

FY20 PFTAC Work Plan - May 2019 to April 2020: Kiribati - FINAL OUTTURN AS AT APRIL 2020

TA Area	Objective	Country	Outcome Targeted	Activity	May 2019 - April 2020 (in person-days)			Number of Missions/Activities	Updated Inputs at Oct 31, 2019 (person-days - changes in red)			Number of Missions/Activities	% of updated plan delivered at end-Oct	Updated Inputs at Apr 30, 2020 (person-days - changes in red)			Number of Missions/Activities	% of updated plan delivered at end-Apr	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								
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Kiribati	1.3 Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Build independent compilation capacity																				
			1.4 Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Assist with benchmarking and rebasing																				
			1.18 A new data set has been compiled and disseminated internally and/or to the public	Provide supplementation to produce latest GDP estimates																				
Macroeconomic Management	1. Improved macroeconomic policy advice to government and central bank management	Kiribati	1.1 Improved quality and frequency of macroeconomic surveillance and policy/research available for policymaking	Seminar on managing and forecasting fishing revenues.	5	0	5	1	6	-	6	1	0%	-	-	-	-	0%	Cancelled	(1) Medium-term fishing revenue projections are produced jointly by ministries of finance and marine authorities (Apr. 20). (2) Fishing revenues are managed within a medium-term fiscal framework (Apr. 21).	The seminar will be joint with PFM and built on the regional workshop.	Sep-19	Claus/ Expert	
Public Financial Management	1. Improved laws and effective PFM institutions	Kiribati	1.2 MoF capacity can meet enacted PFM responsibilities	PFM Roadmap Development & Article IV	12	0	12	1	5	-	5	1	100%	5	-	5	1	100%	Jun 1 - 7, 2019	PFM roadmap endorsed by Government	Will need to work with new director NEPO and Secretary to establish a set of PFM priorities taking into account findings from the PEFA self assessment and PIMA.	Jun-14	Neves	
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Kiribati	1.1.2 Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Review organization modernization project plan	0	6	6	2	-	4	4	2	50%	-	4	4	2	100%	Sep 2 - 3, 2019/ Feb 6 - 7, 2020	Effective implementation of the modernization strategy and noticeable reforms efforts achieved by 12/31/2020.	A reform plan is in place and with a strong governance framework will provide for better outcomes.	Sep-19/ Feb-20	Scott	
			1.5.1 Corporate priorities are better managed through effective risk management	Review compliance improvement strategy pilot project	0	13	13	2	-	10	10	2	50%	-	10	10	2	100%	Sep 13 - 18, 2019/ Feb 17 19, 2020	The two compliance improvement pilot projects show improved compliance levels by 12/31/2019.	Visits included under 1.2.2. An expanded compliance improved strategy will be implemented once the pilots are successfully implemented	Sep-19/ Feb-20	Scott	
			1.1. - 1.7. Strengthen revenue administration management and governance arrangements	Review reform progress and status of PFTAC Recommendations	2	0	2	1	1	-	1	1	1	100%	1	-	1	1	100%	Sep 23 - 24, 2019	Review overall reform progress and status of PFTAC recommendation	PFTAC has provided TA across objective 1 that need to be reviewed	May-19	Eysselein
			2.3.1. - 2.3.2 A larger proportion of taxpayers meet their filing obligations as required by law	Improve on-time filing and management of outstanding tax returns	0	6	6	1	-	4	4	1	50%	-	4	4	1	100%	Sep 4 - 5, 2019/ Feb 8 - 9, 2020	On-time filing operating at improved efficiency levels by 31/12/2019 and measured against TADAT dimensions.	Visit included under objective 1 Potential to improve on-time filing which will contribute to improved levels of voluntary compliance	Sep-19/ Feb-20	Scott	
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities		2.4.1 - 2.4.3 A larger proportion of taxpayers meet their payment obligations as required by law	Improve on time payment and management of tax arrears	0	13	13	1	-	10	10	1	50%	-	10	10	1	100%	Sep 6 - 10, 2019/ Feb 10 14, 2020	On-time payment operating at improved efficiency levels by 31/12/2019 and measured against TADAT dimensions.	Visit included under objective 1 Potential to improve on-time Payment which will contribute to improved levels of voluntary compliance.	Sep-19/ Feb-20	Scott	
			2.2.1. Taxpayer services initiatives to support voluntary compliance are strengthened	Strengthen taxpayer services	0	6	6	1	-	4	4	1	50%	-	4	4	1	100%	Sep 11 - 12, 2019/ Feb 15 16, 2020	Improved delivery of taxpayer services by 31/12/2020 and measured against TADAT dimensions.	The authorities have decided to undertake administrative reforms and requested PFTAC assistance to strengthen taxpayer services.	Sep-19/ Feb-20	Scott	
			2.5.1 Audit and other verification programs more effectively ensure accuracy of reporting	Review audit plan strengthen the audit function and review implementation of audit methods	0	16	16	1	-	16	16	1	0%	-	-	-	-	0%	Cancelled	The audit function operating at improved efficiency levels by 31/12/2020 and measured against TADAT dimensions.	The authorities have requested TA to assist in building audit function and capability.	May-19	Bell	
			2.1. - 2.5. Strengthened core tax administration functions	Review reform progress and status of PFTAC Recommendations	3	0	3	1	1	-	1	1	100%	1	-	1	1	100%	Sep 23 - 24, 2019	Review overall reform progress and status of PFTAC recommendation	PFTAC has provided TA across objective 2 that needs to be reviewed	May-19	Eysselein	
<b>TOTAL</b>					<b>22</b>	<b>60</b>	<b>82</b>	<b>6</b>																
Updated Plan Total Days									13	69	82	7												
Delivered by Oct 31:									7	37	44	4												
Percentage of Revised Plan:									54%	54%	54%	57%												

Financial Sector Supervision	Legal	Kiribati	1.1 Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Follow-up mission from the Regional Workshop on Banking Legislation and Prudential Standards	0	12	12	1	-	12	12	1	0%	-	-	-	-	0%	Cancelled	i) Applicable guidelines and regulations are drafted.	Workshop to review and establish revision plan for banking legislation and prudential standards held in July 2017. First Follow up bilateral mission to be held in May 2019.	1-May-19	TBC LEG
			1.2 Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.																	ii) Applicable guidelines and regulations are drafted.			
Revenue Administration	Legal	Kiribati	1.8. Effective implementation of a new tax or modernized legislation	Facilitate implementation of seabed mining legislation. Facilitate implementation of small business tax	0	36	36	2	-	-	-	-	0%	-	-	-	-	0%	Shift to FY21	Modernized laws implemented by 6/30/2019.	PFTAC is supporting a request by the authorities to modernize their tax laws.	May-19	Burns
<b>TOTAL</b>					<b>0</b>	<b>48</b>	<b>48</b>	<b>3</b>															
Updated Plan Total Days									0	12	12	1											
Delivered by Oct 31:									0	0	0	0											
Percentage of Revised Plan:									0%	0%	0%	0%											

<b>TOTAL</b>	<b>22</b>	<b>108</b>	<b>130</b>	<b>9</b>
Updated Plan Total Days				
Delivered by Oct 31:				
Percentage of Revised Plan:				
	13	81	94	8
	7	37	44	4
	54%	46%	47%	50%

Actual Outturn at April 30, 2020:  
Percentage of Mid-Year Revised Plan:  
Percentage of Original Plan:

7	53	60	5
54%	65%	64%	63%
32%	49%	46%	56%