

FY23 Work Plan - May 2022 to April 2023: Regional - 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 insurance companies' regulation and supervision frameworks	Regional	Effective risk-based supervision in place and being used for their intended purpose(s).	Workshop on Insurance Sector - Review of experience and way forward (Insurance Regulation and Supervision)	4	10	14	1	5	14	19	1	7	20	27	1	100%	Apr 24 - 28, 2022 (in-person)	The workshop is held as planned.		Mar 7 - 10, 2023	Kumar/ <i>Chakravarti</i> / HQ - Windsor	
	Implement a risk-based supervision (RES) system and upgrade other supervisory processes		Supervisors timely address unsafe and unsound practices or activities that could pose risks to banks or to the banking system.	Workshop on Stress Testing	4	8	12	1	5	14	19	1	9	11	20	1	100%	Mar 27 - 31, 2022 (in-person)	The training course is held.		Nov 1 - 4, 2022	Kumar/ <i>Finans</i>	
	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.		AFSPC Meeting	4	12	16	1	5	2	7	1	10	4	14	1	100%	Dec 12 - 16, 2022 (in-person)	The workshop is held as planned.		Aug 23 - 26, 2022 (remote)	Kumar/ <i>Finans</i> / Lily (RBNZ) / <i>Finans</i>		
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Regional	Compilation and dissemination of regionally harmonized/consistent macroeconomic and financial statistics.	GFS and PSDS methodological training, practical workshop exercises and country data compilation.	7	7	14	1	-	9	9	1	-	9	9	1	100%	Aug 3 - 5, 2022 (remote)	Workshop delivered and staff trained.	Workshop for PFTAC member countries. Final wrap up workshop as project ends.	Aug 1 - 5, 2022	Temes/ De La Beer/ <i>Lix</i>	
			Compilation and dissemination of regionally harmonized/consistent macroeconomic and financial statistics.	GFS and PSDS methodological training, practical workshop exercises and country data compilation.	-	-	-	-	-	-	-	7	9	16	1	100%	Mar 17 - 21, 2023 (in-person)					Moskatenko/ Ten Baaren	
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics-national accounts	Regional	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Workshop on Annual National Accounts (ANA) - jointly with Macro	5	7	12	1	7	-	7	1	7	-	7	-	100%	Nov 21 - 25, 2022 (in-person)	New and experienced national accounts staff from statistical offices, reserve banks and ministries have been trained.		Oct 31 - Nov 4, 2022 (in-country)	Powell/ <i>Stat</i>	
			Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	ICDT Regional Training on Consistency between Management Data Sets	-	-	-	-	-	-	-	2	2	2	1	100%	Mar 3 - 5, 2023 (in-person)		ICDT has moved to HQ. HQ and STS changed to ICIT			Powell/ <i>Stat</i> / <i>Finans</i>	
			Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	CARTAC/PFTAC Workshop on Resources of Statistical Offices	5	-	5	1	-	-	-	-	-	-	-	0%	Shift to FY24	Staff of statistical offices have been training in balancing differences between GDP(P) and GDP(E) by SUT.	HQ venue Washington DC	Feb 13 - 17, 2023 (in-person)	Powell/ HQ		
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Regional	Revenue Forecasting Workshop	Revenue Forecasting Workshop	10	9	19	1	7	7	14	1	-	-	-	0%	Cancelled	Improved revenue forecast accuracy	FAD TP HQ resources billed to PFTAC	Jul 4 - 8, 2022 (hybrid)	Beaumont/ HQ		
			Fishing Revenue Workshop	Fishing Revenue Workshop	3	-	3	-	-	-	-	-	-	-	-	-	0%	Shift to FY24	Better understanding of key variables affecting fishing revenue	Joint with PFM	Aug 29 - 31, 2022 (in-person)	Beaumont	
			Economic Leadership Workshop	Economic Leadership Workshop	5	-	5	1	-	-	-	-	-	-	-	-	0%	Cancelled	Improved economic policy decision making		Sep 26 - 30, 2022 (in-person)	Beaumont	
			GDPE Measurement and Forecasting	GDPE Measurement and Forecasting	3	-	3	1	5	14	19	1	8	7	16	1	100%	Nov 21 - 25, 2022 (in-person)	Enhanced understanding of the impact of government spending on the economy	Joint with STI	Mar 1 - 3, 2023 (in-person)	Beaumont/ <i>Class</i> / <i>Stat</i>	
