visit with stakeholders in Timor Leste in lieu of participation in the previous Expenditure Review Seminar | PFTAC participation was requested by the authorities, but later cancelled, accompanying Art IV team fulfilled similar effort. | Neves |
| 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 | - | - | - | - | 0% | Canceled | 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) | |
| 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 | - | 12 | 12 | 1 | 0% | April 2018 | • 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. | Expert |
| | | | | Original Plan Total Days: | 12 | 35 | 47 | 4 | | | | | | | | | |
| | | | | Updated Plan Total Days: | | | | | 7 | 12 | 19 | 2 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 7 | - | 7 | 1 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 100% | 0% | 37% | 50% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Tokelau - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | # | Updated Inputs at Nov 1 (person-days - changes in red) | | | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | | 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 | 10 | 12 | 22 | 1 | 100% | Aug 21 - 31 | PEFA Self-Assessment completed by September 2017 and PFM Roadmap updated by January 2018 | Developed by authorities and reviewed by PFTAC | Neves/ Uluinaceva |
| | | | Original Plan Total Days: | | 13 | 19 | 32 | 1 | | | | | | | | | |
| | | | Updated Plan Total Days: | | | | | | 10 | 12 | 22 | 1 | | | | | |
| | | | Delivered by Oct 31: | | | | | | 10 | 12 | 22 | 1 | | | | | |
| | | | Percentage of Revised Plan: | | | | | | 100% | 100% | 100% | 100% | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Tonga - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | 5 | - | 5 | 1 | 0% | Mar 2018 | (1) The gross domestic product (GDP) forecasting framework contiunes to be used in budget preparations (Jun. 17). (2) The Tonga projection model continues to be used in budget preparations (Jun. 17). | | Claus |
| Public Financial Management | 1. Improved laws and effective PFM institutions | Tonga | 1.2 MoF capacity can meet enacted PFM responsibilities | Participation in PFM Symposium | 0 | 0 | 0 | 0 | 5 | 0 | 5 | 1 | 0% | Nov 20-24, 2017 | Participation in PFM Symposium | PFTAC requested to participate. PASAI and Govt of Tonga are hosting the symposium. | Marzan |
| 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 | 0 | 12 | 12 | 1 | 0% | March 2018 | All required classifications are developed and integrated into new CoA and adopted by authorities by March 2018. | Phase 1 completed March 2017. Follow-up mission postponed due to reorganization in the MOF. | Silins |
| | | | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Improve accounting and reporting frameworks | 7 | 0 | 7 | 1 | 5 | 0 | 5 | 1 | 100% | Aug 1 - 4 | 1. Staff trained in 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 | 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 | 12 | - | 12 | 1 | 0% | March 2018 | 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) | 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) | |
| Government Finance Statistics | 1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GF | 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 | 11 | - | 11 | 1 | 100% | June 6-16 | • 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. | 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. | |
| 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 | - | 7 | 7 | 1 | 0% | March 2018 | 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. | 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. | - | 9 | 9 | 1 | - | 9 | 9 | | | | 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. | |
| | | | 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. | - | - | - | - | - | 12 | 12 | 1 | 100% | Aug 8 - 18 | 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. | Teed |
| | | | | **Original Plan Total Days:** | **36** | **28** | **64** | **7** | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | **38** | **40** | **78** | **8** | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | **16** | **12** | **28** | **3** | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | **42%** | **30%** | **36%** | **38%** | | | | | |

**FY18 Work Plan - May 2017 to April 2018: Tuvalu - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) LTX | STX | Total | # | Updated Inputs at Nov 1 (person-days - changes in red) PFTAC resident advisors | ST experts | Total | # | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 3 | - | 3 | 1 | 0% | November 2017 | i) Revised Reporting templates are developed. April 2019 | This work will be in addition to the Banking Supervision Program, initiated by PFTAC in FY2017. | Stefanou |
| 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 | 8 | - | 8 | 1 | 100% | September 19 - 27, 2017 | (1) GDP forecasts are independently produced (Sept. 17). (2) Three-year forecasts of real GDP and the GDP deflator are published (Jun. 18). | | Claus |
| Macroeconomic Management | 1. Improved macroeconomic policy advice to government and central bank management | Tuvalu | 1.2 Sound medium-term macroeconomic framework | Enhance the Medium-term fiscal framework | - | - | - | - | 8 | - | 8 | 1 | 0% | Feb 2018 | (1) Economic and fiscal forecasts are consistent (Jun. 18).  (2) The medium-term fiscal framework produces internationally comparable data, i.e. it adopts government finance statstics (GFS) reporting (Dec. 18). | | |
| 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 | - | 21 | 21 | 1 | 0% | January 2018 | 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) | Andrews |
| | | | 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) | |
| 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 | 10 | - | 10 | 1 | 0% | Dec 5 -14 | 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. | 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. | |
| 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 | 10 | - | 10 | 1 | 0% | Dec 2017 | 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 | Shrosbree |
| | | | | Original Plan Total Days: | 34 | 21 | 55 | 5 | | | | | | | | | |
| | | | | Updated Plan Total Days: | | | | | 39 | 21 | 60 | 6 | | | | | |
| | | | | Delivered by Oct 31: | | | | | 8 | | 8 | 1 | | | | | |
| | | | | Percentage of Revised Plan: | | | | | 21% | 0% | 13% | 17% | | | | | |

