



## Table of Contents

2025 PFTAC STEERING COMMITTEE MEETING .....	3
<b>FEATURE: Strengthening Samoa's Policy Framework with Nowcasting and FPAS Tools .....</b>	<b>5</b>
CD HIGHLIGHTS BY WORK AREA (MAY - JUL).....	6
REGIONAL WORKSHOPS.....	11
STAFF UPDATE.....	12
OUTREACH.....	14
SUMMARY OF PFTAC ACTIVITIES .....	15
ANNEX.....	16

## PFTAC DONORS



**PFTAC MEMBER COUNTRIES**

---



Cook Islands



Fiji



Kiribati



Marshall Islands



FSM



Nauru



Niue



Palau



Guinea



Samoa



Solomon Islands



Timor-Leste



Tokelau



Tonga



Tuvalu



Vanuatu

# 2025 PFTAC STEERING COMMITTEE MEETING

PFTAC held its annual **Steering Committee Meeting** in Apia, Samoa on July 10-11, 2025. The meeting brought together thirty-two delegates from eleven member countries, development partners, IMF departments, and observer organizations.

The Samoa Minister of Finance, Hon. Minister Lautimuia Ueese Vaai and EU Ambassador, Delegation of the European Union to the Pacific, H.E. Ms. Barbara Plinkert, opened the meeting. Their remarks highlighted the region's shared challenges, including climate vulnerability and fiscal constraints, and emphasized the critical role of donor and partner collaboration in addressing these issues through PFTAC. The European Union (EU) announced additional funding under its Global Gateway Strategy focused on climate adaptation finance and fiscal resilience, reinforcing strong support for PFTAC's work.

The Steering Committee reviewed the FY2025 workplan, noting that over 90 percent of activities were successfully completed, and endorsed the FY2026 workplan. It features 167 activities and a budget of \$10.3 million. The workplan includes the addition of a climate public financial management advisor funded by the EU.

Authorities from Tonga, Timor-Leste, Papua New Guinea, Solomon Islands, Palau, and Samoa showcased key reforms supported by PFTAC, and underscored PFTAC's unique role in strengthening institutional capacity. Mainstreaming of climate change adaptation and gender themes into national public financial systems is advancing. Palau, for example, showcased fiscal strategies, disaster contingency funding, and updated PFM legislation and guidance to support climate-responsive budgeting.



Countries emphasized that while technical assistance is essential, local ownership, ministry and central bank coordination, and internal capacity-building are equally critical. Peer-to-peer learning, such as Solomon Islands' support to Cook Islands on GFS and Samoa's mentoring in planning and statistics, demonstrates growing regional capacity. Members expressed strong interest in expanding such initiatives in the future. Strengthened collaboration with the IMF's Singapore Training Institute (STI) was also recognized, with a joint workplan featuring new regional courses and cohort training.

Development partners reaffirmed their commitment to long-term engagement, aligning support with regional frameworks like the 2050 Strategy for the Blue Pacific Continent. They commended PFTAC's country-led, results-focused approach and welcomed the high FY2025 delivery rate and expanded focus areas in FY2026, particularly in climate resilience, debt management, statistics and macroeconomic frameworks. Additional contributions from the European Union and Korea were welcomed, alongside the upward revision of Phase VI's budget from US\$43.5 million to US\$50.6 million, of which 90 percent is already pledged – positioning PFTAC well for uninterrupted capacity development delivery.

# FEATURE: Strengthening Samoa's Policy Framework with Nowcasting and FPAS Tools

**The Central Bank of Samoa (CBS), in collaboration with the IMF's Institute for Capacity Development (ICD) and PFTAC, has taken a major step forward in modernizing its policy analysis and forecasting capacity.** As part of the CBS Macroeconomic Framework Project, the team developed a Forecasting and Policy Analysis System (FPAS) and a Nowcasting model that equips policymakers with real-time insights into Samoa's economy.

The Nowcasting tool uses high-frequency data such as tourism receipts, agriculture market survey, and remittances to estimate Samoa's real GDP up to three months before official statistics are released. In combination with a core CPI measure, capturing near-term inflationary trends with monthly updates, the CBS can generate timely nowcasting reports to brief its board and management. These insights enhance understanding of inflation dynamics, monetary policy transmission, and near-term growth, providing a stronger basis for economic decision-making.

The project's achievements were documented in the recently published IMF Working Paper 25/92, [Nowcasting Real GDP in Samoa](#). The paper highlights how regular updates to nowcasts are essential for shaping monetary and financial policy, as well as informing fiscal policy decisions during budget planning. The tool's seamless integration into CBS's policy analysis routine ensures that policymakers have access to consistent, up-to-date assessments of prevailing economic conditions, allowing them to develop more effective strategies for resilience and stability.

This milestone reflects a highly collaborative effort across the IMF, its regional offices and member countries. The ICD team led the technical assistance and training missions, with close contributions from PFTAC, the Asia and Pacific Department (APD), and the Singapore Regional Training Institute (STI). The strong engagement of CBS staff, who co-authored the working paper, underscores the value of country ownership in capacity development. Together, these efforts have created a strong analytical framework that strengthens Samoa's ability to respond to economic shocks and advance its forecasting and analytical capacity.



# CD HIGHLIGHTS BY WORK AREA (MAY - JUL)

## PUBLIC FINANCIAL MANAGEMENT

---

**Kiribati:** the mission aimed to assist Kiribati's Ministry of Finance and Economic Development in finalizing the draft Public Financial Management Act to replace the outdated Chapter 79 on Public Finance. It built on previous remote missions, consolidating outcomes into a comprehensive TA Report. Online meetings with relevant authorities facilitated the consultation and revision of the draft, considering actual practices. The mission included a virtual workshop to ensure the act aligns with good practice and Kiribati's context.

**Marshall Islands:** the mission reported progress in the Ministry of Finance's budget transparency efforts. Budget estimates books were produced for FY2022/23 and FY2024/25, with future production capabilities developed for FY2025/26. Citizen-guiding videos were published on the MoF website, and a basic Budget Execution Report for FY2024/25 was created. Analysis addressed allocations, government transfer payments, and CoA anomalies, shared with the FMIS Advisor. The mission emphasized the importance of publishing estimates books and quarterly reports online, with support from the World Bank PFM II project.

## REVENUE ADMINISTRATION

---

**Fiji:** the HQ led mission delivered TADAT training to participants from the Fiji Revenue and Customs Service (FRCS). The interactive course introduced the TADAT framework, including assessment preparation, the nine performance outcome areas, and the Performance Assessment Report. Through practice exercises and an exam, participants reinforced their learning and confirmed understanding. FRCS management was highly engaged and expressed strong interest in conducting a repeat TADAT assessment to help guide reforms in tax administration.

