

FY23 Work Plan - May 2022 to April 2023: Regional - MID-YEAR Update at 31Oct2022

TA Area	Objective	Country	Outcome Targeted	Activity	May 2022 - April 2023 (in person-days)			Number of Missions/ Activities	Updated Inputs at Oct 31, 2022 (in person-days)			Number of Missions/ Activities	% delivered	Delivery Status	Milestones	Comments	Planned Date	Experts	
					PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total								
Financial Sector Supervision	Develop/strengthen insurance companies' regulation and supervision frameworks	Regional	Effective risk-based supervision in place and being used for their intended purpose(s).	Workshop on Insurance Sector - Review of experience and way forward	4	10	14	1	5	14	19	1	0%	Mar 6 - 10, 2023 (in-country)	The workshop is held as planned.		Mar 7 - 10, 2023	Kumar/ STXs/ HQ - Windsor	
	Implement a risk-based supervision (RBS) system and upgrade other supervisory processes		Supervisors timely address unsafe and unsound practices or activities that could pose risks to banks or to the banking system.	Workshop on Stress Testing	4	8	12	1	5	14	19	1	0%	Apr 17 - 21, 2023 (in-person)	The training course is held.		Nov 1 - 4, 2022	STXs/ HQ	
	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.		AFSPC Meeting	4	12	16	1	5	2	7	1	0%	Dec 12 - 16, 2022 (in-person)	The workshop is held as planned.		Aug 23 - 26, 2022 (remote)	Kumar/ Fiennes/ Liby		
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Regional	Compilation and dissemination of regionally harmonized/consistent macroeconomic and financial statistics.	GFS and PSDS methodological training, practical workgroup exercises and country data compilation.	7	7	14	1	-	9	9	1	100%	Aug 3 - 5, 2022 (remote)	Workshop delivered and staff trained.	Workshop for PFTAC member countries. Final wrap up workshop as project ends.	Aug 1 - 5, 2022	Temes/ De La Beer/ EFH	
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics-national accounts	Regional	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Workshop on Annual National Accounts (ANA) - jointly with Macro	5	7	12	1	7	-	7	1	0%	Nov 21 - 25, 2022 (in-person)	New and experienced national accounts staff from statistical offices, reserve banks and ministries have been trained.		Oct 31 - Nov 4, 2022 (in-country)	Powell/ ssk	
			Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	CARTAC/PFTAC Workshop on Resources of Statistical Offices	5	-	5	1	-	-	-	-	0%	Shift to FY24	Staff of statistical offices have been training in balancing differences between GDP(P) and GDP(E) by SUT.	HQ venue Washington DC	Feb 13 - 17, 2023 (in-person)	Powell/ HQ	
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Regional	Improve the quality and frequency of macroeconomic surveillance and policy/research available for policymaking.	Revenue Forecasting Workshop	10	9	19	1	7	7	14	1	0%	Apr 10 - 14, 2023 (hybrid)	Improved revenue forecast accuracy	FAD TP HQ resources billed to PFTAC	Jul 4 - 8, 2022 (hybrid)	Beaumont/ HQ	
				Fishing Revenue Workshop	3	-	3	-	-	-	-	-	0%	Shift to FY24	Better understanding of key variables affecting fishing revenue	Joint with PFM	Aug 29 - 31, 2022 (in-person)	Beaumont	
				Economic Leadership Workshop	5	-	5	1	-	-	-	-	0%	Cancelled	Improved economic policy decision making		Sep 26 - 30, 2022 (in-person)	Beaumont	
				GDP(E) Measurement and Forecasting	3	-	3	1	5	14	19	1	0%	Nov 21 - 25, 2022 (in-person)	Enhanced understanding of the impact of government spending on the economy	Joint with STI	Mar 1 - 3, 2023 (in-person)	Beaumont/ Claus/ Bulir	
	Promote maintenance of correspondent banking relationships for Pacific countries		Customer due diligence and AML/ CFT compliant	Establish a Regional Know Your Customer Facility	12	-	12	1	10	-	10	1	100%	May 1 - Jun 30, 2022 (remote)	Reduced derisking pressure	Plus HQ time	May 1, 2022 - Apr 30, 2022 (remote)	Beaumont	
Public Financial Management	Improved PFM laws and effective institutions	Regional	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	PEFA and PFM Reform Prioritization Workshop - Strategic Design and Implementation of PFM Reforms	8	-	8	1	8	12	20	1	0%	Nov 29 - Dec 2, 2022 (in-country)	Workshop conducted		Sep 5 - 8, 2022 (in-person)	Lavea/Seeds/ Allen/ PEFA Secretariat	
