

FY25 Work Plan - May 2024 to April 2025: Regional - BASELINE

| TA Area                                | Objective   | Country  | Outcome Targeted   | Activity   | May 2024 - April 2025<br>(in person-days) |            |       | Number of<br>Missions/ Activities | Milestones   | Comments  | Planned Date                   | Experts                              |
|--|---|----------|--|--|---|------------|-------|-----------------------------------|--|---|--------------------------------|--------------------------------------|
|  |   |          |  |  | PFTAC<br>resident<br>advisors             | ST experts | Total |                                   |  |   |                                |                                      |
| Financial Sector Supervision           | Develop/strengthen banking regulations and supervision frameworks                     | Regional | Supervisors are able to address at an early stage, unsafe and unsound practices or activities that could pose risks to banks or to the banking system.                         | Association of Financial Supervisors of Pacific Countries (AFSPC) Meeting                      | 10  | 7          | 17    | 1                                 | AFSPC Meeting is held.   | To be held in FSM<br>STX to attend 3-day workshop only; no post days<br><br>Back to back with in-country mission  | Aug 26 - 30, 2024 (in person)  | Kumar/ STX                           |
|  | Develop/ strengthen insurance companies' regulations and supervision frameworks       |          | Effective RBS in place and being implemented.  | Working Group to develop IFRS-17 compliant Reporting formats for insurance companies           | -   | 10         | 10    | 1                                 | IFRS-17 compliant reporting formats for Ics are adopted by the PICs.   | This would be hybrid activity with 10 days remote mission and 5 days of in-person meeting of the working group. 10 participants including the STX. The meeting will be in Fiji. | TBC                            | STX                                  |
|  | Develop/strengthen cybersecurity regulations and supervisory frameworks               |          | Sound policies & processes to identify, measure, monitor and control cyber risks.  | Workshop on Cyber Risk Regulation and Supervision  | 10  | 9          | 19    | 1                                 | Training on cyber risk regulation and supervision provided   | HQ led mission<br>STX - no post days  | Jul 8 - 12, 2024 (in-person)   | Kumar/ STX/ HQX                      |
| Government Finance Statistics          | Strengthen compilation and dissemination of fiscal statistics                         | Regional | Authorities have a baseline understanding of the current state of Government Finance Statistics compilation and dissemination and opportunities to strengthen these capacities | GFS Workshop   | 9   | 9          | 18    | 1                                 | Participants trained on GFS concepts   |   | Apr 7 - 11, 2025 (in-person)   | Moskalenko/ De La Beer               |
| Real Sector Statistics                 | Strengthen compilation and dissemination of real sector statistics- national accounts | Regional | Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.   | Regional Training in New Systems of National Accounts (Resource Rents/ Depletion/ Degradation) | 10  | 12         | 22    | 1                                 | Staff trained  |   | Nov 11 -15, 2024 (in country)  | LTX/ STX                             |
| Macroeconomic Programming and Analysis | Stronger analytical skills and better macroeconomic forecasting and policy analysis   | Regional | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                        | Macroeconomics of Climate Change Course  | 10  | -          | 10    | 1                                 | Significant improvement in before and after test course  | Led by PFTAC-Macro program, jointly with STI Ian and Iris will be funded from own budget  | Sep 16 - 20, 2024 (in country) | Beaumont/ Nield/ Claus               |
| Macroeconomic Frameworks (MF)          | Stronger analytical skills and better macroeconomic forecasting and policy analysis   | Regional | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                        | Macroeconomics of Climate Change Course  | 10  | -          | 10    |                                   | Significant improvement in before and after test scores  | Led by PFTAC-Macro program, jointly with STI Andrew and Iris will be funded from own budget   | Sep 16 - 20, 2024 (in person)  | Nield                                |
| Public Financial Management            | Improved asset and liability management   | Regional | Cash flow forecasts for central government is more accurate and timely   | Workshop on Cash Management  | 14  | 10         | 24    | 1                                 | Workshop conducted and participants gain knowledge of good practice  |   | Oct 8 - 11, 2024 (in-country)  | Seeds/ Lavea                         |