**Kiribati:** the mission collaborated with the Kiribati Tax Department (KTD) to revise the VAT Amendment Bill 2025 implementation plan, enhancing taxpayer engagement and compliance for non-resident suppliers. Key outcomes included developing training and guidance for KTD staff, consulting with Customs on VAT notification integration, seeking compliance support from Australia's Pacific One Stop Shop, and reviewing minor drafting issues for amendments in the upcoming Parliamentary session.

**Marshall Islands:** the mission confirmed strong support for the tax reform program and the procurement of the Integrated Revenue Administration System (IRAS). Key outcomes included the Minister's endorsement of the draft request for proposal (RFP) document, support for early engagement with an ADB-funded expert, and approval for IMF-supported legislative drafting. The Minister also approved the establishment of a specialized tax and business register. Additionally, authorities requested support on stakeholder engagement and communication.

**Niue:** the mission supported Niue Tax and Customs Department staff, focusing on Business License procedures and Niue Consumption Tax compliance. Outcomes included strategies for enhancing taxpayer compliance, such as implementing standard operating procedures, a Tax Compliance Certificate system, and workforce planning improvements. The mission also reviewed capacity development progress and stressed preparation for the upcoming Tax Administration Act Bill.

**Samoa:** the mission advanced the implementation of a new tax processing system for Samoa's Ministry of Customs and Revenue. It reviewed the business process re-engineering team's work, offering hands-on training to improve efficiency. Workshops facilitated by the mission led to the development of reform outcomes and future business requirements. These were thoroughly tested against Asia Development Bank standards, TADAT recommendations, and the World Bank's 2023 review, ensuring alignment and readiness for the team's independent progression.

**Timor-Leste:** the mission supported the Timor-Leste Tax Authority (TLTA) in advancing the VAT implementation project. A comprehensive communication and education strategy was developed, and twenty-one staff received training on basic VAT concepts. The mission also reviewed the detailed project work plan prepared by the VAT implementation project lead.

**Timor-Leste:** the mission assessed the Timor Leste Tax Authority's readiness for VAT implementation in January 2027, identifying key activities and capacity development needs for the next two years. It addressed the Minister of Finance's directive to source a new tax processing system and review the organizational structure. Meetings were held with representatives from New Zealand as well as Australia which funds the VAT project leader. The mission also briefed the IMF mission chief during Article IV mission.

**Tonga:** the mission strengthened Tonga's Ministry of Revenue and Customs' tax audit capabilities by training twenty staff members from multiple divisions and developing strategies for high-risk sectors like Construction and Tourism. Outcomes included sector-specific action plans featuring taxpayer education, risk modeling, enforcement audits, and compliance campaigns. Collaboration with Audit, Services, and Debt Management heads ensured comprehensive treatment strategies, strengthening the Ministry's overall audit effectiveness.

## FINANCIAL SECTOR SUPERVISION

---

**Solomon Islands:** the mission assisted the Central Bank of Solomon Islands (CBSI) in commencing the implementation of Pillar 2 of the Basel Framework. This work is a critical step towards strengthening the supervisory framework by better aligning prudential requirements with banks' individual risk profiles. The implementation will enhance supervisory oversight and support the resilience and stability of the financial sector.



## MACROECONOMIC PROGRAMMING AND FRAMEWORK

---

**Papua New Guinea:** this joint PFTAC-STI mission supported the use of the Bank of Papua New Guinea's (BPNG) macroframework to prepare economic projections for the September 2025 Economic Outlook and monetary policy committee meeting. The mission also supported a three-day inter-agency workshop hosted by the BPNG to enhance knowledge and data sharing. The inter-agency workshop was invaluable for fostering data and knowledge sharing. Effective database management for nowcasting, forecasting, and as appropriate decomposition of production GDP components to expenditure and income GDP components requires further work including creating unique identifiers for variables.

**Samoa:** the mission developed a macro-fiscal model for Samoa, covering Real, Fiscal, and External sectors, to improve GDP(E) forecasting and provide a 20-year outlook. It created a panel for scenario analysis, facilitating real-time assessment of economic outcomes and fiscal policy changes. Extensive training sessions improved the Ministry of Finance's understanding of GDP(E) and macroeconomic analysis. The model equips the authorities with a valuable tool for budget planning and fiscal strategy implementation.

**Timor-Leste:** the mission confirmed the integration and use of the completed macroprojection tool (MPT) into the forecasting processes of the Timor-Leste Ministry of Finance and the MPT's capability for generating scenarios. It also provided training and mentoring to non-core staff on the use of the MPT and supported officials to update the operations manual. During the mission, officials comprehensively demonstrated their ability to run the model, develop scenarios and utilize deflators.

**Timor-Leste:** a joint PFTAC-STI mission delivered three workshops to the Banco Central de Timor-Leste, focusing on foundational central bank roles and peer-to-peer learning across departments. The material was tailored to the diverse professional backgrounds of the audience and the BCTL's monetary policy framework, with training sessions divided for junior to senior management. The entire staff participated, engaging in group work and discussions on monetary policy regimes. The workshop received a positive rating of 4.2, reflecting appreciation from BCTL staff and management, as noted by the Governor's commendation.

## DEBT MANAGEMENT

---

**Nauru:** PFTAC conducted a mission to train the Treasury department on debt management fundamentals. The program covered public debt classification, cost and risk indicators, and fiscal sustainability. A review of the current institutional framework revealed limited debt management tasks being performed and



focusing mainly on recording debt service payments. Recommendations were made to familiarize staff with the debt database and enhance their responsibilities for database updates and prepare an annual debt fact sheet. The training emphasized transparency and accountability, aiming to help Nauru navigate economic challenges and manage public debt risks effectively.

## GOVERNMENT FINANCE STATISTICS

---

**Cook Islands:** the mission trained a new statistician for GFS compilation, ensuring sustainability in reporting, and corrected process errors while developing documentation. Senior staff engagement highlighted support for quality GFS production. Assistance was provided in drafting a public sector institution table and implementing COFOG classification, laying a foundation for the new compiler. Recommended actions include using the PFTAC process for FY2025 GFS compilation, expanding documentation, and reviewing donor-funded activities in the estimates.

**Samoa:** the mission recommended establishing a formal GFS technical committee to oversee reforms and improve coordination between the Samoa Bureau of Statistics and the Ministry of Finance regarding fiscal statistics. It updated the public sector institutional table (PSIT) for defining GFS coverage, reviewed the chart of accounts mappings for budget-statistical consistency, and highlighted the need for strengthened institutional coordination and accountability. The 2025/26 budget cycle was identified as a key opportunity to align the budget presentation with GFS standards.

