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## PFTAC DONORS



**PFTAC MEMBER COUNTRIES**

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Cook Islands



Fiji



Kiribati



Marshall Islands



FSM



Nauru



Niue



Palau



Guinea



Samoa



Solomon Islands



Timor-Leste



Tokelau



Tonga



Tuvalu



Vanuatu

# INTRODUCTION

PFTAC provided support across the region from November 2024 to January 2025, focusing on strengthening economic institutions and building local capacity. PFTAC provided technical assistance in key areas such as public financial management, revenue administration, and macroeconomic analysis. Fiji undertook a Public Expenditure and Financial Accountability (PEFA) assessment. The last one took place in 2019. Fiji also updated its Chart of Accounts, a key element in the rolling out of the new Integrated Financial Management Information System (IFMIS). PFTAC also supported Papua New Guinea, Samoa, and Nauru in improving fiscal forecasting, tax compliance, and digital transformation. These efforts continue to strengthen governance and support more effective economic management.

During the quarter, PFTAC prioritized regional collaboration through webinars and a workshop, including a landmark course on the Macroeconomics of Climate Change. This course helped participants better understand related fiscal risks. It also provided the tools needed to develop sustainable policies. Additional training in insurance supervision, debt sustainability, and risk-based audits enhanced long-term resilience. PFTAC completed twenty-two technical missions and six regional activities, achieving 65 percent of its mid-year workplan. Covering eleven countries, PFTAC remains poised to meet its goals and continues to play a crucial role in enhancing economic capacity across the Pacific.

# FEATURE: Nurturing Future Economists: Insights from Student Internships at PFTAC

**PFTAC offered a valuable learning opportunity for young economists and students. Madeline Kotoikanacea and Ethel Smith, student at the St Joseph's Secondary School completed a one-week attachment with us.**

During their time at PFTAC, the students participated in various activities that enhanced their understanding of economic analysis and data management under the mentorship of Andrew Beaumont, our Macroeconomic Advisor. They learned to compile data, transform raw figures into analytical charts. At the end of the internship, they made a presentation on Forecasting: Fiji GDP.



The students joined a virtual call with Katrina, the Revenue Administration Advisor, gaining insights into real-world discussions and the collaborative efforts of PFTAC with its partners and stakeholders. This exposure broadened their understanding of economic concepts and the importance of the IMF capacity building initiatives in Pacific Island Countries. They also engaged with the team of economists from the IMF's Resident Representative office. This allowed them to connect theoretical knowledge with real-world economic challenges and helped gain a better understanding of the IMF surveillance work in the region.

Both Madeline and Ethel expressed gratitude for the opportunity to gain practical experience at PFTAC, appreciating the chance to learn from experienced professionals. They found the experience immensely beneficial for their studies and future careers in economics.

# CD HIGHLIGHTS BY WORK AREA (NOV – JAN)

## PUBLIC FINANCIAL MANAGEMENT

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**Fiji:** PFTAC assisted the Ministry of Finance in designing and implementing a new Chart of Accounts (CoA) that aligns with international standards, including the Government Finance Statistics Manual and the Classification of Functions of Government. A key focus is on mapping the program segment to the COFOG classification, and work is ongoing with plans for follow-up workshops to finalize this mapping. The recent implementation of a new Financial Management Information System will facilitate these efforts, and ongoing responsibility for maintaining the mapping will be established as new programs are developed.

**Fiji:** at the request of the Ministry of Finance, PFTAC conducted a Public Expenditure and Accountability Assessment (PEFA) using the 2016 methodology to evaluate current public financial management performance. The *Agile*PEFA assessment, is currently undergoing peer review, with a final report expected by early-April 2025. Notable improvements were observed, including increases in A and B+ scores, reflecting the effective implementation of the PFM Improvement Plan. The Ministry will agree the finalized PEFA ratings and findings, approve the report for publication, and prepare for a mission in FY26 to update the PFM Improvement Plan.

**Nauru:** PFTAC supported the update of the medium-term fiscal forecasting framework incorporating Nauru's specific economic and public finance characteristics. During the mission, staff in the ministry of finance updated the dataset within the macro fiscal model. This included refining forecasts and revising the underlying assumptions that form the basis of these projections. The enhancements made during the mission are expected to significantly bolster the annual budget preparation process, providing policymakers with a more robust and accurate tool for fiscal planning.

## REVENUE ADMINISTRATION

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**Fiji:** PFTAC supported the Fiji Revenue and Customs Service (FRCS) to enhance compliance from large businesses, which significantly contribute to revenue. A segmentation approach was identified for managing large business customers and creating a compliance focus within the Gold Card (GC) program. The mission recommended that FRCS incorporates a large taxpayer segment in its Compliance Improvement Strategy to tailor enforcement strategies and address high-risk areas effectively. Additionally, a Dual Compliance Manager model should be tested to streamline services and audits for large taxpayers, supported by an annual risk review process.

FRCS aims to enhance compliance among large businesses and strengthen the Gold Card Services (GCS). By improving understanding of Fiji's large business sector, the initiative is expected to bolster revenue collection and more effectively address complex tax avoidance strategies. The proposed taxpayer analysis framework will establish clear guidelines for compliance assessment and GCS membership management, ensuring high compliance levels and maintaining the program's integrity.

**Marshall Islands:** the mission provided guidance to authorities on planned tax reforms, addressing both consumption and income taxes, including a legislated income tax reform set to take effect in April 2026. Recommendations included amending the proposal to remove a significant notch in the tax rate schedule and granting personal allowances to all taxpayers, rather than reducing the top tax rate. For the second phase, the mission supported replacing various taxes with a broad-based VAT and profit tax while broadening the personal income tax base to include capital income. Key administrative actions were recommended, such as establishing a tax reform team, enhancing staff training, and implementing integrated tax administration software to improve overall effectiveness and compliance.

