

FY26 Work Plan May 2025 to April 2026: Revenue Administration - BASELINE

TA Area	Objective	Country	Outcome Targeted	Activity	May 2025 - April 2026 (in person-days)			Number of Missions/ Activities	Modality	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total						
Revenue Administration	Strengthened revenue administration management and governance arrangements	Cook Islands	Corporate priorities are better managed through effective risk management	Data Analytics and Risk Management	-	17	17	1	In-country	Clear line of sight evident between Compliance Improvement Strategy and annual Compliance Improvement Plan.		Feb 2 - 16, 2026	Hamilton
		Fiji	Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	TADAT Training and Preparation	5	-	5	1	In-country	TADAT pre-assessment training and preparation completed.		Sep 24 - 30, 2025	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	Tax Administration Diagnostic Assessment Tool (TADAT) Assessment	12	-	12	1	In-country	Formal TADAT assessment undertaken.	Seek funding from GPFP for HQ	Nov 10 - 28, 2025	McAlister/ HQX
			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	TADAT Follow-up and CD Planning	12	-	12	1	Remote	Post TADAT CD planning commenced.	Seek funding from GPFP for HQ	Jan 26 - Feb 4, 2026	McAlister/ HQX
		FSM	Support functions enable more effective delivery of strategy and reforms	Digitalization progress review and CD update	5	-	5	1	In-country	Improved ICT strategies and systems to support the tax administration.	Back to back with RMI	Oct 10 - 17, 2025	McAlister
		Kiribati	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Support Implementation of Tax reforms and Digitalization	12	-	12	1	In-country	Reform management capacity strengthened or in place for reform implementation, including dedicated resources.		Jun 16 - 27, 2025	McAlister
			Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	VAT Reform (Legislation administrability)	-	17	17	1	In-country	Reform management capacity strengthened or in place for reform implementation, including dedicated resources.		May 26 - Jun 6, 2025	Goli
		RMI	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Improve Tax Reform Services and Communication	-	17	17	1	In-country	Reform management capacity strengthened or in place for reform implementation, including dedicated resources.		Jul 7 - 18 ,2025	London
			Effective implementation of a new tax or modernized legislation	MICT Implementation Support	12	-	12	1	In-country	New/modernized tax implemented on scheduled date.		May 13 - 22, 2025	McAlister
		Nauru	Corporate priorities are better managed through effective risk management	Develop Compliance Improvement Strategy (CIS) for SME	-	17	17	1	In-country	Better mitigation of risks through a compliance improvement program TADAT POA2-4).		Jul 1 - 10, 2025	Ledua
			Support functions enable more effective delivery of strategy and reforms	Support Digitalization	10	-	10	1	Remote	Improved ICT strategies and systems to support the tax administration.		Jul 7 - Dec 12, 2025	McAlister
		Niue	Support functions enable more effective delivery of strategy and reforms	Develop Digitalization Roadmap	10	-	10	1	Remote	Improved ICT strategies and systems to support the tax administration.		Jun 3 - Dec 1, 2025	McAlister
		Palau	Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Medium Term Revenue Strategy (MTRS) and Progress Review and Participation in Article IV surveillance mission	12	-	12	1	In-country	Procedures for internal and/or external review of revenue administration management, governance, and operations are established to produce baselines and identify opportunities for improvement.		Sep 29 - Oct 10, 2025	McAlister
			Organizational arrangements enable more effective delivery of strategy and reforms	Strengthen organizational structure - develop new organization position descriptions	-	18	18	1	Hybrid	Clear separation of roles and responsibilities between HQ (definition of standard operation procedures, planning and monitoring) and local branches (execution) adopted.	4 remote days	Aug 18 - 29, 2025	London
			Support functions enable more effective delivery of strategy and reforms	Upskilling of Design and Monitoring Capability	-	16	16	1	Hybrid	Administrative provisions are harmonized and consolidated, for example, under a tax procedures code.	Back to back with Design and Monitoring Workshop (North)	Aug 18 - 29, 2025	Vivian
		PNG	Effective implementation of a new tax or modernized legislation	Support implementation of Income Tax Act	-	17	17	1	In-country	New/modernized tax implemented on scheduled date.		Oct 6 - 17, 2025	Vivian