**FY18 Work Plan - May 2017 to April 2018:  Vanuatu - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| 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 | 7 | 16 | 23 | 1 | 100% | May 2017 | 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. | Stefanou/ Expert |
| | | Vanuatu | 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 | 8 | 13 | 21 | 1 | 0% | April 2018 | 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. | Stefanou/ Expert |
| 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 | 10 | - | 10 | 1 | 100% | Aug 21 - Sep 1 | (1) The Model Of the Vanuatu Economy is used in monetary policy settings and policy analysis (Apr. 18).  (2) The national framework for revenue forecasting is used in budget preparations (Dec. 17). (3) Documentation on the MOVE is publically available (Apr. 18). | | Claus |
| | | | | Quantify the price and inflation effects of import duty reductions. | 5 | - | 5 | 1 | 5 | - | 5 | 1 | 0% | Apr 2018 | (1) Advice on revenue reform is empirically based (Apr. 18). | The element of the mission is part of the TA PFTAC has been providing to support the implementation of income tax in Vanuatu. | Claus |
| 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 | 2 | 20 | 22 | 2 | 0% | November 2017 | 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; LTX will participate in the discussion of next year's work plans of auditors, back to back with another mission. | Prcevich/ Marzan |
| Public Financial Management | 4. Improve coverage and quality of fiscal reporting | 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 | 12 | 19 | 31 | 1 | 100% | July 3 - 12 | 1. Gap analysis, action plan developed by PFTAC and adopted by authorities by October 2017; 2. Staff trained in IPSAS application on July 2017. | Part of PFM Roadmap. | Marzan/ Uluinaceva |
| | | Vanuatu | 4.2 Comprehensiveness, frequency, and quality of fiscal reports is enhanced | Development of Accounting Manual | 0 | 21 | 21 | 2 | 5 | 21 | 26 | 2 | 50% | From October to November 2017 | 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. LTX will join the onsite mission. | Uluinaceva/ 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. | Vanuatu | 1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination | Build independent compilation capacity | 14 | - | 14 | 1 | 12 | - | 12 | 1 | 100% | August 2017 | 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) | 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) | |

**FY18 Work Plan - May 2017 to April 2018:  Vanuatu - MID-YEAR UPDATE**

| TA Area | Objective | Country | Outcome Targeted | Activity | Planned Inputs (in person-days) | | | | Updated Inputs at Nov 1 (person-days - changes in red) | | | | % of updated plan delivered at end-Oct | Delivery Status | Milestones | Comments | Experts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LTX | STX | Total | # | PFTAC resident advisors | ST experts | Total | # | | | | | |
| Government Finance Statistics | 1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GF | 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 | - | 21 | 21 | 1 | 0% | Nov 6 - 17 | • 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] • 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] | Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated. GFS for general government operations are compiled and disseminated on a annual / quarterly basis. | 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. | | | | | | | | | | | | | |
| 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 | 5 | - | 5 | 1 | 0% | Apr 2018 | Successful implementation of a reform strategy and governance framework to manage reforms. | Review overall reform progress and reform governance framework. | Shrosbree |
| | | | 1.2 Multi year reform implementation plan in place | Modernization project plan in place | | - | - | | | 6 | 6 | 1 | 100% | Aug 14-19 | Modernization plan leading reforms with good project management principles in place | Modernization project established and governance framework in place. | McNeill |
| | | | 1.2 Organizational arrangements enable more effective delivery of strategy and reforms | Strengthen organizational design (functional structure) | - | 18 | 18 | 1 | - | 6 | 6 | | 100% | Aug 20-25 | 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 | McNeill |
| | | | 1.1, 1.5 Reform implementation plan adopted/mitigation of risks through a CIS | Further strengthen compliance risk management. | 12 | - | 12 | 1 | 10 | - | 10 | 1 | 100% | July 10-19 | Reform Strategy in place/Risk based compliance improvement strategy institutionalized and supported by a governance framework in line with TADAT dimensions by 12/31/2017. | A reform plan has been implemented and reviewed with progress/a compliance improvement strategy and has made some progress – TA will help institutionalize the approach. | Shrosbree |
| Revenue Administration | 2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities | Vanuatu | 2.3 Larger proportion of taxpayers meet their filing obligations as required by law | Improve on-time filing rates over time. | - | 15 | 15 | - | - | 4 | 4 | - | 100% | Aug 26 - Sept 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. | 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 | | | 3 | 3 | | | | 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. | |
| | | | | **Original Plan Total Days:** | **65** | **164** | **229** | **14** | | | | | | | | | |
| | | | | **Updated Plan Total Days:** | | | | | **76** | **129** | **205** | **14** | | | | | |
| | | | | **Delivered by Oct 31:** | | | | | **54** | **65** | **118** | **6** | | | | | |
| | | | | **Percentage of Revised Plan:** | | | | | **70%** | **50%** | **58%** | **43%** | | | | | |