**Nauru:** the Deputy Secretary of the Nauru Revenue Office (NRO) requested assistance to implement a 'fit-for-purpose' tax administration system, driving progress in the Digitalization Roadmap project. The team conducted a comprehensive needs assessment, resulting in an Inception report that supports the NRO's goal of establishing a modern, efficient, and digitally enabled tax system crucial for improving revenue mobilization and compliance. Significant advancements include a kick-off meeting in March 2024 and a regional partner coordination meeting in April. The team completed the inception phase and held a face-to-face meeting with the Deputy Secretary during the PITAA conference in Vanuatu in September.

**Palau:** the visit successfully facilitated collaboration between the Republic of the Marshall Islands and the Palau Bureau of Revenue and Taxation on tax reform and digital transformation. The mission gained valuable insights into the implementation of the PGST, held productive meetings with key stakeholders, and emphasized community outreach and financial literacy. The Bureau is working on replacing its Tax Information System and is reviewing data sharing arrangements due to privacy concerns. Plans for a Medium-Term Revenue Strategy (MTRS) for Palau were proposed, along with the integration of VITARA modules into the BRT staff development plan to enhance staff capabilities.

**Papua New Guinea:** the mission to implement People Performance Management successfully strengthened revenue administration and governance while enhancing strategy delivery. Key activities included realigning the Internal Revenue Commission's (IRC) structure and establishing a Learning and Development Framework to facilitate the transition to a new organizational model. This remote assignment fostered collaboration among various departments and stakeholders, ensuring a comprehensive approach to the project.

The January 2025 TADAT assessment of the Internal Revenue Commission (IRC) in Papua New Guinea highlighted notable outcomes, including improvements across many assessment areas including in compliance risk management and effective tax dispute resolution. The assessment noted opportunities to continue to strengthen core tax administration processes.

**Samoa:** PFTAC helped the Samoa Ministry of Revenue and Customs (MRC) develop its risk assessment capability. The foundational processes for a Risk Assessment Team (RAT) were developed, including role design, functions, resources, and procedures. Workshops were undertaken with the Audit team to clarify how Audit and RAT would work together to improve the quality of audit cases.

**Samoa:** the Samoa MRC requested PFTAC's assistance to implement recommendations from a previous capacity development assessment on improving the audit function. The assignment aimed to further enhance the audit capabilities of MRC staff, to improve audit expertise, support in case management and guidance on complex tax technical issues.

**Solomon Islands:** the mission assessed the Internal Revenue Division's (IRD) progress in tax reform and capacity development, noting improvements in debt collection and organizational modernization. The IRD Commissioner reported enhanced revenue collection and requested additional support for prioritizing collection cases, while agreeing to participate in analytical work with IMF scholars. Plans are in place to introduce a VAT Bill in February 2025, with implementation targeted for January 2026. Recent discussions highlighted revenue losses from tax exemptions, prompting recommendations to strengthen the tax exemption process and improve transparency in reporting.

**Regional:** the recent efforts in International Survey on Revenue Administration (ISORA) data collection have led to all PFTAC members completing the survey. Tonga and Tuvalu successfully completed their surveys on time with minimal support. Other countries, including Nauru, Cook Islands, Samoa, Timor Leste, and Papua New Guinea, occasionally requested assistance but displayed a degree of independence. However, many Pacific Island Countries (PICs) encountered challenges, resulting in inconsistent data submissions, which requires additional attention. Despite these hurdles, overall engagement with ISORA has improved, marking it an incremental success story, and indicating a positive shift that can be further enhanced through continued bilateral support and digital initiatives. The ongoing support is essential for building capacity and ensuring accountability across all member countries.

The first virtual webinar of the *Tax Technical Network* provided valuable insights into effective collaboration and technical capacity building. Training sessions addressed emerging audit risks, transfer pricing, and new business typologies, enhancing the network's technical expertise. Country presentations highlighted the need for additional support in specific areas, such as auditing commodities trading and initiating transfer pricing cases. An evaluation showed high participant satisfaction, with suggestions for extending case study sessions to facilitate deeper discussions.

## FINANCIAL SECTOR SUPERVISION

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**Regional:** the virtual mission aimed to enhance the capacity of PFTAC member countries in updating insurance company reporting forms, thereby improving off-site supervision within the insurance sector. It

specifically targeted knowledge gaps regarding IFRS 17 standards, focusing on Presentation, Disclosure, and the measurement of Revenue and Insurance Contract Liabilities. Tasks included developing a questionnaire to assess IFRS 17 implementation and conducting high-level assessments of relevant legislation and prudential standards. Additionally, a draft model set of returns was created, along with a post-mission project plan template to guide authorities in their IFRS 17 projects.

## MACROECONOMIC PROGRAMMING AND FRAMEWORK

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**Niue:** the mission developed a comprehensive Excel-based macro-fiscal model for Niue. This model has significantly aided authorities in budget preparation and medium-term macro-fiscal planning. It is capable of simulating various macro-fiscal scenarios based on different parameter inputs. The model was created collaboratively with local authorities to ensure they gain the necessary skills for independent utilization.

**Papua New Guinea:** the first Macroframeworks mission to the Bank of Papua New Guinea (BPNG) successfully advanced several key initiatives aimed at enhancing the macroframework and analytical capabilities of the BPNG. Key objectives achieved in this first mission included: (i) furthered development of the BPNG's Excel-based GDP (Expenditure) projection tool of the macroframework; (iii) delivered training to BPNG staff on EViews operation and nowcasting; and (iv) laid the foundations for the development of nowcasting tools for real GDP and inflation suitable for available PNG data.