			Sound medium-term macroeconomic framework inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates.	Fiscal Frameworks Workshop	-	-	-	-	-	-	-	-	10	18	28	1	100%	Mar 6 - 10, 2023 (in-person)					Beaumont/ <i>KD</i> - <i>Sholomitsky</i> / <i>STI</i> - <i>Class</i>
	Promote maintenance of correspondent banking relationships for Pacific countries	Customer due diligence and AML/ CFT compliant	Establish a Regional Know Your Customer Facility	12	-	12	1	10	-	10	1	10	-	10	1	100%	May 1 - Jun 30, 2022 (remote)	Reduced derisking pressure	Plus HQ time	May 1, 2022 - Apr 30, 2023 (remote)	Beaumont		
Public Financial Management	Improved PFM laws and effective institutions	Regional	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	PEFA and PFM Reform Prioritization Workshop - Strategic Design and Implementation of PFM Reforms	8	-	8	1	8	12	20	1	12	6	18	1	100%	Nov 29 - Dec 2, 2022 (in-country)	Workshop conducted		Sep 5 - 8, 2022 (in-person)	Lavea/ <i>Seeds</i> / <i>Allen</i> / PEFA Secretariat	
			The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	Regional workshop for Ministers for Finance and Heads of National Statistics Offices	14	-	14	1	-	-	-	-	-	-	-	-	0%	Cancelled	Workshop conducted	PFTAC/CARTAC Leadership Workshop	Feb 13 - 17, 2023 (in-person)	Seeds/ Lavea	
	Comprehensive, credible, and policy-based budget preparation	Regional	A more credible medium-term budget framework is integrated with the annual budget process	Workshop on Forecasting Fisheries Revenue	6	-	6	1	-	-	-	-	-	-	-	0%	Shift to FY24	Workshop conducted and participants gain knowledge of good practice	postponed from FY22	Aug 29 - 31, 2022 (in-person)	Lavea/ <i>Seeds</i> / <i>Beaumont</i>		
			A more comprehensive and unified annual budget is published	Workshop on Gender Budgeting	8	-	8	1	8	-	8	1	16	12	28	1	100%	Feb 7 - 10, 2023 (remote)	Workshop conducted	In conjunction with FAD/HQ 8 days each per HQ resource	Jan 24 - 27, 2023 (in-person)	Lavea/ <i>Seeds</i> / <i>Saunders</i> / <i>FAD</i> - <i>Tomczynska</i> / <i>Stat</i> / <i>Finans</i>	
	Improved Public Investment Management	Regional	The capacity to plan, implement and sustain infrastructure governance reforms is enhanced	Workshop for PIMA and C-PIMA	-	-	-	-	6	12	18	1	6	12	18	1	100%	Sep 7 - 9, 2022 (hybrid from Cook Islands)					Lavea/ <i>Seeds</i> / <i>Petrie</i> / <i>Du Preez</i> / <i>HQ</i> - <i>Tandberg</i> (USA)
			Planning of public investments is strengthened to ensure sustainability	Cost Benefit Analysis - Investment Projects	-	-	-	-	6	-	6	1	-	-	-	-	0%	Shift to FY24					Lavea/ <i>Seeds</i>
	Corporate priorities are better managed through effective risk management	Regional	Leadership, Integrity and Good Governance	Leadership, Integrity and Good Governance	12	12	24	1	-	14	14	1	-	14	14	1	100%	May 2 - Jun 10, 2022 (remote)	Regional workshop on Leadership, Governance and Integrity improves leadership, management and governance	Part of leadership seminar series	May 2 - Jun 10, 2022 (remote)	Eyeselein/ <i>Williams</i> / <i>Shroobree</i> / <i>Vivian</i> / <i>Vive</i>	
			Regional Sharing of Business Continuity Responses	Regional Sharing of Business Continuity Responses	16	-	16	1	-	-	-	-	-	-	-	-	0%	Merged with Planning Series	Attending countries have developed, tested and implemented BCP	The impact of climate change and natural and other disasters affects PICs ability to continue with administration	Jul 11 - 20, 2022 (remote)	Eyeselein/ <i>Williams</i>	
			Data and Analytics	Data and Analytics	-	12	12	1	-	12	12	1	-	-	-	-	0%	Shifted to FY24	Attending countries review their risk management systems and processes and update to provide usable intelligence.	Follow-up workshop on one delivered in 2019, taking into account COVID impact	Oct 24 - 31, 2022 (in-person)	Hamilton	
			Regional Assessment of Small Country Tax Information System	Regional Assessment of Small Country Tax Information System	-	10	10	1	-	-	-	-	-	-	-	-	0%	Cancelled	The requirements of a fit for purpose small country tax processing system have been developed	The cost, size and functions of most tax processing systems are not made to meet needs of small and developing countries	Dec 5 - 16, 2022 (remote)	Grant	
