

FY23 Work Plan - May 2022 to April 2023: Kiribati - FINAL OUTTURN AT APRIL 2023

TA Area	Objective	Country	Outcome Targeted	Activity	May 2022 - April 2023 (in person-days)			Number of Missions/Activities	Updated Inputs at Oct 31, 2022 (in person-days)			Number of Missions/Activities	Updated Inputs at Apr 30, 2023 (in person-days)			Number of Missions/Activities	% delivered	Delivery Status	Milestones	Comments	Planned Date	Experts	
					PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total								
Financial Sector Supervision	Develop/strengthen banking regulations and prudential norms	Kiribati	Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Establishing Financial Supervisory Authority	5	15	20	1	5	15	20	1	5	15	20	1	100%	May 30 - Jul 15, 2022 (remote)	PFTAC reviews the draft legislation and prudential standards		May 23 - Jul 15, 2022 (remote)	Kumar/ STX	
			Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Establishing Financial Supervisory Authority-Follow-up	7	9	16	1	-	-	-	-	-	-	-	-	-	0%	Cancelled	PFTAC reviews the draft legislation and prudential standards		Nov 21 - 25, 2022 (in-country)	Kumar/ STX
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Kiribati	Higher frequency data has been compiled and disseminated internally and/or to the public.	Expand coverage to public nonfinancial corporations and for public sector debt statistics (PSDS).	-	15	15	1	-	13	13	1	-	13	13	1	100%	Jan 23 - Feb 3, 2023 (remote)	*Compile and disseminate annual general government FY2021. *Compile and disseminate general government debt data in the World Bank quarterly public sector debt statistics template for publication. *Compile and disseminate public sector debt data quarterly with the World Bank.	Encourage PSDS compilation and dissemination to the World Bank Quarterly Public Sector Debt Database (QPSD).	Jan 23 - Feb 3, 2023 (in-country)	Tillman-Zorn	
			Business processes documentation for compilation and dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated.	Update business process documentation to account for changes in procedures and source data.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*Adequate business processes documentation exists, is well stored, accessible, and regularly updated to enable the compiling/disseminating statistical agency to sustain good statistical practices	Enhanced metadata and compilation guidelines are produced and disseminated.		
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics-national accounts	Kiribati	A new data set has been compiled and disseminated internally and/or to the public.	Updating national accounts to 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
			Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Providing training on updating national accounts.	7	15	22	1	-	16	16	1	-	16	16	1	100%	Nov 18 - 30, 2023 (in-country)	Completion of draft 2021 GDP estimates	The rebased CPI is needed before the national accounts rebaser can take place	Nov 7 - 11, 2022 (in-country)/ Nov 7 - 18, 2022 (in-country)	Powell/ McAllister	
			Source data are adequate for the compilation of the national accounts	Improving and data editing of financial accounts for large companies Mapping 2019 HIES to National Accounts	10	-	10	1	5	-	5	1	5	-	5	1	100%	Oct 24 - 28, 2022 (remote)	Financial accounts data of large companies has been checked for plausibility and edits have been made.	Financial accounts data for large businesses from businesses or accounts from the Kiribati Tax Office (KTO) if VAT data is not of acceptable quality	Jun 6 - 17, 2022 (remote)	Powell	
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Kiribati	Sound medium-term macroeconomic framework (inclusive of GDP and Inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Macro-Fiscal Modelling for Budget Preparation	-	15	15	1	-	16	16	1	-	-	-	0%	Shift to FY24	Enhanced understanding of the medium term macro-fiscal outlook		Dec 12 - 23, 2022/ Jan 9 - 13, 2023 (remote)	Rahman		
Public Financial Management	Improved PFM laws and effective institutions	Kiribati	A more comprehensive legal framework covering all stages of the public financial management cycle is enacted	Update PFMA	-	15	15	1	-	12	12	1	-	6	6	1	100%	May 24 - Oct 30, 2022 (remote)	Draft PFMA prepared, highlighting gaps and issues, for discussion and feedback by Government		Oct 10 - 21, 2022 (in-country)	McKenzie	