				Regional workshop for Ministers for Finance and Heads of National Statistics Offices	14	-	14	1	-	-	-	-	0%	Shift to FY24	Workshop conducted	PFTAC/CARTAC Leadership Workshop	Feb 13 - 17, 2023 (in-person)	Seeds/ Lavea	
	Comprehensive, credible, and policy-based budget preparation			A more credible medium-term budget framework is integrated with the annual budget process	Workshop on Forecasting Fisheries Revenue	6	-	6	1	-	-	-	-	0%	Shift to FY24	Workshop conducted and participants gain knowledge of good practice	postponed from FY22	Aug 29 - 31, 2022 (in-person)	Lavea/Seeds/ Beaumont
				A more comprehensive and unified annual budget is published	Workshop on Gender Budgeting	8	-	8	1	8	-	8	1	0%	Feb 6 - 10, 2023 (remote)	Workshop conducted	In conjunction with FAD/HQ 8 days each per HQ resource	Jan 24 - 27, 2023 (in-person)	Lavea/ Seeds/ FAD - Curristine/ A14
	Improved Public Investment Management			The capacity to plan, implement and sustain infrastructure governance reforms is enhanced	Workshop for PIMA and C-PIMA	-	-	-	-	6	12	18	1	100%	Sep 7 - 9, 2022 (hybrid from Cook Islands)			Lavea/Seeds/ Petrie/ Du Preez HQ - Fisher/ Preston HQ - Tandberg (JA)	
				Planning of public investments is strengthened to ensure sustainability	Cost Benefit Analysis - Investment Projects	-	-	-	-	6	-	6	1	0%	Mar 27 - 31, 2023 (remote)			Lavea/ Seeds	
				Corporate priorities are better managed through effective risk management	Leadership, Integrity and Good Governance	12	12	24	1	-	14	14	1	100%	May 2 - Jun 10, 2022 (remote)	Regional workshop on Leadership, Governance and Integrity improves leadership, management and governance	Part of leadership seminar series	May 2 - Jun 10, 2022 (remote)	Eyeselein/ Williams- Shrosbree/ Vivian/ Vave
				Corporate priorities are better managed through effective risk management	Regional Sharing of Business Continuity Responses	16	-	16	1	-	-	-	-	0%	Merged with Planning Series	Attending countries have developed, tested and implemented BCP	The impact of climate change and natural and other disasters affects PICs ability to continue with administration	Jul 11 - 20, 2022 (remote)	Eyeselein/ Williams
				Corporate priorities are better managed through effective risk management	Data and Analytics	-	12	12	1	-	12	12	1	0%	Apr 10 - 17, 2023 (in-country)	Attending countries review their risk management systems and processes and update to provide usable intelligence.	Follow-up workshop on one delivered in 2019, taking into account COVID impact	Oct 24 - 31, 2022 (in-person)	Hamilton
				Support functions enable more effective delivery of strategy and reforms	Regional Assessment of Small Country Tax Information System	-	10	10	1	-	-	-	-	0%	Cancelled	The requirements of a fit for purpose small country tax processing system have been developed	The cost, size and functions of most tax processing systems are not made to meet needs of small and developing countries	Dec 5 - 16, 2022 (remote)	Grant
				Corporate priorities are better managed through effective risk management	ISORA	-	9	9	1	-	5	5	1	0%	Nov 17, 2022 (remote)	All PICs complete ISORA in full and on time	Hands on training and support provided.	Jan 23 - 27, 2023 (remote)	Topping/ O'Keefe
				Support functions enable more effective delivery of strategy and reforms	Regional Tax Information System Effective Revenue Management System	-	12	12	1	-	6	6	1	100%	Aug 25, 2022 (remote)	A regional approach to the sourcing and funding of a fit for purpose system are developed	ICT presents major challenge to most tax administrations in the region	Jan 23 - Feb 3, 2023 (remote)	Grant
				Support functions enable more effective delivery of strategy and reforms	Performance Management	-	14	14	1	-	18	18	1	0%	Jan 30 - Feb 3, 2023 (in-person)	Leaders have a consistent view of the basics of a good PMS and the critical role of the leader	Current performance management systems does not meet requirements of modern tax administration	Feb 8 - 20, 2023 (in-person)	Reardon/ Udy
				Support functions enable more effective delivery of strategy and reforms	Regional Policy and Revenue Forecasting	-	9	9	1	-	-	-	-	0%	FY24	PICs understand how policy and revenue forecasting can assist their decision making	Joint workshop with Macroeconomist	Mar 6 - 15, 2023 (remote)	STX