|  | Improved Public Investment Management   |          | Implementation of public investment projects is improved to deliver productive and durable public assets   | Workshop on Public Investment Management (PIM)   | 16  | 9          | 25    | 1                                 | Regional workshop on PIM delivered   | To be held in Fiji  | Dec 3 - 6, 2024 (in-person)    | Lavea/ Seeds/ STX                    |
|  |   |          | Corporate priorities are better managed through effective risk management  | Webinar - Analytics and Risk Management for small PICs   | -   | 3          | 3     | 1                                 | Establish a CD plan to support smaller states in Analytics following bilateral consultation.   |   | Feb 11 - 13, 2025 (remote)     | Hamilton                             |
|  |   |          | Corporate priorities are better managed through effective risk management  | Regional Workshop - Navigating Complex Tax Technical Issues, Evasion and Use of Powers         | 16  | 20         | 36    | 1                                 | Conduct a regional workshop to address the growing issue of how to build capability and a support network that can better address complex tax issues as they arise including addressing bias in gender, diversity, cultural background and international tax arrangements. | Fiji - USD 110,000<br>Target advanced countries; budget at USD 70, 000  | Jun 17 - 21, 2024 (in person)  | McAlister/ Williams/ Field/ Mitchell |
|  |   |          | Corporate priorities are better managed through effective risk management  | Webinar - Navigating Complex Tax for DRM Leaders   | 2   | 1          | 3     | 1                                 | Increase understanding of tax administration leaders on the issue of how to build capability and a support network that can better address complex tax issues and seek support for the Complex issues workshop.  |   | May 27, 2024 (remote)          | McAlister/ Williams/ STX             |
|  |   |          | The participants value this training   | Webinar - Tax Technical Network #1   | -   | 2          | 2     | 1                                 | Support the network developed to better address complex tax issues.  |   | Aug 21 - 23, 2024 (remote)     | Velji                                |
|  |   |          | The participants value this training   | Webinar - Tax Technical Network #2   | -   | 2          | 2     | 1                                 | Support the network developed to better address complex tax issues.  |   | Nov 13 - 15, 2024 (remote)     | Mitchell                             |

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|------------------------|--|----------|---|---|---|------------|-------|-----------------------------------|--|--------------------------------------|---|----------------------------|
|                        |  |          |   |   | PFTAC<br>resident<br>advisors             | ST experts | Total |                                   |  |                                      |   |                            |
| Revenue Administration | Strengthened revenue administration management and governance arrangements | Regional | The participants value this training  | Webinar - Tax Technical Network #3  | -   | 2          | 2     | 1                                 | Support the network developed to better address complex tax issues.  |                                      | Feb 12 - 14, 2025 (remote)                          | STX                        |
|                        |  |          | Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations | Virtual Support - ISORA Collection 2024   | -   | 10         | 10    | 1                                 | All Pacific Island countries complete ISORA within timeframe and standards, building on past 2-years.  |                                      | Oct 21 - Dec 20, 2024 (remote)                      | O'Keefe                    |
|                        |  |          | Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations | Virtual Support - ISORA QA  | -   | 4          | 4     | 1                                 | Undertake quality assurance, in collaboration with HQ, to improve data quality.  |                                      | Feb 3 - Mar 28, 2025 (remote)                       | O'Keefe                    |
|                        |  |          | Support functions enable more effective delivery of strategy and reforms  | Provide support - Kiribati/ Palau/ Tuvalu Digitalization Roadmap (joint project of PFTAC/ PITAA/ ADB) | 12  | -          | 12    | 1                                 | Support technical assistance (TA) from ADB Domestic Resource Mobilization Trust Fund to design country-specific roadmaps for the digital transformation of the tax administration of Kiribati, Palau, and Tuvalu.  |                                      | Jul 15 - 26, 2024 (remote)                          | McAlister                  |
|                        |  |          | Support functions enable more effective delivery of strategy and reforms  | Provide support - Nauru/ Niue Digitalization Roadmap (joint project of PFTAC/ PITAA/ ADB)             | 12  | -          | 12    | 1                                 | Support technical assistance (TA) from ADB Domestic Resource Mobilization Trust Fund to design country-specific roadmaps for the digital transformation of the tax administration of Nauru and Niue.   |                                      | Jun 17 - 28, 2024 (remote)                          | McAlister                  |