## REAL SECTOR STATISTICS

---

**FSM:** the mission assisted the Statistics Division in anonymizing Business Gross Revenue Tax data for FY2024, allowing data exchange with Customs and Tax Administration (CTA) for national accounts analysis. Dummy identifiers and industry classifications were added to businesses, simplifying replication for FY2022 and FY2023, and supporting CTA's new system for FY2025.

**Marshall Islands:** the mission confirmed the accurate compilation of the Consumer Price Index (CPI) and took proactive steps to address reporting delays by developing a new report template. Recommendations included timely release of quarterly CPIs with future reports issued promptly each quarter. Templates for reports and tables, including CPI metadata, were created. Efforts to ensure accuracy included advising the imputation of missing prices before publication. A review of 2025 Q2 price collection prompted advice on improving data collection forms and oversight.

**Palau:** at the request of the Palau Office of Planning and Statistics (OPS), PFTAC conducted its inaugural mission to assist in updating the Consumer Price Index (CPI). Utilizing the 2023 Household Income and

Expenditure Survey results, the mission helped OPS update the CPI basket, derive new expenditure weights, and establish an action plan targeting April 2026 for completion.

**Tonga:** the mission assisted the Tonga Statistics Department (TSD) in updating the 2023/24 GDP estimates in both current and constant price and helped resolve compilation issues. It reviewed current sources, methods, and systems, noting sound methodologies but identifying gaps in data sources and input qualifications. TSD staff will continue improving the system, with all sources and methods set for review during the rebase exercise.

**Tuvalu:** the mission assisted Tuvalu's Central Statistics Division (CSD) in enhancing GDP estimates for 2023 and compiling initial data for 2024. Support from CSD enabled robust estimates, further refined with additional data. Informal sector benchmarks were updated, price deflators rebased to 2023, and spreadsheet processes improved. Future assistance will be needed to adjust estimates to the new fiscal year starting July 2024 as more data becomes available.

## REGIONAL WORKSHOPS

The second ICD-STI-PFTAC annual [Peer Learning Workshop on Monetary Policy for Pacific Central Banks](#)

offered Pacific Island central banks an opportunity to share experiences and reflect on three years of ICD-led technical assistance. Country presentations, panel discussions, and focused training covered topics such as the use of a Quarterly Projection Model for climate modeling, the objectives of FPAS TA projects, policy communications, and STI-PFTAC's Cohort Training initiative. Notable progress in implementing FPAS was showcased by the central banks of Solomon Islands, Tonga, and Samoa, highlighting how forecasting and policy analysis are increasingly supporting policymaking. Governors from Fiji, Solomon Islands, Tonga, Samoa, and Vanuatu participated, alongside representatives from seven Pacific central banks. A deputy director from Japan's Ministry of Finance also attended and congratulated the country authorities as well as ICD, STI, and PFTAC staff on the strong progress under the JSA Nowcasting-supported program. The workshop was highly rated by participants (4.7/5.0), confirming the value of ICD, STI, and PFTAC's joint efforts in deepening forecasting and analytical skills across the region.



PFTAC and the Pacific Islands Tax Administrators Association (PITAA) co-hosted a five-day regional [Workshop on Taxpayer Services](#), bringing together twenty-five participants from 15 Pacific Island countries. The workshop, based on the draft VITARA Taxpayer Services module, focused on strengthening voluntary compliance by developing



modern, people-centered tax service programs. Participants shared experiences, learned international good practices, and prepared tailored country plans to guide improvements over the next 2–3 years, with common themes including taxpayer segmentation, expanding online service channels, shifting to proactive engagement, and strengthening stakeholder collaboration. Immediate priorities identified included developing taxpayer service strategies, introducing charters and complaints processes, planning channel shifts, and building institutional capability. Pre- and post-testing showed a 20 percent increase in knowledge, while participant feedback rated the workshop highly for both content and delivery.

## STAFF UPDATE



**Sean O'Grady** joined PFTAC in July 2025 and has over 25 years' experience in public financial management. Prior to joining PFTAC, Sean worked as an advisor in South Sudan, Kiribati, Papua New Guinea, Tonga, Vanuatu, Timor-Leste, and Indonesia, supporting reforms in areas such as macro-fiscal forecasting, performance based and medium-term budgeting, fiscal reporting, cash management, and public finance legislation. Before becoming an advisor, Sean worked for the Australian Government in the Department of Finance, Australian Taxation Office, Commonwealth Grants Commission, and Department of the Prime Minister and Cabinet. Sean has graduate qualifications in economics, accounting, and public policy, and is a member of Chartered Accountants Australia and New Zealand and CPA Australia.



**Eivind Tandberg** is a climate public financial management (PFM) advisor at PFTAC. This is a new position, supported by the EU, which will help Pacific countries incorporate climate considerations in their PFM systems. Eivind Tandberg has been deputy director general in the Norwegian Ministry of Finance, representing the ministry in negotiating the UN Climate Convention, task team leader for the Prototype Carbon Fund at the World Bank, deputy division chief for Public Financial Management at the IMF, director general for Environment and Transport in the Oslo City Government and partner in Norwegian consulting firm Vista Analyse. He has contributed to assessment and development of public management and governance in 150 countries and participated in the development of several international standards and evaluation frameworks. The last few years he has been particularly engaged in infrastructure governance, climate-sensitive public investment and public financial management, governance and budgeting of public institutions and oversight of public corporations, and management of fiscal risks. He has a master's degree in economics from the Norwegian School of Economics and Business Administration in 1990.



**Juan Pablo** is a Colombian national who joined PFTAC on August 4, 2025, as the Financial Sector Supervision (FSS) resident advisor. Before PFTAC, Juan Pablo completed a multi-topic three-year assignment as resident advisor on banking regulation and supervision with the Bank of Sierra Leone. He brings with him extensive experience in financial sector regulation, banking supervision, and macro prudential policies, which he gained through his 29-year long career with Banco de la Republica, Deposit Insurance Fund, and Superintendencia Financiera de Colombia. Juan Pablo also worked for six years with the Toronto Leadership Centre delivering training to supervisors in the Latin American region – Colombia, Costa Rica, Ecuador, El Salvador, Honduras, and Panama – as well as in Pakistan. In Sierra Leone, Juan Pablo helped Bank of Sierra Leone introduce critical financial regulation – Corporate Governance, Credit Risk, Operational Risk, Operational Resilience and Third-Party Risk; he also

contributed to the upgrade of the Bank of Sierra Leone's supervisory framework, as well as to enhance the effectiveness of supervisory work. Juan Pablo holds an MBA in Finance.