## DEBT MANAGEMENT

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**Papua New Guinea:** at the request of the Department of Treasury, a joint IMF-World Bank technical mission team supported by PFTAC conducted a mission from January 20- 28, 2025, to support developing the local currency bond market (LCBM). Deepening the LCBM is a key policy priority for the authorities to secure stable fiscal funding, particularly given PNG's economic development gap. The mission assessed the current market stage and developed an action plan to guide future PFTAC-IMF-WB missions in public debt management. The LCBM initiative also aligns with PNG's broader economic reform agenda under the IMF program, which aims to strengthen fiscal policy and monetary sector reforms.

**Regional:** the workshop led by IMF's Strategy, Policy, and Review Department represented a collaborative effort among the International Monetary Fund, the World Bank, and PFTAC, including its Debt Management Program, to provide in-person training for government officials on the use of the Joint IMF-World Bank Debt Sustainability Framework for Low-Income Countries (LIC DSF). This framework is essential for assessing public debt sustainability. The workshop attracted participants from the Ministry of Finance and relevant government agencies across 15 PFTAC countries, with a total of thirty middle and



senior-level officials in attendance, all of whom greatly benefited from this training. Participants received an in-depth introduction to the LIC-DSF and the various tools available to support debt sustainability in low-income countries. The framework serves as a crucial guide for countries and donors in mobilizing financing to meet the development needs of LICs while mitigating the risk of excessive debt accumulation in the future.

## GOVERNMENT FINANCE STATISTICS

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**Kiribati:** the mission aimed to assist the Kiribati National Statistics Office in enhancing the compilation and dissemination of fiscal statistics per international standards. It focused on reviewing the progress of the Integrated Financial Management Information System chart of accounts, addressing quality concerns in current and historical data, and incorporating balance sheet data from the IFMIS into the reporting process.

## REAL SECTOR STATISTICS

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**Niue:** the mission in collaboration with the Niue Statistics Bureau, updated the national accounts for 2022/23 and provided a provisional estimate for 2023/24. External sector statistics were also updated from 2020/21 to 2023/24. The updated national accounts incorporated full data from state-owned enterprises and expanded aid-funded data, with recommendations to highlight country and industry growth in future reports, including the fluctuating contribution of the aid-funded sector. The last ESS estimate was for 2019/20, and this mission included aid flows in the updated estimates, which were reviewed and approved by STABP.

**Palau:** the mission agreed that the Palau Office of Planning and Statistics (OPS) take responsibility for GDP estimation, moving towards independent compilation of GDP data. Areas for improvement in GDP compilation methods were identified, and a draft National Accounts rebase strategy was developed in preparation for the upcoming Household Income and Expenditure Survey.

**Solomon Islands:** the mission assisted the Solomon Islands National Statistics Office (SINSO) in compiling GDP estimates for 2023. Additionally, updates were made to GDP estimates for 2021 and 2022 based on a review of source data and methodology. The ongoing Household Income and Expenditure Survey will aid in the rebasing of national accounts. Recommendations were made to enhance data management and version control at the Solomon Islands National Statistics Office, which were acknowledged by the acting Government Statistician.

**Tokelau:** the mission assisted the Tokelau National Statistics Office (TNSO) with the compilation of the annual GDP by production at current and constant prices and expenditure estimates in current prices for the financial year 2023/2024. The mission aligned the current production system and the 2018 production system to maintain consistency in methods and sources for a continuous time series GDP estimates from 2005/06.

**Tuvalu:** the mission to the Central Statistics Division in Tuvalu aided in compiling the 2023 balance of payments (BOP) and international investment position (IIP) statistics. Key outcomes included improved data collection procedures, the integration of 2023 audited financial reports from the Tuvalu Trust Fund into the BOP and IIP statements, and the identification of new data sources through meetings with local financial institutions. Recommendations were made to enhance data management and address gaps in direct investment enterprise data, although progress on previous recommendations remained limited due to capacity issues.

# REGIONAL WORKSHOPS

The ***Macroeconomics of Climate Change Course***, hosted by PFTAC in collaboration with Institute of Capacity Development (ICD) and Singapore Training Institute (STI) between January 20 – 31, 2025 in Suva, was a landmark event as it marked the inaugural delivery of such a course in the Pacific region. The course aimed to empower participants with essential knowledge and skills to effectively tackle the pressing challenges posed by climate change, particularly for Pacific Island nations that are highly vulnerable to its impacts, such as rising sea levels and extreme weather events.

Throughout the course, participants engaged in critical discussions on fiscal strategies for adaptation and explored innovative approaches to green financing, which is crucial for promoting sustainable development initiatives. They learned about the importance of transitioning to clean energy sources, such as solar and hydropower, as part of efforts to reduce carbon footprints and enhance economic stability.

The event featured workshops that provided participants with practical tools to assess climate risks within financial systems and develop robust fiscal policies that create buffers against climate-related disasters. Collaborations with regional partners further enriched the experience, emphasizing the collective effort needed to overcome these challenges. Participants left the course equipped with strategic insights and a renewed commitment to integrating adaptation, fiscal resilience, and sustainable practices into their policymaking processes.



On the last day of the course, participants delivered presentations on climate policy diagnoses, identifying key challenges and opportunities for climate policy implementation for three Pacific countries: Papua New Guinea, Fiji, and Kiribati. Participants noted, in both in-person and survey comments, that the course was highly relevant to their work. Most of them plan to use the knowledge and skills learned from the course to help with analysis, policy recommendations, or budgeting considerations.