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Revenue Administration	Strengthened revenue administration management and governance arrangements	Regional	Effective implementation of a new tax or modernized legislation	Legal Interpretation	-	10	10	1	-	-	-	-	0%	FY24	Attendees are confident in the use of their legal powers	Advice and legal interpretation not consistent in most tax administrations	Apr 3 - 12, 2023 (remote)	Topping		
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Strategic Planning	-	-	-	-	-	12	12	1	100%	100%	Jun 16 - 24, 2022 (remote)	Tax administrations have started process to update their strategic plan	The post COVID environment may require countries to refresh their organizational strategy		Shrosbree/ Vivian/ Vave	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Operational Planning	-	-	-	-	-	18	18	1	100%	100%	Jul 15 - 22, 2022 (remote)	Countries review their operational planning processes and improve performance	Part of Planning Series for senior leaders program		Shrosbree/ Vave/ Ledua	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Operational Planning II - Performance Standards	-	-	-	-	-	15	15	1	100%	100%	Sep 19 - 23, 2022 (remote)	Performance standards are appropriate for the function	Part of Planning Series for senior leaders program		Shrosbree/ Vivian/ Ledua	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: Business Continuity Planning (BCP)	-	-	-	-	-	10	10	1	0%	0%	Feb 20 - 24, 2023 (remote)	Each country has reviewed and updated their BCP	Part of Planning Series for senior leaders program		STX	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Planning Series for Senior Leaders: People Management	-	-	-	-	-	15	15	1	0%	0%	Nov 9, 2022 (remote)				Reardon/ Shrosbree/ Vivian	
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Workshop on Gender in Revenue Administration	-	-	-	-	-	5	20	25	1	100%	100%	Aug 24, 2022 (in-country)	Each country identified one area of focus to progress gender equity	Gender is a priority for IMF and for the Pacific		Williams/ Vave
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Workshop on Investing in Tax Administration	-	-	-	-	-	3	3	3	1	100%	100%	Aug 26, 2022 (in-country)	Administrations understand what's needed to develop a business case for investment	Most PICs are under-resourced in comparison to other small island states		Vave
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	2022 Annual PITAA Heads Meeting	-	-	-	-	-	7	5	12	1	100%	100%	Aug 22 - 23, 2022 (in-country)	PFTAC identified as key CD partner in Pacific	Regular annual meeting		Eyeselein/ Williams/ Koukpaʻan (HQ)
			Support functions enable more effective delivery of strategy and reforms	Revenue Management System	-	-	-	-	-	5	5	5	1	0%	0%	Nov 28 - Dec 2, 2022 (remote)	Terms of reference and membership confirmed	Building Pacific capability to help each other		Grant
			Support functions enable more effective delivery of strategy and reforms	Revenue Management System #2	-	-	-	-	-	6	6	6	1	0%	0%	Mar 29, 2023 (remote)	First network meeting completed and needs identified	Building Pacific capability to help each other		Grant
			Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Gender in Practice	-	-	-	-	-	5	-	5	1	0%	0%	Dec 7, 2022 (remote)	Terms of reference and membership confirmed	Building Pacific capability to help each other		Williams
	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Emerging Women Leadership Workshop	-	-	-	-	-	4	11	15	1	0%	0%	Apr 18 - 21, 2023 (in-person)	First network meeting completed, and action plan agreed for pacific women leaders development	Building Pacific capability to help each other		Williams/ Vave		
	Strengthened core tax administration functions	Regional	A larger proportion of taxpayers meet their filing obligations as required by law / A larger proportion of taxpayers meet their payment obligations as required by law	Debt and Arrears management	-	12	12	1	-	-	-	-	0%	0%	Cancelled	Attending countries show improvement in filing and payment management	Competencies to improve current returns and payment compliance levels not at required levels.	Jun 21 - 28, 2022 (in-person)	Field	
			Audit and other verification programs more effectively ensure accuracy of reporting	Workshop on Tax Investigations - VAT (joint with OCO and PITAA)	4	4	8	1	2	5	7	1	100%	100%	May 31 - Jun 6, 2022 (remote)	Regional workshop on Leadership, Governance and Integrity improves leadership, management and governance	First joint training with Customs	May 31 - Jun 6, 2022 (remote)	Katrina/ Hamilton	
Strengthen core tax functions			Operational Leaders	-	28	28	1	-	-	-	-	0%	0%	Merged with Planning Series	Leadership workshops focusing on operational leaders completed by end of August 2022	Leadership program started in FY 22 continuing	Aug 8 - 17, 2022 (in-person)	Clayton/ Vivian		
TOTAL					130	185	315	26												

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

Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	Regional	Enhanced capacity in MTDS formulation and implementation	Regional workshop on medium-term debt management strategy framework and AT	5	14	19	1	5	14	19	1	0%	Mar 6 - 10, 2023 (in-country)	Staff shows competency through presentations, discussions, or practical exercises on debt management strategy formulation and implementation		Mar, 2023	Ferguson/ STXs (HQ)
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