**Hayk Karapetyan** joined PFTAC in September 2025 as a Resident Macroeconomic Frameworks Advisor, to support Pacific countries in strengthening their forecasting and policy analysis capacities. Prior to joining the IMF, he spent 10 years at the Central Bank of Armenia (CBA) in the Monetary Policy Department. He began his career in 2015 as a macroeconomist in the Real Sector Forecasting and Analysis Division, became Head of the Division in 2020, and since 2022, coordinated the preparation of the Bank's monetary policy programs. In this role, he worked closely with colleagues across the department to design and deliver monetary policy programs to the CBA Board and to external stakeholders. A major focus of his work was on the development and enhancement of the Forecasting and Policy Analysis System (FPAS) at the CBA. One of Hayk's key contributions was leading the transition to the new Forecasting and Policy Analysis System (FPAS) framework, that explicitly incorporates risk management into the policy framework and support policy communication using scenario based forward guidance.

## OUTREACH

The PFTAC debt management advisor participated remotely in a UNDP-organized workshop, held in collaboration with the Government of Japan and the European Union, aimed at ***Enhancing Public Finance Management and Debt Reporting*** in the North Pacific region. The PFTAC Debt Management Program actively engaged with representatives from the Federated States of Micronesia, Marshall Islands, and Palau to promote transparency and effective debt reporting.

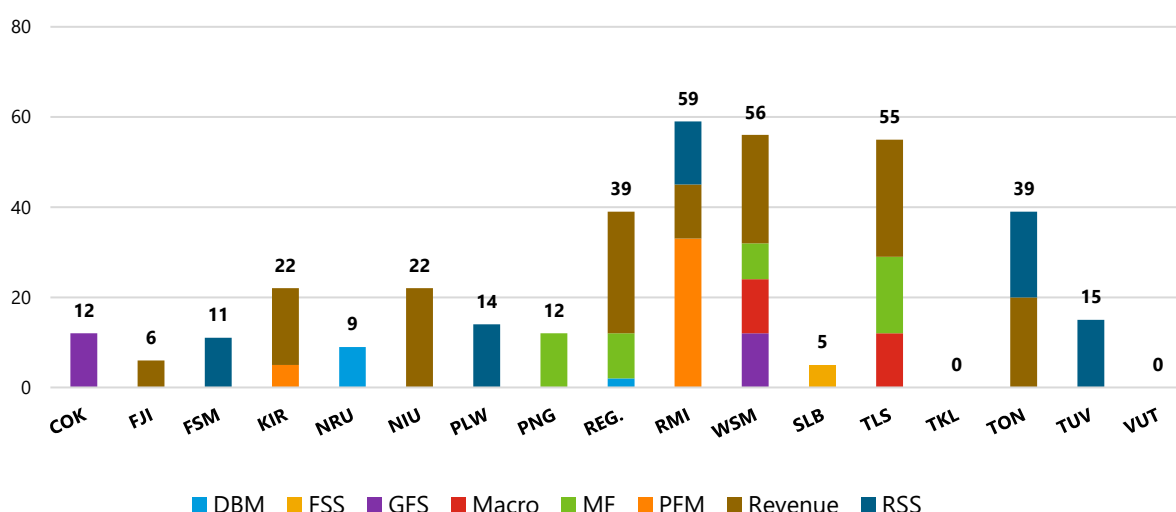
The conference brought together key stakeholders, including parliamentarians, auditors and finance professionals, to share best practices and build capacity for addressing fiscal sustainability challenges. PFTAC's involvement also fostered cooperation with other capacity development partners in the region, such as UNDP, Japan, and the EU.

# SUMMARY OF PFTAC ACTIVITIES

**FY 2026 Q1 Execution.** During the first quarter (May–July 2025), PFTAC delivered twenty-five technical assistance activities and two regional events, totaling 376 TA days. Fourteen of sixteen member countries benefited from capacity development support. The Marshall Islands received the largest share, with assistance on strengthening budget preparation, updating the consumer price index, and tax implementation support, followed by Samoa and Timor-Leste. By workstream, the bulk of FY26Q1 capacity development was directed toward Revenue administration (41 percent), followed by RSS (19 percent) and MFR (13 percent). PFM accounted for 10 percent, while the remainder was distributed across Macro (6 percent), GFS (6 percent), DBM (3 percent), and FSS (1 percent).

**Workshops and Regional Activities.** PFTAC conducted two in-person workshops, one webinar, and participated in one regional event organized by UNDP. The Revenue program convened a regional workshop on *Taxpayer Services* to strengthen voluntary compliance, gathering twenty-five participants from 15 Pacific Island countries. A follow-up remote mission provided continued support. In partnership with ICD and STI, PFTAC co-hosted a five-day regional workshop for Pacific Island central banks on *Monetary Policy Analysis, Forecasting, and Macroeconomic Frameworks*. Finally, the PFTAC Debt Management Advisor contributed to a UNDP sub-regional workshop for northern Pacific countries on *Enhancing Public Financial Management and Debt Reporting*.