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*"This course is very important and timely, more relevant to my work and for the PICs. More importantly it broadened up my capacity/knowledge. I will use this knowledge, skills and tools learned in this MCC course to work with the climate data to analyze macroeconomic impact of climate change issue and provide advice to the policy maker, based on the analysis."*

*"First is to understand what plan, strategies already in place in country to assess, able to cost it, and whether these plans are flow through to village, departments level, awareness of such plans. Would like to bring in those plans as part of the Budget discussion and how these plans are integrated in the National Plans."*

*"The workshops + excels on debt sustainability, green financing and financial stability were truly useful and relatable to the work I do. These excels I could use back in my country to carry out stress testing to any policies intended to be undertaken or shocks in sectors. This will assist in policy advice papers to my superiors and also assist in incorporating climate impact into our MPT."*

*"With the knowledge of cost of climate changes, I am to apply this method into our current Mid Term Fiscal strategy, to redesign a new composition of Macroeconomic incorporated with Climate Change aspect. In summary, it is basically incorporating Climate Change into the Macroeconomic framework."*

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## STAFF UPDATE



**Stephen McDonagh** joined PFTAC in January 2025 as the Government Finance Statistics advisor. An Irish national, Stephen has almost 20 years' experience with the Irish Central Statistics Office across balance of payments and national accounts. He was the Senior Statistician for the Government Accounts Compilation and Outputs Division which played a pivotal role in compiling and analyzing government financial statistics, contributing to the transparency and accountability of public finances in Ireland.

Stephen has worked on promoting the use and enhancing the understanding of government finance statistics among users by engaging with stakeholders and increasing and simplifying dissemination of data and analysis. He has also worked on the Irish national advisory committee on the implementation of accrual accounting in the public sector ensuring that these reforms will complement and support fiscal analysis.

# SUMMARY OF PFTAC ACTIVITIES

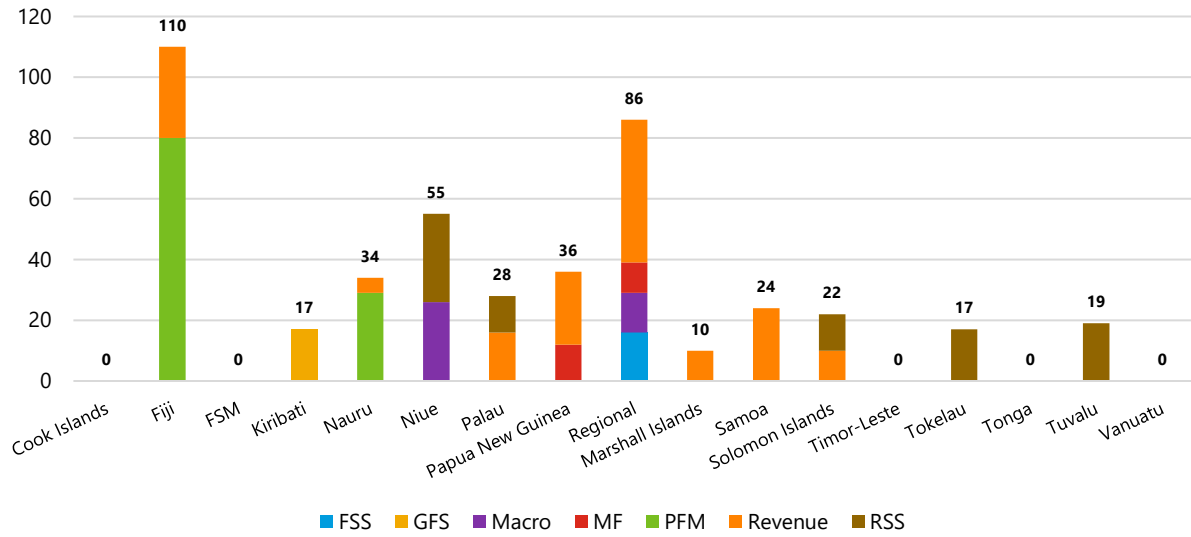
**FY 2025 Q3 Execution.** During the third quarter (November 2024 – January 2025), twenty-two technical assistance activities (TA) and six regional events were delivered over 458 TA days. Fiji received substantial support with a resource intensive PEFA assessment undertaken in November. Niue was the second beneficiary of capacity development, while nine countries received valuable levels of assistance. Regional workshops accounted for 20 percent of PFTAC activities over the period under review. In terms of workstreams, revenue accounted for 36 percent of TA days, followed by PFM at 24 percent. Government Financial Statistics and Real Sector Statistics accounted for almost a quarter of TA days. The Macro and FSS programs contributed smaller, reflecting more targeted support in those areas.

**Workshops and Regional Activities.** Under the period under review, PFTAC delivered one in-person workshop and three remote regional webinars. The regional events featured a *Macroeconomics of Climate Change Course* for central bank and the ministry of finance officials jointly organized by PFTAC, STI and ICD. The course helped participants better understand climate-related risks and how to build stronger, more resilient fiscal policies. Fiji Deputy Prime Minister and Minister of Finance Prof. Biman Prasad, the Australian Deputy High Commissioner Ms. Clair McNamara, and the Governor of the Reserve Bank of Fiji Mr. Ariff Ali, gave valuable insights and context to the course.

Additionally, a virtual mission helped PFTAC member countries improve insurance supervision by updating reporting forms and building understanding of IFRS 17 accounting standard that aims to make insurance company financials statements more transparent, consistent, and comparable across countries. PFTAC also provided assistance to member countries in completing the ISORA survey, resulting in full compliance and improved overall engagement. The Revenue program also offered valuable training through *Tax Technical Network Webinar* – focusing on audit risks and transfer pricing.

**FY 2025 Cumulative and Year-end Projected Outturn.** At the end of the third quarter of FY2025, the execution rate reached 65 percent with 1,614 TA days delivered over the mid-year adjusted workplan of 2,472 TA days (96 of 158 missions). Year-end outturn is projected to reach 90 percent.