			ISORA	ISORA	-	9	9	1	-	5	5	1	-	5	5	1	100%	Nov 17, 2022 (remote)	All PICs complete ISORA in full and on time	Hands on training and support provided.	Jan 23 - 27, 2023 (remote)	Topping/ <i>O'Keefe</i>	
			ISORA implementation	ISORA implementation	-	-	-	-	-	-	-	-	-	15	15	1	100%	Nov 21 - Dec 16, 2022 (remote)	ISORA is completed correctly by more Pacific countries than previous years	Countries supported to complete this international survey			O'Keefe
			ISORA Quality Review	ISORA Quality Review	-	-	-	-	-	-	-	-	-	12	12	1	100%	Feb 15 - Mar 17, 2023 (remote)					O'Keefe

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					PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total									
Revenue Administration	Strengthened revenue administration management and governance arrangements	Regional	Support functions enable more effective delivery of strategy and reforms	Regional Tax Information System Effective Revenue Management System	-	12	12	1	-	6	6	1	-	6	6	1	100%	Aug 25, 2022 (remote)	A regional approach to the sourcing and funding of a fit for purpose system are developed	ICT presents major challenge to most tax administrations in the region	Jan 23 - Feb 3, 2023 (remote)	Grant		
			Support functions enable more effective delivery of strategy and reforms	Performance Management	-	14	14	1	-	18	18	1	13	25	38	1	100%	Jan 30 - Feb 3, 2023 (in-person)	Leaders have a consistent view of the basics of a good PMS and the critical role of the leader	Current performance management systems does not meet requirements of modern tax administration	Feb 8 - 20, 2023 (in-person)	Reardon/ Wely/ Vivian/ McAlister/ Williams		
			Support functions enable more effective delivery of strategy and reforms	Regional Policy and Revenue Forecasting	-	9	9	1	-	-	-	-	-	-	-	-	0%	FY24	PICs understand how policy and revenue forecasting can assist their decision making	Joint workshop with Macroeconomist	Mar 6 - 15, 2023 (remote)	STX		
			Effective implementation of a new tax or modernized legislation	Legal Interpretation	-	10	10	1	-	-	-	-	-	-	-	-	0%	FY24	Attendees are confident in the use of their legal powers	Advice and legal interpretation not consistent in most tax administrations	Apr 3 - 12, 2023 (remote)	Topping		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Strategic Planning	-	-	-	-	-	12	12	1	-	12	12	1	100%	Jun 16 - 24, 2022 (remote)	Tax administrations have started process to update their strategic plan	The post COVID environment may require countries to refresh their organizational strategy		Shrosbree/ Vivian/ Vave		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Operational Planning	-	-	-	-	-	18	18	1	-	14	14	1	100%	Jul 15 - 22, 2022 (remote)	Countries review their operational planning processes and improve performance	Part of Planning Series for senior leaders program		Shrosbree/ Vave/ Ledua		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Operational Planning II - Performance Standards	-	-	-	-	-	15	15	1	-	10	10	1	100%	Sep 19 - 23, 2022 (remote)	Performance standards are appropriate for the function	Part of Planning Series for senior leaders program		Shrosbree/ Vivian/ Ledua		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Business Continuity Planning (BCP)	-	-	-	-	-	10	10	1	-	14	14	1	100%	Mar 15, 2023 (in-person)	Each country has reviewed and updated their BCP	Part of Planning Series for senior leaders program		Shrosbree/ Vave		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: People Management	-	-	-	-	-	15	15	1	-	10	10	1	100%	Nov 9, 2022 (remote)					Reardon/ Shrosbree/ Vivian	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Workshop on Gender in Revenue Administration	-	-	-	-	5	20	25	1	5	20	25	1	100%	Aug 24, 2022 (in-country)	Each country identified one area of focus