**376 MISSION DAYS DELIVERED IN FY26/Q1 - BY COUNTRY**



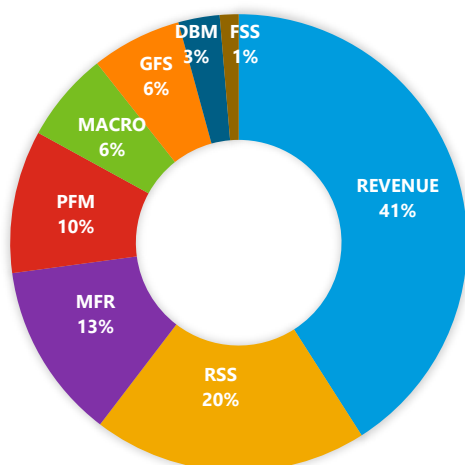


# ANNEX

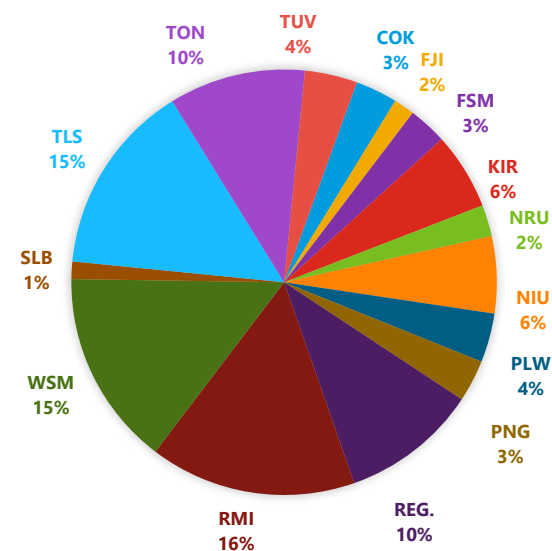
## PROGRAM OUTTURN UPDATE

PROGRAM	QUARTER 1 OUTTURN				BASELINE WORKPLAN				PERCENT EXECUTION			
	LTX	STX	Total	Missions	LTX	STX	Total	Missions	LTX	STX	Total	Missions
PUBLIC FINANCIAL MANAGEMENT	12	26	38	2	269	510	779	25	4%	5%	5%	8%
FINANCIAL SECTOR SUPERVISION	5	0	5	1	103	121	224	16	5%	0%	2%	6%
GOVERNMENT FINANCE STATISTICS	24	0	24	2	88	31	119	13	27%	0%	20%	15%
REAL SECTOR STATISTICS	0	73	73	5	113	258	371	24	0%	28%	20%	21%
REVENUE ADMINISTRATION	55	99	154	9.5	201	472	673	47	27%	21%	23%	20%
MACROECONOMIC PROGRAMMING AND ANALYSIS	24	0	24	1	117	49	166	11	21%	0%	14%	10%
MACROECONOMIC FRAMEWORKS	17	0	47	4	193	0	193	18	24%	-	24%	23%
DEBT MANAGEMENT	11	0	11	2	78	178	256	14	14%	0%	4%	14%
<b>TOTAL</b>	<b>178</b>	<b>198</b>	<b>376</b>	<b>27</b>	<b>1162</b>	<b>1619</b>	<b>2781</b>	<b>167</b>	<b>15%</b>	<b>12%</b>	<b>14%</b>	<b>16%</b>

FY26/ Q1: 376 MISSION DAYS BY PROGRAM



376 MISSION DAYS DELIVERED IN FY26/Q1 - BY COUNTRY



## FY2026 Q2: PLAN (AUG - OCT)

### AUGUST

Country	Program	Description	Advisor/s	Dates
Cook Islands	RSS	Update GDP	LTX – Grcman	Aug 11 – 22
Fiji	Revenue	Transfer Pricing-technical review and progress (3) (remote)	STX – Velji	Aug 25 – Sep 1 (3 TA days)
	RSS	Development of GDP(E) and Rebase	LTX – Grcman	Aug 25 – 29
Kiribati	Revenue	Improve VAT Taxpayer services (hybrid)	STX – Goli	Aug 19 – 22
Marshall Islands	Revenue	Improve Tax Reform Services and Communication	STX – Lendon	Aug 22 – Sep 5
Niue	GFS	Expanding GFS coverage - Automating the mapping from FMIS to produce GFS data	LTX – McDonagh	Aug 11 – 15
Regional	GFS	Regional Workshop - Government Finance Statistics (GFS) and Public Sector Debt Statistics (PSDS) (Nadi, Fiji)	LTX – McDonagh HQX – De La Beer	Aug 25 – 29
	Macro	PFTAC/ FAD Workshop on Macro-Critical Adaptation Issues in Pacific Island Countries: from Science and Data to Policies (Suva, Fiji)	LTX – Beaumont	Aug 4 – 8
Solomon Islands	DBM	Local currency bond market development Diagnostic Mission	STX – Appleby	Aug 11 – 22
Tonga	GFS	Compilation of GFS for GG operations - Improving process for compilation of GFS	HQX – De La Beer	Aug 11 – 22
	Revenue	International Tax – Risk Management	STX – Velji	Aug 18 – 23

Tuvalu	DBM	Medium-Term Debt Management Strategy Development and Implementation	LTX – Vilanova	Aug 18 – 22
--------	-----	---	----------------	-------------

## SEPTEMBER

Country	Program	Description	Advisor/s	Dates
Cook Islands	Macro	Macro-fiscal modelling	LTX – Beaumont	Sep 1 – 12
Fiji	PFM	Follow up on Broadening fiscal risks analysis	STX – Rahman	Sep 8 – 19
	Revenue	Undertake TADAT Assessment	LTX – Williams HQX – Cotton HQX – Koukpaizan	Sep 1 – 12
	Revenue	Transfer Pricing-technical review and progress (4) (remote)	STX – Velji	Sep 5 – 12 (3 TA days)
Kiribati	DBM	Debt Reporting Training (remote)	LTX – Vilanova	Sep 1 – 3
	Macro	VAT Model Training	STX – Patry	Sep 8 – 12
	RSS	Update GDP	LTX – Grcman	Sep 30 – Oct 10
Nauru	Revenue	Develop Compliance Improvement Strategy (CIS) for SME	STX – Ledua	Sep 1 – 10
	RSS	Update GDP	STX – McAllister	Sep 19 – Oct 2
Papua New Guinea	DBM	Developing Local Currency Bond Market – Follow-up	STX – Appleby	Sep 8 – 19
Regional	FSS	Association of Financial Supervisors of Pacific Countries (AFSPC) Meeting and Workshop (Dili, Timor-Leste)	LTX – Arango STX – Domingues	Sep 8 – 12 Sep 10 – 12
	Macro	Regional Workshop: Topics in Macroeconomic Forecasting (jointly with STI – to be held in Suva, Fiji)	LTX – Nield LTX – Beaumont ICD – Ter-Martirosyan/ Wong STI – Claus	Sep 22 – 26

	Revenue	PITAA Heads Meeting (to be held in Tonga)	LTX – McAlister LTX – Williams HQX – Koukpaizan	Sep 22 – 26
Samoa	MFR	Forecasting and Nowcasting	LTX – Nield	Sep 8 – 19
	Revenue	Progress Digital Modernization Preparation (hybrid)	LTX – McAlister STX – Lewis	Sep 8 – 12
	RSS	2023 SUT and Rebasing GDP	STX – Abbasi	Sep 29 – Oct 10
Solomon Islands	Revenue	Implementation of Taxpayer Services	STX – Lendon	Sep 15 – 26
	Revenue	Support Voluntary Compliance	STX – Lendon	Sep 29 – Oct 3
Timor-Leste	MFR	Training – Selected Topics in Central Banking for Banco Central de Timor-Leste	LTX – Nield	Sep 1 – 5
	Revenue	Redefine and modify approach to Large Taxpayers	STX – Shrosbree	Sep 15 – 26
	Revenue	Progress debt and return improvements, tax clearance and write offs	STX – Udy	Sep 15 – 26
Tuvalu	GFS	GFS for BCG operations - Development of national compilation process	LTX – McDonagh	Sep 22 – 26
Vanuatu	RSS	Scoping mission: Review of National Accounts Framework	LTX – Grcman	Sep 1 – 5