#### 458 MISSION DAYS DELIVERED IN FY25/Q3 - BY COUNTRY

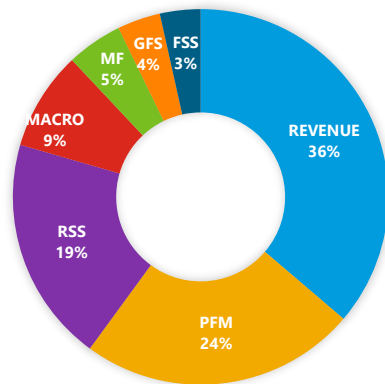


# ANNEX

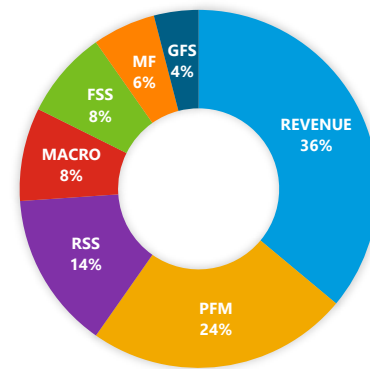
## PROGRAM OUTTURN UPDATE

PROGRAM	QUARTER 3 OUTTURN				OUTTURN AS AT Q3 (JAN)				OUTTURN AS AT Q3 (JAN) - PERCENT			
	LTX	STX	Total	Missions	LTX	STX	Total	Missions	LTX	STX	Total	Missions
PUBLIC FINANCIAL MANAGEMENT	55	54	109	3	191	191	382	10	61%	50%	55%	48%
FINANCIAL SECTOR SUPERVISION	0	16	16	1	63	65	128	11	56%	81%	67%	52%
GOVERNMENT FINANCE STATISTICS	0	17	17	1	48	17	65	5	52%	28%	42%	45%
REAL SECTOR STATISTICS	29	60	89	5	67	162	229	14	63%	75%	71%	67%
REVENUE ADMINISTRATION	72	94	166	15	200	382	582	44	75%	77%	76%	76%
MACROECONOMIC PROGRAMMING AND ANALYSIS	13	26	39	2	73	63	136	5	54%	100%	68%	50%
MACROECONOMIC FRAMEWORKS	22	0	22	1	92	0	92	7	69%	0%	63%	44%
SUB-TOTAL	191	267	458	28	734	880	1614	96	63%	67%	65%	61%
DEBT MANAGEMENT	5	38	43	3	34	139	173	7	63%	47%	50%	58%
TOTAL	196	305	501	31	768	1019	1787	103	63%	63%	63%	61%

FY25/ Q3: NOV - JAN 2025: 458 MISSION DAYS BY PROGRAM



FY25/ Q1-Q3: MAY - JAN 2025: 1614 MISSION DAYS BY PROGRAM





## FY2025 Q4: PLAN (FEB - APR)

### FEBRUARY

Country	Program	Description	Advisor/s	Dates
Fiji	MF	Nowcasting/ Forecasting Analysis Policy System (FPAS)	LTX – Nield	Feb 19 – 26
FSM	RSS	Update GDP	LTX – Grcman STX – Freeman	Feb 10 – 14
Kiribati	DM	Enhanced debt reporting capacity	LTX – Vilanova	Feb 7 – 12
	PFM	Finalize PFM Act (remote)	STX – Sok	Feb 10 – 21
Marshall Islands	GFS	Mapping the Chart of Accounts to GFS Taxonomy	STX – Moskalenko	Feb 17 – 28
Papua New Guinea	FSS	Introduction to Pillar 2 and preparing guidelines for banks on ICAAP	LTX – Kumar	Feb 17 – 28
	GFS	GFS Provincial Training	LTX – McDonagh	Feb 17 – 28
	MF	Development of Forecasting and Policy Process	LTX – Nield	Feb 3 – 14
Regional	PFM	Attendance at PCRIC Climate & Disaster Risk Financing Workshop	LTX – Lavea	Feb 17 – 21
	Revenue	PACER Plus Joint Workshop on Domestic Resource Mobilization	LTX – Williams STX – Ravono	Feb 25 – 28
Samoa	PFM	Extend use and coverage of fiscal risk tools	LTX – Seeds STX – Barry	Feb 10 -21
Solomon Islands	FSS	Development of Prudential Returns for NBCIs	LTX – Kumar	Feb 10 – 14
Timor-Leste	DM	Medium-Term Debt Management Strategy Development and Implementation	STX – Vaugeois	Feb 17 – 21

	Revenue	VAT Implementation Review (2)	STX – Ledua	Feb 24 – Mar 7
	Revenue	Taxpayer Service Pilot Support (3)	STX – Shrosbree	Feb 3 – 14
Tonga	Revenue	Risk Management - Data and Analytics	STX – Hamilton	Feb 3 – 14

## MARCH

Country	Program	Description	Advisor/s	Dates
Cook Islands	Revenue	Progress review of Collections, E-Filing and Payments	STX – Field	Mar 17 – 28
Fiji	GFS	Facilitating the GFS compliance of the new Financial Management Information System (FMIS)	LTX – McDonagh	Mar 3 – 14
	PFM	Climate Public Investment Management Assessment (C-PIMA)	LTX – Seeds STX – Du Preez/ Barber HQX – El Rayess/ Raoilisoa/ Welham	Mar 5 – 18
Nauru	Revenue	Progress Review and Digitalization Options	LTX – McAlister	Mar 10 – 14
Niue	PFM	Finalize PFM Act	LTX – Lavea STX – Sok	Mar 10 – 21
Palau	MACRO	Macro-Fiscal Planning	LTX – Beaumont	Mar 17 – 28
	PFM	Strengthening Green PFM Practices	LTX – Seeds STX – Petrie STX – Kauffmann HQX – Aydin	Mar 31 – Apr 11
Papua New Guinea	DM	Local Currency Bond Market Development - Follow-up	LTX – Vilanova STX – Appleby	Mar 17 – 21
	RSS	Developing GDP(E) and Rebasing	LTX – Grcman	Mar 31 – Apr 4
Regional	DM	Medium-Term Debt Management Strategy (MTDS) - Training for Trainers	LTX – Vilanova STX – Horman	Mar 3 – 7
	GFS	GFS Workshop	LTX – McDonagh HQX – De La Beer	Mar 24 – 28