			Organizational arrangements enable more effective delivery of strategy and reforms	Evaluation of Organizational Structure Change and Implementation/ Organization Planning and Performance	-	14	14	1	Hybrid	Clear organizational structure along functional lines and/or taxpayer segments established and operating or strengthened.		Oct 13 - 24, 2025	Vivian
			Support functions enable more effective delivery of strategy and reforms	Develop Business Continuity Plan	-	17	17	1	In-country	Improved human resources strategies and practices to support the tax administration (TADAT 2019 POA2-7).		Aug 4 - 15, 2025	Shrosbree

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			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	TADAT Support	12	-	12	1	In-country	Procedures for internal and/or external review of revenue administration management, governance, and operations are established to produce baselines and identify opportunities for improvement.		Oct 20 - 31, 2025	McAlister
		Samoa	Support functions enable more effective delivery of strategy and reforms	Conduct impact analysis of tax processing system on organization operating model	24	-	24	1	In-country	1. Operating model impacts identified, endorsed. 2. Implementation plan developed.	Back to back with PFTAC Steering Committee	Jul 14 - 25, 2025	McAlister/ Williams
			Organizational arrangements enable more effective delivery of strategy and reforms	Conduct Tax Gap Analysis	-	12	12	1	Remote	1. DRM plan with specific targets developed informed by tax gap analysis.		Sep 29 - Oct 10, 2025	Shrosbree
		Solomon Islands	Organizational arrangements enable more effective delivery of strategy and reforms	Organization Structure Implementation Review	-	17	17	1	In-country	Clear organizational structure along functional lines and/or taxpayer segments established and operating or strengthened.		Sep 15 - 26, 2025	London
			Organizational arrangements enable more effective delivery of strategy and reforms	Establish HQ Design and Monitoring	-	18	18	1	In-country	Clear separation of roles and responsibilities between HQ (definition of standard operation procedures, planning and monitoring) and local branches (execution) adopted.		Aug 11 - 22, 2025	Vivian
		Timor-Leste	Support functions enable more effective delivery of strategy and reforms	Redefine and modify approach to Large Taxpayers	-	12	12	1	In-country	CIP developed to improve filing and payment of large taxpayers; and adoption of e-Services	Back to back missions	Oct 13 - 21, 2025	Shrosbree
			Effective implementation of a new tax or modernized legislation	VAT Implementation	-	15	15	1	In-country	VAT Implementation milestones achieved as per project plan		Jul 16-25, 2025	Shrosbree
			Effective implementation of a new tax or modernized legislation	VAT Implementation	-	17	17	1	In-country	VAT Implementation milestones achieved as per project plan.		Oct 22 - Nov 5, 2025	Ledua
			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Reform Progress and Planning	11	-	11	1	In-country	Revised CD plan endorsed by Commissioner TLTA.		Jun 18 - 27, 2025	Williams
		Tonga	Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	International Tax	-	17	17	1	In-country	International tax risks identified; work plan developed and implemented.		Jun 23 - Jul 4, 2025	Velji
		Tuvalu	Corporate priorities are better managed through effective risk management	Data Analytics and Compliance Improvement	-	17	17	1	In-country	Measurable improvement in staff expertise and knowledge		Aug 18 - 29, 2025	Ravono
			Support functions enable more effective delivery of strategy and reforms	Digitalization Core Tax admin System	12	-	12	1	Remote	Improved ICT strategies and systems to support the tax administration.		May 5 - Sep 26, 2025	McAlister
		Vanuatu	Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Domestic Resource Mobilization - Operational efficiency and effectiveness	-	17	17	1	In-country	Revenue collection increased in areas targeted by DRM plan.		Oct 6 - 17, 2025	Vivian
		Vanuatu	Corporate priorities are better managed through effective risk management	Compliance Risk Management, Analysis and Intelligence	-	17	17	1	In-country	Staff able to apply IMF RDF and other Risk Management tools successfully.		Nov 17 - 28, 2025	Hamilton
		Regional	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	PITAA Heads Meeting	10	14	24	1	In-country	PFTAC CD support highly valued.	To be held in Tonga HQX salary to be funded by HQ	Sep 22 - 26, 2025	McAlister/ Williams/ HQX
			Support functions enable more effective delivery of strategy and reforms	Webinar - Building Design & Monitoring Capability	1	-	1	1	Remote	Leaders understand and value the need for D&M.		May 21, 2025	McAlister