## OCTOBER

Country	Program	Description	Advisor/s	Dates
Fiji	DBM	Medium Term Debt Management Strategy (MTDS) Training	LTX – Vilanova	Oct 6 – 17
	FSS	Development of prudential standards for Credit Unions	LTX – Arango STX – TBC	Oct 13 – 24
	PFM	Develop PFM Roadmap	LTX – O’Grady STX – Seeds	Oct 2 – 15
FSM	Revenue	Digitalization progress review and CD update	LTX – McAlister	Oct 13 – 17
Kiribati	DBM	Develop and implement debt management organizational structure	LTX – Vilanova	Oct 13 – 17
	PFM	Strengthening in-year budget reporting	LTX – Owen STX – Youngberry	Oct 6 – 17
	Revenue	Support Implementation of Tax reforms and Digitalization	LTX – McAlister	Oct 20 – 31
Nauru	GFS	Expanding coverage to general government operations	LTX – McDonagh	Oct 20 – 24
Palau	DBM	Medium Term Debt Management Strategy (MTDS) Training	STX – Horman	Oct 13 – 23
	Revenue	Strengthen organizational structure - develop new organization position descriptions	STX – Lendon	Oct 13 – 24
Papua New Guinea	Macro/ MFR	Macro-Fiscal Modeling	LTX – Beaumont LTX – Nield	Oct 6 – 17
	PFM	IPSAS Reporting and Chart of Accounts	LTX – O’Grady STX – Cooper	Oct 6 – 17
Regional	Revenue	Webinar - Tax Technical Network (3)	LTX – Williams STX – Mitchell	Oct 8 – 9

	Revenue	Participation in Tax Expenditure Workshop (organize by FAD and to be held in Nadi, Fiji)	LTX – McAlister LTX – Koukpaizan	Oct 26 – 30
Samoa	DBM	Reporting and MTDS Preparation	LTX – Vilanova	Oct 20 – 24
Solomon Islands	Macro	Macro-fiscal modeling	LTX – Beaumont	Oct 20 – 31
	Revenue	Tax Audit Capability Training	STX – Ledua	Oct 6 – 17
Timor-Leste	Revenue	VAT Implementation	STX – Ledua	Oct 22 – Nov 5
Tuvalu	Revenue	Data Analytics and Compliance Improvement	STX – Mitchell	Oct 20 – 31
Tokelau	Macro	Macro-fiscal analysis	STX – Crooke	Oct 20 – 31
Vanuatu	FSS	Developing a Prudential Standard Implementing Net Stable Funding Ratio for Banks	LTX – Arango	Oct 5 – 9



## FY2026 Q1: OUTTURN (MAY - JUL)

### MAY

Country	Program	Description	Advisor/s	Dates
Kiribati	PFM	Finalize drafting of PFM Act (remote)	STX – Sok	May 12 – 16 (5 TA days)
	Revenue	VAT Reform (Legislation administrability)	STX – Goli	May 26 – Jun 6
Marshall Islands	PFM	Strengthening Budget Preparation - Follow-up	LTX – Seeds STX – Higgins	May 19 – 30
	Revenue	MICT Implementation Support	LTX – McAlister	May 9 – 21
Regional	DBM	Participation at Sub-Regional Workshop to Improve Debt Reporting (remote)	LTX – Vilanova	May 20 – 22
Solomon Islands	FSS	Implementation of Pillar 2 of Basel Framework	LTX – Kumar	May 26 – 30
Timor-Leste	Macro/ MFR	Support for Financial Programming and Policies (FPP)	LTX – Beaumont LTX – Nield	May 12 – 23
	MFR	Topics in Macroeconomics Foundation	LTX – Nield	May 5 – 9
Tuvalu	RSS	National Accounts - Convert to Fiscal Year	STX – Andrews	May 23 – 30

## JUNE

Country	Program	Description	Advisor/s	Dates
Fiji	Revenue	Transfer Pricing-technical review and progress (remote)	STX – Velji	Jun 2 – 11 (4 TA days)
				Jun 23 – 27 (2 TA days)
Niue	Revenue	Improving Taxpayer Compliance	STX – Ravono	Jun 10 – 27
Nauru	DBM	Develop and implement debt management organizational structure	LTX – Vilanova	Jun 16 – 20
Marshall Islands	RSS	Follow-up on Consumer Price Index (CPI) Update	STX – Baran	Jun 30 – Jul 4
Palau	RSS	Updating Consumer Price Index	STX – Baran	Jun 16 – 27
Regional	Revenue	Regional Workshop - Taxpayer services: Facilitate Voluntary Compliance, Enforcement and Trust (held in Suva, Fiji)	LTX – Williams STX – Vivian	Jun 2 – 6
	Revenue	Taxpayer Service Workshop - Follow up (remote)	STX – Vivian	Jun 9 – 27 (5 TA days)
Samoa	GFS	Compilation of GFS for GG operations - Continued development of GFS outputs	LTX – McDonagh	Jun 30 – Jul 9
	Macro/ MFR	Macro-Fiscal Modeling	LTX – Beaumont LTX – Nield	Jun 30 – Jul 18
Timor-Leste	Revenue	VAT Implementation Progress Review	STX – Ledua	Jun 9 – 20
	Revenue	Reform Progress and Planning	LTX – Williams	Jun 16 – 24

## JULY

Country	Program	Description	Advisor/s	Dates
Cook Islands	GFS	Compilation of GFS for GG operations - Strengthening data analysis and building quality assurance	LTX – McDonagh	Jul 21 – Aug 1
Fiji	Revenue	Conduct TADAT Training	LTX – Williams	Jul 21 – 25
FSM	RSS	Anonymize Tax Data	STX – Freeman	Jul 14 – 18
Papua New Guinea	MFR	Macroeconomic Frameworks - Nowcasting	LTX – Nield STI – Claus	Jul 21 – Aug 1
Regional	MFR	Peer Learning Workshop Monetary Policy for Pacific Central Banks (Apia, Samoa)	LTX – Nield HQX – Epstein/ Sabuga STI – Cashin/ Wang STX – Ouliaris	Jul 3 – 9
Samoa	Revenue	Conduct impact analysis of tax processing system on organization operating model	LTX – Williams LTX – McAlister	Jul 14 – 18
Tonga	Revenue	Strengthening Audit Capability	STX – Velji	Jul 7 – 24
	RSS	Updating GDP	STX – McAllister	Jul 15 – 28