to progress gender equity	Gender is a priority for IMF and for the Pacific		Williams/ Vave		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Workshop on Investing in Tax Administration	-	-	-	-	3	3	3	1	-	3	3	1	100%	Aug 26, 2022 (in-country)	Administrations understand what's needed to develop a business case for investment	Most PICs are under-resourced in comparison to other small island states		Vave		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	2022 Annual PITAA Heads Meeting	-	-	-	-	7	5	12	1	7	5	12	1	100%	Aug 22 - 23, 2022 (in-country)	JFTAC identified as key CD partner in Pacific	Regular annual meeting		Eyeselein/ Williams/ Koukpaican (HQ)		
			Support functions enable more effective delivery of strategy and reforms	Revenue Management System	-	-	-	-	5	5	5	1	-	8	8	1	100%	Apr 6, 2023 (remote)	Terms of reference and membership confirmed	Building Pacific capability to help each other		Grant		
			Support functions enable more effective delivery of strategy and reforms	Revenue Management System #2	-	-	-	-	6	6	6	1	-	-	-	-	0%	Cancelled	First network meeting completed and needs identified	Building Pacific capability to help each other		Grant		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Gender in Practice	-	-	-	-	5	-	5	1	3	7	10	1	100%	Apr 3, 2022 (remote)	Terms of reference and membership confirmed	Building Pacific capability to help each other		Williams/ Vave		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Emerging Women Leadership Workshop	-	-	-	-	4	11	15	1	-	-	-	-	0%	Shifted to FY24	First network meeting completed, and action plan agreed for Pacific women leaders development	Building Pacific capability to help each other		Williams/ Vave		
			Strengthened core tax administration functions		Regional	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	Debt and Arrears management	-	12	12	1	-	-	-	-	-	-	-	0%	Cancelled	Attending countries show improvement in filing and payment management	Competencies to improve current returns and payment compliance levels not at required levels	Jun 21 - 28, 2022 (in-person)	Field
						Audit and other verification programs more effectively ensure accuracy of reporting	Workshop on Tax Investigations - VAT (joint with DCD and PITAA)	4	4	8	1	2	5	7	1	2	5	7	1	100%	May 31 - Jun 6, 2022 (remote)	Regional workshop on Leadership, Governance and Integrity improves leadership, management and governance	First joint training with Customs	May 31 - Jun 6, 2022 (remote)
Audit and other verification programs more effectively ensure accuracy of reporting	Workshop on Tax Audit	-				-	-	-	-	-	-	-	9	38	47	1	100%	Apr 24 - 28, 2022 (in-country)	Regional workshop on Leadership, Governance and Integrity improves leadership, management and governance	First joint training with Customs	May 31 - Jun 6, 2022 (remote)	McAlister/ Williams/ Ledua/ Bell/ Veij		
Strengthen core tax functions	Operational Leaders	-				28	28	1	-	-	-	-	-	-	-	-	0%	Merged with Planning Series	Leadership workshops focusing on operational leaders completed by end of August 2022	Leadership program started in FY 22 continuing.	Aug 8 - 17, 2022 (in-person)	Clayton/ Vivian		
TOTAL					130	185	315	26																

Updated Mid-FY23 Workplan:	95	264	359	30
Delivered by Oct 31:	30	119	149	12
Percentage of Revised Plan:	32%	45%	42%	40%

Final Outturn at April 30, 2023:	144	341	485	30
Percentage of Mid-Year Revised Plan:	152%	129%	135%	100%
Percentage of Original Plan:	111%	184%	154%	115%

Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	Regional	Enhanced capacity in MTDS formulation and implementation	Regional workshop on medium-term debt management strategy framework and AT	5	14	19	1	5	14	19	1	9	18	27	1	100%	Mar 27 - 31, 2023 (in-country)	Staff shows competency through presentations, discussions; or practical exercises on debt management strategy formulation and implementation		Mar, 2023	Ferguson/ Appleby/ Vitarova
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