			The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	Develop PFM Roadmap	12	16	28	1	12	16	28	1	12	17	29	1	100%	Mar 13 - 23, 2023 (in-country)	Sequenced and prioritized roadmap drafted		Jul 4 - 15, 2022 (in-country)	Seeds/ Higgins	
	Improved asset and liability management	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account	Consolidation and effective use of cash resources	-	16	16	1	-	-	-	-	-	-	-	-	0%	Shift to FY24	Templates prepared for undertaking inventory of bank accounts and recommendations made for cash management institutional arrangements	postponed from FY22	Jul 7 - 18, 2022 (in-country)	STX		
Revenue Administration	Strengthened revenue administration management and governance arrangements	Kiribati	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	BEPs Inclusive Framework	-	10	10	1	-	22	22	1	-	22	22	1	100%	Jul 19 - Aug 9, 2022 (remote)	Subject to confirmation of TA required, finalized tax and/or Customs draft laws by end July 2022	To be confirmed	May 16 - 27, 2022 (remote)	Vejji	
			Organizational arrangements enable more effective delivery of strategy and reforms	Organizational Design	12	-	12	1	-	-	-	-	-	-	-	-	0%	FY24	New organizational design approved and implemented by end of April 2023	Fit for purpose structure and ways of working implemented	Sep 5 - 23, 2022 (in-country)	Eyesein	
			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Review reform progress	7	-	7	1	-	-	-	-	-	-	-	-	0%	FY24	Agreement with the authorities on recommendations to facilitate modern tax administration and what anticipated CD requirements will be.	Following 2 years of remote CD, need to review implementation and progress in achieving outcomes.	Feb 6 - 10, 2023 (in-country)	Williams	
	Strengthened core tax administration functions	Kiribati	A larger proportion of taxpayers meet their filing obligations as required by law / A larger proportion of taxpayers meet their payment obligations as required by law	Strengthen e-Filing, Payment and VAT Refunds process	-	19	19	1	-	-	-	-	-	-	-	0%	Cancelled	Filing and payment timeliness improves	TA assistance requested by the authorities to improve current returns and payment compliance levels.	Jul 4 - 22, 2022 (in-country)	STX		
			Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening Tax Audit	-	16	16	1	-	-	-	-	-	-	-	0%	FY24	Quality of audits improved	Audit case work to be improved as requested by authorities	Nov 14 - 25, 2022 (in-country)	Matthews		
			Strengthen core tax functions	Improve taxpayer service and communication and arrears management	-	-	-	-	-	17	17	1	-	21	21	1	0%	Oct 28 - Nov 8, 2022 (in-country)	Staff capability improves and customer compliance improves as a result	Links to taxpayer services strategy pre-COVID		Lendon	
	Legal	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Kiribati	Strengthen core tax functions	Develop SOP and improve process and staff capability in VAT Refunds	-	-	-	-	-	17	17	1	-	20	20	1	100%	Oct 28 - Nov 8, 2022 (in-country)	Staff capability improves and customer compliance improves as a result	VAT performance is low		Ledua
				Audit and other verification programs more effectively ensure accuracy of reporting	Audit Training	-	-	-	-	-	-	-	-	-	18	18	1	100%	Feb 7 - 18, 2023 (in-country)				
			Audit and other verification programs more effectively ensure accuracy of reporting	Audit Training #2	-	-	-	-	-	-	-	-	16	16	1	100%	Feb 15 - Mar 6, 2023 (in-country)					Ledua	
			Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Implementation of Small Business Tax	-	23	23	1	-	-	-	-	-	-	-	0%	FY24	Small taxpayer tax implemented 4/30/22	PFTAC is supporting a request by the authorities to modernize their tax laws.	Jun 20 - Jul 8, 2022 (remote)	Strong		

TOTAL	60	184	244	15	22	144	166	10
Updated Mid-FY23 Workplan:	10	83	93	6	45%	58%	56%	60%
Delivered by Oct 31:								
Percentage of Revised Plan:								

Final Outturn at April 30, 2023:	22	168	190	11
Percentage of Mid-Year Revised Plan:	100%	117%	114%	110%
Percentage of Original Plan:	37%	91%	78%	73%