## ACTIVITIES IN PROGRESS

Country	Program	Description	Advisor/s	Dates	Completion Status
Marshall Islands	Revenue	Support Request for Proposal (RFP) process for the procurement of an Integrated Revenue Administration System (IRAS) (remote)	STX – Lewis	Jul 1 – Sep 30 (12 TA days)	In-Progress
Nauru	Revenue	Support Digitalization – Improve ICT Strategy and System	LTX – McAlister	Jul 7 – Dec 12 (10 TA days)	In-Progress
Niue	Revenue	Develop Digitalization Roadmap (remote)	LTX – McAlister	Jun 3 – Dec 1 (10 TA days)	In-Progress
Samoa	FSS	Review of Samoa Financial Institutions Act (remote)	LTX – Arango STX – Tutsch	Jul 30 – Dec 3 (2 LTX and 7 STX days)	In-Progress
Samoa	FSS	Review of Draft Insurance Legislation (remote)	STX – van den Broeke	Jul 30 – Nov 28 (7 TA days)	In-Progress
Tuvalu	Revenue	Digitalization Core Tax admin System (remote)	LTX – McAlister	May 5 – Sep 26 (12 TA days)	In-Progress

## FY2026 Q1: REGIONAL EVENTS

TA Sector	Description	Location	Advisor	Mission Days	Participants		Dates
					F	M	
<b>Macroeconomic Frameworks</b>	Peer Learning Workshop Monetary Policy for Pacific Central Banks	Apia, Samoa	LTX – Nield HQX – Epstein/ Sabuga STI – Cashin/ Wang STX – Ouliaris	5	15	13	Jul 3 – 9
<b>Revenue Administration</b>	Taxpayer services: Facilitate Voluntary Compliance, Enforcement and Trust	Suva, Fiji	LTX – Williams STX – Vivian	5	15	8	Jun 2 – 6

TA Sector	Description	Location	Attended By:	Mission Days	Month
<b>Debt Management</b>	Sub-Regional Workshop to Improve Debt Reporting	Virtual	LTX – Vilanova	3	May 20 – 22

## TA REPORTS TRANSMITTAL STATUS

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
Public Financial Management	Cook Islands	Develop Asset Management Framework	Lavea/ Cooper	May-24	30-Jun-2025
	Fiji	AgilePEFA Assessment	Lavea/ Seeds/ Bowen/ Marzan	Nov-24	03-Jun-2025
	Fiji	Chart of Accounts COGOG Mapping	Seeds	Nov-24	Review Process
	Fiji	Climate Public Investment Management Assessment (C-PIMA)	Seeds/ Du Preez/ Barber/ El Rayess/ Raoilisoa/ Welham	Mar-25	In Progress – to be transmitted by HQ
	Kiribati	Finalize PFM Act	Sok	Feb-25	Pending Authority Feedback
	Kiribati	Finalize PFM Act	Sok	May-25	Not Finalized
	Marshall Islands	Strengthening Budget Preparation	Seeds/ Higgins	May-25	14-Jul-2025
	Nauru	Updating Medium Term Fiscal Framework	Lavea/ Youngberry	Oct-Nov 25	28-Jul-2025
	Niue	Finalize PFM Act	Lavea/ Sok	Mar-25	In Progress
	Palau	Strengthening Green PFM Practices	Seeds/ Petrie/ Kauffmann/ Aydin	Mar-Apr 25	In Progress – to be transmitted by HQ
	Solomon Islands	Draft Financial Regulations of remaining chapters of PFMA	Lavea/ Cooper	Feb-24	11-Aug-2025
	Solomon Islands	Strengthening Fiscal Reporting Framework	Silins	Apr-24	11-Aug-2025
	Tokelau	Develop Framework to enhance Budget Transparency and Credibility	Lavea/ Youngberry	May-23	19-Jun-2025
	Tokelau	Strengthen Commitment Control Environment and Improve Audit Controls	Lavea	Jul-Aug 24	11-Aug-2025
	Tuvalu	Develop PFM Roadmap	Higgins/ Marzan	Apr-25	14-Jul-2025
	Vanuatu	AgilePEFA Assessment	Lavea/ Seeds/ Emery/ Marzan	Jun-24	03-Jun-2025
Financial Sector Supervision	Cook Islands	Basel III Standardized Approaches for Measurement of Various Risks	Kumar/ Fiennes	Nov-23	HQ Review
	Cook Islands	Review of Bank Risk Rating Model and Implementing NSFR	Kumar	Oct-Nov 24	HQ Review

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Fiji	Training - On-site examination of a bank's cyber risk exposure	Wilson	Jun-23	HQ Review
	Fiji	IFRS 17 Training	Chong Tai-Bell	Mar-25	In Progress
	FSM	Review of Prudential and Risk Management Regulations	Kumar	Aug-23	15-Aug-2025
	FSM	Regulation of Foreign Operations of Domestic Banks	Kumar	Jun-24	On Hold pending follow-up mission
	Marshall Islands	Review of Bank Risk Rating Model	Kumar	Apr-24	07-Aug-2025
	Palau	Development of Prudential Standards for Banks	Kumar	Jun-23	In Progress
	Papua New Guinea	Basel III Approaches and Off-Site Financial Risk Analysis	Kumar/ Fiennes	Sep-Oct 23	HQ Review
	Papua New Guinea	Training – On-site Examination of Cyber Risk Supervision in a Bank	Wilson/ Gaidosch	Aug-24	HQ Review
	Papua New Guinea	Introduction to Pillar 2 and preparing guidelines for banks on ICAAP	Kumar	Feb-25	Pending Authority Feedback
	Samoa	Cyber Security – On-Site Examination	Wilson	Mar-23	HQ Review
	Samoa	Development of a Financial Risk Analysis Framework and Training	Kumar	Mar-Apr 25	HQ Review
	Solomon Islands	Diagnostic and FSI for Financial Sector	Hafeman	Jan-23	HQ Review
	Solomon Islands	Development of Prudential Returns for NBCI's	Kumar	Feb-25	14-Aug-2025
	Solomon Islands	Implementation of Pillar 2 of Basel Framework	Kumar	May-25	Not Finalized
	Timor-Leste	Diagnostic Mission on Implementation of Basel III Standards and Enhancements to RBS	Kumar/ Fiennes	Mar-25	In Progress
	Tonga	Review of Prudential and Risk Management Standards	Kumar/ De Bie	Aug-Sep 22	In Progress
	Tonga	Training - On-site examination of a bank's cyber risk exposure	Kumar/ Gaidosch	Jun-23	HQ Review
	Tonga	Review of Supervisory Risk Rating Model for Banks	Kumar	Mar-25	Pending Authority Feedback
	Tuvalu	Prudential Regulations – Impact Study and Industry Consultation	Kumar	Sep-Oct 22	HQ Review
	Vanuatu	Risk-Based Supervision - Training on Financial Risk Analysis and Review of Bank Risk Model	Kumar	Jul-23	HQ Review
	Vanuatu	Development of Supervisory Manual for Banks	Kumar	Mar-25	Pending Authority Feedback
	Kiribati	Enhanced Debt Reporting Capacity	Vilanova	Feb-25	05-Aug-2025



TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
<b>Debt Management</b>	Nauru	Develop and Implement Debt Management Organizational Structure	Vilanova	Jun-25	No TAR required – Memo released to Authorities
	Palau	Develop and implement debt management organizational structure	Robinson	Aug-Sep 24	06-Jun-2025
	Papua New Guinea	Local Currency Bond Market Development	Kim/ Katz	Jan-25	To be transmitted by HQ
	Papua New Guinea	Local Currency Bond Market Development - Follow-up	Vilanova/ Appleby	Mar-25	In Progress
	Samoa	Enhanced Debt Reporting	Robinson	Mar-24	No TAR
	Solomon Islands	Medium-Term Debt Management Strategy Development and Implementation	Vilanova/ Appleby/ Horman	Aug-Sep 24	In Progress
	Timor-Leste	Develop and Implement Debt Management Organizational Structure	Horman/ Vilanova	Nov-23	15-Jul-2025
	Vanuatu	Medium Term Debt Management Strategy Development and Implementation	Vilanova/ Presciuttini	Jul-Aug 24	In Progress
	Vanuatu	Developing a Debt Management Strategy	Vilanova/ Presciuttini	Apr-25	
<b>Macroeconomic Programming</b>	Cook Islands	Macro-Fiscal Modeling	Beaumont/ Nield	Mar-Apr 24	In Progress
	Fiji	Tax Expenditures	Beaumont	Apr-25	06-June-2026
	Palau	Macro-Fiscal Planning	Beaumont	Mar-25	In Progress
	Samoa	Macro-Fiscal Modeling	Beaumont/ Nield	Jun-Jul 25	In Progress
	Timor-Leste	Financial Programming Training	Beaumont	Feb-23	No TAR
	Timor-Leste	Support for Financial Programming and Policies	Beaumont/ Nield	May-25	No TAR
	Vanuatu	Financial Programming Training	Beaumont	Feb-23	No TAR
<b>Macroeconomic Frameworks</b>	Papua New Guinea	Macroeconomic Frameworks - Nowcasting	Nield/ Claus	Jul-Aug 25	No TAR
	Timor-Leste	Topics in Macroeconomic Foundation	Nield	May-25	No TAR
<b>Revenue Administration</b>	Cook Islands	Introduction to Medium Term Revenue Strategy (MTRS)	Williams/ Story/ Koukpaizan	Aug-24	In Progress
	Cook Islands	Progress review of Collections, E-Filing and Payments	Field	Mar-25	HQ Review
	Fiji	Develop Digital Strategy	Lewis	Jul-24	In Progress
	Fiji	Develop Taxpayer Analysis Framework	Mitchell	Jan-Feb 25	In Progress

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Fiji	Review Reform Progress and Develop CD Plans	Williams	Aug 24 – Feb 25	15-Aug-2025
	Fiji	Transfer Pricing – Technical Review and Progress	Velji	Jun-25	Not Finalized
	Fiji	TADAT Training	Williams	Jul-25	No TAR
	Kiribati	VAT Reform	Goli	May-Jun 25	In Progress
	Marshall Islands	MICT Implementation Support	McAlister	May-25	In Progress
	Niue	Improving Taxpayer Compliance	Ravono	Jun-25	13-Aug-2025
	Nauru	Progress Review and Digitalization Options	McAlister	Mar-24	In Progress
	Papua New Guinea	Develop Institutional Learning and Development Framework	O’Keefe	Sep-24	In Progress
	Papua New Guinea	Develop Monitoring and Evaluation Capability	Ettridge	Sep-24	In Progress
	Papua New Guinea	TADAT Reassessment	McAlister/ Andrew/ Koukpaizan	Nov-24	In Progress
	Papua New Guinea	Implement People Performance Management	Reardon	Oct 24 – Feb 25	In Progress
	Samoa	Pilot Risk Assessment Team	Mitchell	Nov-24	In Progress
	Samoa	Complex Audit Support	Mitchell	Dec-24	
	Samoa	Compliance Risk Management and Data Analysis	Hamilton	Mar-25	In Progress
	Samoa	Impact Analysis of Tax Processing System	Williams/ McAlister	Jul-25	In Progress
	Solomon Islands	Develop Human Resource Capability for Modernization	Lendon	Oct-24	In Progress
	Solomon Islands	Review Reform Progress	McAlister	Nov-24	In Progress
	Solomon Islands	Skills Assessment and Improvement Plan	Lendon	Mar-25	In Progress
	Timor-Leste	VAT Implementation Review	Ledua	Feb-Mar 25	In Progress
	Timor-Leste	VAT Implementation Progress Review	Ledua	Jun-25	06-Aug-2025
	Timor-Leste	Reform Progress and Planning	Williams	Jun-25	In Progress
	Timor-Leste	Provide Audit Training	Mitchell	Mar-Apr 25	15-Aug-2025
	Tonga	Risk Management – Data and Analytics	Hamilton	Feb-25	HQ Review
	Tonga	Strengthening Audit Capability	Velji	Jul-25	13-Aug-2025

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Tuvalu	Review Reform Progress	Williams	Apr-25	In Progress
<b>Government Finance Statistics</b>	Cook Islands	Compilation of GFS for GG operations	McDonagh	Jul-Aug 25	HQ Review
	Fiji	Facilitating the GFS compliance of the new Financial Management Information System)	McDonagh	Mar-25	05-Jun-2025
	Samoa	Compilation of GFS for GG operations	McDonagh	Jun-Jul 25	27-Aug-2025
	Solomon Islands	Transitioning to the new Financial Management Information System (FMIS)	McDonagh	Apr-25	12-Jun-2025
<b>Real Sector Statistics</b>	FSM	Update GDP	Grcman/ Freeman	Feb-25	27-Aug-2025
	FSM	Anonymize Tax Data	Freeman	Jul-25	27-Aug-2025
	Marshall Islands	Follow-up on Consumer Price Index	Baran	Jun-25	30-Jul-2025
	Palau	Updating Consumer Price Index	Baran	Jun-25	15-Aug-2025
	Tonga	Updating GDP	McAllister	Jul-25	HQ Review
	Tuvalu	Compilation of Balance of Payments Statistics	Razi	Jan-25	In Progress
	Tuvalu	National Accounts – Convert to Fiscal Year	Andrews	May-25	14-Jul-2025

**NO TAR** – indicates that the mission did not produce a technical assistance report - mission was training based or required a back to office report only.

**HLS** – indicates High Level Summary was shared with Authorities upon mission completion.