	Revenue	Webinar - Tax Technical Network (2)	LTX – Williams STX – Mitchell	Mar 25
Samoa	FSS	Development of a Financial Risk Analysis Framework and Training	LTX – Kumar	Mar 31 – Apr 4
	Revenue	Compliance Risk Management and Data Analysis	STX – Hamilton	Mar 3 – 14
	RSS	Develop SUT product and industries framework (remote)	STX – Abbasi	Mar 24 – Apr 18
Solomon Islands	Revenue	Skills Assessment and Improvement Plan	STX – Lendon	Mar 3 – 14
Timor-Leste	FSS	Diagnostic Mission on Implementation of Basel III Standards and enhancements to RBS	LTX – Kumar STX – Fiennes	Mar 3 – 7
	Revenue	Evaluate Taxpayer Services Pilot and Plan for Roll-Out	STX – Shrosbree	Mar 10 – 21
	Revenue	Provide Audit Training (2)	STX – Mitchell	Mar 31 – Apr 11
	RSS	Rebasing ANA and QNA development	LTX – Grcman	Mar 17 – 28
	RSS	Assessing CPI	STX – Kelly	Mar 17 – 28
Tonga	FSS	Review of Supervisory Risk Rating Model for banks	LTX – Kumar	Mar 17 – 21
Vanuatu	FSS	Development of Supervisory Manual for Banks	LTX – Kumar	Mar 24 – 28

## APRIL

Country	Program	Description	Advisor/s	Dates
Fiji	Macro	Tax Expenditures	LTX - Beaumont	Apr 2 – 11
FSM	FSS	Review of prudential standards for banks	LTX – Kumar	Apr 21 – 25
Marshall Islands	FSS	Development of Supervisory Manual for Credit Institutions	LTX – Kumar	Apr 9 – 18
Papua New Guinea	MF	Development of Forecasting and Policy Process	LTX – Nield STI – Claus	Apr 22 – 25
	Revenue	TADAT Follow-up and CD Planning	LTX – McAlister	Apr 29 – 30
Solomon Islands	GFS	Transitioning to the new Financial Management Information System (FMIS) as the main data source	LTX – McDonagh	Apr 7 – 18
Tuvalu	PFM	Develop PFM Roadmap	LTX – Seeds STX – Higgins STX – Marzan	Apr 28 – May 9
	Revenue	Review Reform Progress	LTX – Williams	Apr 7 – 25

## FY2025 Q3: OUTTURN (NOV - JAN)

### NOVEMBER

Country	Program	Description	Advisor/s	Dates
Fiji	PFM	Agile PEFA Assessment	LTX – Lavea LTX – Seeds STX – Bowen STX – Marzan PASAI – Katuba	Nov 18 – 29
	PFM	Chart of Accounts COFOG Mapping	LTX – Seeds	Nov 11 – 15
	Revenue	Develop Compliance Program for Large Business	STX – Mitchell	Nov 4 – 15
Nauru	Revenue	Digitalization Roadmap Inception (remote)	LTX – McAlister	Nov 4 – 8
Niue	RSS	Update GDP 2022/23 and 2023/24	LTX – Grcman	Nov 18 – 22
			STX – Freeman	Nov 18 – 29
Papua New Guinea	MF	Development of Forecasting and Policy Process	LTX – Nield	Nov 25 – Dec 6
	Revenue	Tax Administration Diagnostic Assessment Tool (TADAT) Reassessment	LTX – McAlister STX – Andrews HQX – Akol ADB – Ichiyama WB – Nguyen	Nov 18 – 29
Regional	DM	Pacific Regional Debt Sustainability Analysis (DSA) Training	LTX – Vilanova SPR – Nachega/ Disu/ Metelli/ Dielmann	Nov 11 – 15
	FSS	Working Group to develop IFRS-17 compliant Reporting formats for insurance companies (remote)	STX – Chong Tai – Bell MCM – Windsor	Nov 11 – Dec 13

	Revenue	Webinar - Tax Technical Network (1)	LTX – Williams STX – Mitchell	Nov 19 – 20
Samoa	Revenue	Pilot Risk Assessment Team	STX – Mitchell	Nov 25 – Dec 3
Solomon Islands	Revenue	Review reform progress and Article IV Consultation	LTX – McAlister	Nov 10 – 15
Tokelau	RSS	Updating GDP for 2023/24	STX – Krishna	Nov 25 – Dec 6

## DECEMBER

Country	Program	Description	Advisor/s	Dates
Marshall Islands	Revenue	HQ Revenue Mobilization CD	LTX – McAlister HQX – Koukpaizan/ Klemm/ Warwick	Dec 4 – 13
Samoa	Revenue	Complex Audit Support	STX – Mitchell	Dec 5 – 13
Solomon Islands	RSS	Undertake GDP Rebase	LTX – Grcman	Dec 2 – 13



## JANUARY

Country	Program	Description	Advisor/s	Dates
Fiji	Revenue	Develop Taxpayer Analysis Framework (remote)	STX – Mitchell	Jan 27 – Feb 21
Kiribati	GFS	Developing Balance Sheet Statistics	STX – Ten Buuren	Jan 20 – 31
Palau	Revenue	Review progress, identify CD needs following Tax Policy Diagnostics	LTX – McAlister	Jan 19 – Feb 8
	RSS	Compile GDP	LTX – Grcman	Jan 27 – Feb 7
Regional	Macro/ MF	Macroeconomics of Climate Change Course (Suva, Fiji)	LTX – Beaumont LTX – Nield HQX – Khabbazan STI – Gruber	Jan 20 – 31
Papua New Guinea	DM	Local currency bond market development	STX – Kim STX – Katz	Jan 3 – 14
	DM	Local currency bond market development – Follow-up	STX – Kim STX – Katz	Jan 15 – 24
Tuvalu	RSS	Compile Balance of Payments Statistics	STX – Razi	Jan 13 – 24