			Support functions enable more effective delivery of strategy and reforms	Regional Workshop - Building Design & Monitoring Capability	20	-	20		In-country	A planning and a reporting process is implemented in each PIC.	Suva, Fiji \$45,000	Feb 16 - 20, 2026	McAlister/ Williams
			Support functions enable more effective delivery of strategy and reforms	Regional Workshop - Building Design & Monitoring Capability (North)	-	11	11		In-country	All participants can show how their capability has improved by applying techniques learned during workshop.	Koror, Palau \$25,000	Sep 22 - 26, 2025	Vivian
			Support functions enable more effective delivery of strategy and reforms	Regional Workshop - Building Design & Monitoring Capability - Follow-up	7	-	7		Remote	Performance improvement plans in place in all PICs.		Sep 29 - Mar 31, 2026	McAlister/ Williams
			The participants value this training	Webinar - Tax Gap Assessment methods	-	4	4	1	Remote	DRM improves incrementally in areas targeted as a result of tax gap assessment training and awareness.		Oct 14 - 16, 2025	STX

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			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Regional-ISORA Data Collection Support	-	5	5	1	Remote	PICS are able to undertake comparative analysis.		Nov 3 - 28, 2025	STX
			The participants value this training	Webinar - Tax Technical Network (3)	3	2	5	1	Remote	Increase in interaction between PICS on complex tax issues.		Jun 24 - 26, 2025	Williams/ Mitchell
Revenue Administration	Strengthened core tax administration functions	Fiji	Audit and other verification programs more effectively ensure accuracy of reporting	Transfer Pricing-technical review and progress	-	12	12	1	Remote	Improvement in transfer pricing case management.		Jun 2 - 11, 2025 Jun 23 - 27, 2025 Aug 11 - 15, 2025 Aug 4 - 15, 2025	Velji
		Kiribati	Taxpayer services initiatives to support voluntary compliance are strengthened	VAT Taxpayer services #1	-	16	16	1	In-country	Scope, currency and accessibility of information for taxpayers improved (TADAT 2015 POA3-7/TADAT 2019 POA3-8).		Sep 8 - 19, 2025	London
		Niue	Strengthen core tax functions	Monitor implementation of core tax functions	-	17	17	1	In-country	Filing and payment of core taxes improves for identified groups of tax payers.		Jun 30 - Jul 14, 2025	Ravono
		Samoa	Audit and other verification programs more effectively ensure accuracy of reporting	Review of Tax Audit Progress	-	17	17	1	In-country	Complex tax audit cases have case plans and are actively managed. Increase in case closure with tangible assessments.		Feb 9 - 20, 2026	Velji
		Solomon Islands	Audit and other verification programs more effectively ensure accuracy of reporting	Audit Capability Training	-	12	12	1	Hybrid	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud (TADAT 2015 POA6-16/TADAT 2019 POA6-19).		Oct 13 - 17, 2025	Ledua
		Timor-Leste	Strengthen core tax functions	Progress debt and return improvements, tax clearance and write offs	-	16	16	1	In-country	Improvement in percentage of tax payers filing on time.		Sep 15 - 26, 2025	Udy
		Tonga	Audit and other verification programs more effectively ensure accuracy of reporting	Strengthen Audit Capability	-	12	12	1	Remote	Number of audits finalized with tangible discrepancies increased.		Jul 8 - 27, 2025	Velji
			Audit and other verification programs more effectively ensure accuracy of reporting	Strengthen Audit Capability (2)	-	10	10	1	In-country	Number of audits finalized with tangible discrepancies increased.	Back to back with international tax	Jul 28 - Aug 1, 2025	Velji
		Regional	Taxpayer services initiatives to support voluntary compliance are strengthened	Taxpayer Service Workshop - Follow up	-	5	5	1	Remote	Taxpayer services action plans implemented.		Jun 6 - 27, 2025	Vivian
			Taxpayer services initiatives to support voluntary compliance are strengthened	PFTAC-Leaders Webinar-Taxpayer Services	1	-	1	1	Remote	Senior leaders understand the value of taxpayer services to voluntary compliance and commit support to their country participants.		May 28 ,2025	Williams
			Taxpayer services initiatives to support voluntary compliance are strengthened	Taxpayer Services Workshop	10	10	20		In-person	Scope, currency and accessibility of information for taxpayers improved (TADAT 2015 POA3-7/TADAT 2019 POA3-8). Post-course feedback measured by the end-of-course survey [favorable range 4.4+] reflecting the participants' reaction to (a) the knowledge/skills usefulness for their job; (b) the content relevance to their job; and overall satisfaction with the course.	Suva, Fiji \$75,000	Jun 2 - 6, 2025	Williams/ Vivian
Total Days:				201	472	673	47						