|                        |  |          | Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations | Pacific Islands Tax Administrators Association (PITAA) Heads Annual Meeting                           | 10  | 3          | 13    | 1                                 | Further develop the partnership between PFTAC and PITAA, understand the CD needs of our members and undertake workshops in areas of interest to members.   | In Vanuatu                           | Sep 16 - 20, 2024<br>Sep 18 - 20, 2024 (in-country) | McAlister/ Williams/ HQX   |
|                        | Strengthened core tax administration functions                             |          | Taxpayer services initiatives to support voluntary compliance are strengthened  | Virtual Training to Advance Revenue Administration (VITARA)   | -   | 12         | 12    | 1                                 | Undertake facilitated 'virtual' workshop on Taxpayer services to build understanding of the importance of taxpayer services in enabling voluntary compliance including addressing bias in gender, diversity, cultural background and impact of extreme weather events under climate. |                                      | Sep 2 - 6, 2024 (remote)                            | London                     |
|                        |  |          | Audit and other verification programs more effectively ensure accuracy of reporting   | Virtual Support - Develop Regional Audit Resource Kit   | -   | 12         | 12    | 1                                 | Facilitate regional access to materials developed and delivered in workshops with an initial focus on Audit Resource Kit, and expandable to any other initiative.  |                                      | Aug 1 - Dec 20, 2024 (remote)                       | O'Keefe                    |
|                        |  |          | The integrity of the taxpayer base and ledger is strengthened   | Webinar - Registration for DRM Leaders  | 10  | -          | 10    | 1                                 | Increase understanding of tax administration leaders on the importance of registration as the first 'pillar of compliance' and gain support for the Registration workshop.   |                                      | August 6 - 8, 2024 (remote)                         | McAlister/ Williams        |
|                        |  |          | The integrity of the taxpayer base and ledger is strengthened   | Webinar - Registration for DRM Leaders (Follow-up)  | -   | 8          | 8     | 1                                 | Bilateral collaboration with workshop participants to support action plan implementation and address barriers that may have been faced.  |                                      | Sep 16 - Nov 15, 2024 (remote)                      | Field                      |
|                        |  |          | The integrity of the taxpayer base and ledger is strengthened   | Regional Workshop - Registration for Revenue Mobilization   | 14  | 10         | 24    | 1                                 | Multilateral CD workshop focused on the first pillar of compliance: registration. This will include addressing biases in gender, diversity, cultural background, the impact of extreme weather events under climate adaptation and increasing international tax arrangements.        | Fiji - USD 100,000<br>4 day workshop | Aug 26 - 30, 2024 (in person)                       | McAlister/ Williams/ Field |
| TOTAL                  |  |          |   | 165   | 155                                       | 320        | 24    |                                   |  |                                      |   |                            |

|                 |   |          |  |  |   |    |    |   |  |  |                               |                               |
|-----------------|---|----------|--|--|---|----|----|---|--|--|-------------------------------|-------------------------------|
| Debt Management | Formulate and implement a medium-term debt management strategy (MTDS)   | Regional | The debt management entity undertakes effective investor relations | Capacity development in undertaking effective investor relations | 5 | 18 | 23 | 1 | Participants complete exercises and discussions on investor relations strategy; participants complete investor relations presentation; participants display knowledge of importance of transparency in exercises and discussions; participants undertake an investor relations meeting |  | Oct 21 - 25, 2024 (in-person) | Vilanova/ Northfield/ Appleby |
|                 | Develop/ enhance staff capacity to conduct debt sustainability analyses |          | Improved knowledge of the DSA Framework and Toolkit                | Pacific Regional DSA training                                    | 5 | -  | 5  | 1 | Participants complete exercises on the macro-economic framework prior to the workshop; Participants complete exercises during the workshop   |  | Nov 11 - 15, 2024 (in-person) | Vilanova/ SPR                 |