## ACTIVITIES IN PROGRESS

Country	Program	Description	Advisor/s	Dates	Completion Status
Fiji	Revenue	Review reform progress and develop CD plans	LTX – Williams	Aug 5 – Feb 28 (20 LTX days)	In-Progress
Papua New Guinea	Revenue	Implement People Performance Management (remote)	STX – Reardon	Oct 21 – Feb 15 (10 TA days)	In-Progress
Regional	Revenue	Provide support - Kiribati/ Palau/ Tuvalu Digitalization Roadmap (joint project of PFTAC/ PITAA/ ADB) (remote)	LTX – McAlister	Jun 3 – Dec 6 (20 TA days)	Completed
	Revenue	Provide support - Nauru/ Niue Digitalization Roadmap (joint project of PFTAC/ PITAA/ ADB) (remote)	LTX – McAlister	Jun 3 – Dec 6 (20 TA days)	Completed
	Revenue	Webinar - Tax Registration Workshop (Follow-up)	STX – Field	Sep 16 – Nov 15 (10 TA days)	Completed
	Revenue	Virtual Support - ISORA Collection	STX – O’Keefe	Oct 21 – Dec 20 (10 TA days)	Completed
Solomon Islands	Revenue	Audit Capability Training (remote)	STX – Ledua	Sep 23 – Dec 13 (5 TA days)	Completed

## FY2025 Q3: REGIONAL EVENTS

TA Sector	Description	Location	Advisor	Mission Days	Participants		Dates
					F	M	
<b>Debt Management</b>	Pacific Regional DSA Training	Nadi, Fiji	LTX – Vilanova SPR – Nachega/ Disu/ Metelli/ Dielmann	5	12	14	Nov 11 - 15
<b>Macroeconomic Programming/ Macroeconomic Frameworks</b>	Macroeconomics of Climate Change Course	Suva, Fiji	LTX – Beaumont LTX – Nield HQX – Khabbazan STI – Gruber	10	21	12	Jan 20 – 31

## 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	In Progress
	Fiji	AgilePEFA Assessment	Lavea/ Seeds/ Bowen/ Marzan	Nov-24	PEFA Report undergoing peer review
	Fiji	Chart of Accounts COGOG Mapping	Seeds	Nov-24	Review Process
	Kiribati	Consolidation and effective use of cash resources	Seeds/ Silins	Aug-Sep 24	In Progress
	Niue	Review of PFMA	Lavea/ McKenzie	Nov-21	In Progress
	Niue	Draft Public Financial Management Act (PFMA)	Lavea/ McKenzie	May-Jun 22	
	Solomon Islands	Draft Financial Regulations of remaining chapters of PFMA	Lavea/ Cooper	Feb-24	In Progress
	Solomon Islands	Strengthening Fiscal Reporting Framework	Silins	Apr-24	In Progress
	Tokelau	Strengthen Budget & Planning Process for Quality Spending	Lavea/ Keith	Apr-May 22	In Progress
	Tokelau	Develop Framework to enhance Budget Transparency and Credibility	Lavea/ Youngberry	May-23	In Progress
	Tokelau	Strengthen Commitment Control Environment and Improve Audit Controls	Lavea	Jul-Aug 24	In Progress
	Tonga	Review existing legislation, reforms, expectation	McKenzie	Sep-20	In Progress
	Tonga	Finalizing PFMA	Lavea/ McKenzie	Aug-21	In Progress
	Tonga	Improving Fixed Asset Management	Lavea/ Youngberry	Jan-Feb 24	Finalized
	Tuvalu	AgilePEFA Assessment	Lavea/ Seeds/ Emery/ Marzan	Sep-24	31-Jan-2025
	Vanuatu	AgilePEFA Assessment	Lavea/ Seeds/ Emery/ Marzan	Jun-24	PEFA Report to be released
Financial Sector Supervision	Cook Islands	Review and Development of Prudential Standards for Banks	Kumar/ Fiennes	Oct-Nov 22	05-Feb-2025
	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	Pending Authority Feedback
	Fiji	Training - On-site examination of a bank's cyber risk exposure	Wilson	Jun-23	HQ Review
	FSM	Banking Legislation and Prudential Standards	Carvalho	Apr-20	HQ Review

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	FSM	Review of Prudential and Risk Management Regulations	Kumar	Aug-23	
	FSM	Review of Prudential and Risk Management Regulations	Kumar	Apr-24	HQ Review
	FSM	Regulation of Foreign Operations of Domestic Banks	Kumar	Jun-24	Pending Authority Feedback
	Marshall Islands	Regulatory Framework for MIDB and other NBFIs	Kumar/ Fiennes	Oct-22	HQ Review
	Marshall Islands	Prudential Standards- Impact Study & Industry consultation	Kumar	Apr-23	In Progress
	Marshall Islands	Review of Bank Risk Rating Model	Kumar	Apr-24	HQ Review
	Palau	Development of Prudential Standards for Banks	Kumar	Jun-23	HQ Review
	Papua New Guinea	Basel III Approaches and Off-Site Financial Risk Analysis	Kumar/ Fiennes	Sep-Oct 23	Pending Authority Feedback
	Papua New Guinea	Training – On-site Examination of Cyber Risk Supervision in a Bank	Wilson/ Gaidosch	Aug-24	HQ Review
	Samoa	Cyber Security – On-Site Examination	Wilson	Mar-23	HQ Review
	Samoa	Review of Prudential Standards on Capital and Liquidity Requirements for Banks	Kumar	Jul-24	HQ Review
	Solomon Islands	Developing Regulatory Framework for NBCIs	Kumar/ Awayiga	May-Jun 22	8-Jan-2025
	Solomon Islands	Diagnostic and FSI for Financial Sector	Hafeman	Jan-23	HQ Review
	Solomon Islands	Implementation of Risk-Based Supervision	Kumar/ Fiennes	Mar-24	HQ Review
	Tonga	Review of Prudential and Risk Management Standards	Kumar/ De Bie	Aug-Sep 22	HQ Review
	Tonga	Impact Study Templates and Financial Risk Analysis	Kumar/ Fiennes	Jan-Feb 23	In Progress
	Tonga	Training - On-site examination of a bank's cyber risk exposure	Kumar/ Gaidosch	Jun-23	HQ Review
	Tuvalu	Prudential Regulations – Impact Study and Industry Consultation	Kumar	Sep-Oct 22	HQ Review
	Tuvalu	Financial Risk Analysis and Impact Study Training	Kumar	Sep-24	No TAR – Training
	Vanuatu	Risk-Based Supervision - Training on Financial Risk Analysis and Review of Bank Risk Model	Kumar	Jul-23	HQ Review
	Vanuatu	Implementing Standardized Approach of Basel III for credit risk – Review of Bank Risk Model	Kumar	Mar-Apr 24	HQ Review
Debt Management	Palau	Develop and implement debt management organizational structure	Robinson	Aug-Sep 24	In Progress
	Papua New Guinea	Local Currency Bond Market Development	Kim/ Katz	Jan-25	In Progress
	Samoa	Enhanced Debt Reporting	Robinson	Mar-24	In Progress

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Solomon Islands	Local currency bond market development	Appleby/ Northfield	Aug-23	In Progress
	Timor-Leste	Develop and Implement Debt Management Organizational Structure	Horman/ Vilanova	Nov-23	In Progress
	Vanuatu	Medium Term Debt Management Strategy Development and Implementation	Presciuttini/ Vilanova	Jul-Aug 24	In Progress
<b>Macroeconomic Programming</b>	Cook Islands	Macro-Fiscal Modeling	Beaumont/ Nield	Mar-Apr 24	In Progress
	Timor-Leste	Financial Programming Training	Beaumont	Feb-23	In Progress
	Vanuatu	Financial Programming Training	Beaumont	Feb-23	In Progress
<b>Macroeconomic Frameworks</b>	Papua New Guinea	Macroeconomic Frameworks – Forecasting and Nowcasting Scoping (BPNG)	Claus/ Kopp/ Nield	Aug-24	Aide Memoire provided to Authorities
	Papua New Guinea	Development of Forecasting and Policy Process	Nield	Nov-24	No TAR
<b>Revenue Administration</b>	Cook Islands	Introduction to Medium Term Revenue Strategy (MTRS)	Williams/ Story/ Koukpaizan	Aug-24	In Progress
	Cook Islands	Update the Compliance Improvement Strategy	Williams	Jan-Feb 25	In Progress
	Fiji	Develop Digital Strategy	Lewis	Jul-24	In Progress
	Fiji	Develop Compliance Program for Large Business	Mitchell	Nov-24	10-Feb-2025
	Fiji	Develop Taxpayer Analysis Framework	Mitchell	Jan-Feb 25	In Progress
	Kiribati	VAT ITIT Change Implementation Plan	Lendon	Aug-24	In Progress
	Marshall Islands	Revenue Mobilization CD	McAlister/ Koukpaizan/ Klemm/ Warwick	Dec-24	Finalized by HQ and Published
	Nauru	Digitalization Roadmap Inception	McAlister	Nov-24	20-Mar-2025
	Nauru	Progress Review and Digitalization Options	McAlister	Mar-24	In Progress
	Palau	Review Progress, Identify CD Needs following Tax Policy Diagnostics	McAlister	Jan-25	20-Mar-2025
	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	Desk Review and TADAT Training	McAlister	Oct-24	TADAT PAR provided to IRC

TA Sector	Country	Title of Report	Author	Mission Month	Transmittal Letter Date
	Papua New Guinea	TADAT Reassessment	McAlister/ Andrew/ Koukpaizan	Nov-24	In Progress
	Samoa	Managing Tax Evasion	Velji	Apr-24	25-Mar-2025
	Samoa	Pilot Risk Assessment Team	Mitchell	Nov-24	In Progress
	Samoa	Complex Audit Support	Mitchell	Dec-24	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
	Timor-Leste	Audit Training	Bell	Jul-24	In Progress
	Timor-Leste	Taxpayer Service Pilot Support	Shrosbree	Jul-Feb 25	18-Feb-2025
	Tuvalu	Strengthen core tax functions – Filing, Payment and Audit	Ravono	Oct-24	10-Feb-2025
<b>Government Finance Statistics</b>	Kiribati	Developing Balance Sheet Statistics	Ten Buuren	Jan-25	In Progress
<b>Real Sector Statistics</b>	Niue	Update GDP 2022/23 and 2023/24	Grcman/ Freeman	Nov-24	4-Feb-2025
	Palau	Develop Producer Price Index (PPI)	Draper	Sep-Oct 24	7-Feb-2025
	Palau	Compile GDP	Grcman	Jan-Feb 25	25-Mar-2025
	Solomon Islands	Undertake GDP Rebase	Grcman	Dec-24	4-Feb-2025
	Tokelau	Updating GDP for 2023/24	Krishna	Nov-Dec 24	4-Feb-2025
	Tuvalu	Compilation of Balance of Payments Statistics	Razi	Jan-25	In Progress
	Tuvalu	Update GDP 2023	Andrews	Oct-24	16-Jan-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.