

# PACIFIC FINANCIAL TECHNICAL ASSISTANCE CENTRE

## QUARTERLY REPORT

November 2018



PFTAC, Reserve Bank of Fiji T7, Pratt St., Suva, Fiji

Website: [www.pftac.org](http://www.pftac.org) Email: [PFTACinquiries@imf.org](mailto:PFTACinquiries@imf.org) Facebook: @FijiPFTAC Phone: +679-330-4866

### I. Introduction<sup>1</sup>

This report covers PFTAC activities and developments for the second quarter of the 2019 Fiscal Year (FY19/Q2) for the period August 1 to October 31, 2018. Analysis and review of program delivery and budget execution covers the first half of FY19 with projections through the remainder of the year. Workplans have additionally been reviewed and adjusted. TA delivery outturn measured in days at the mid-point of the FY is approximately 39 percent of the original workplan (782 days of 1,980 days planned), and 36 percent of the 167 planned missions with 60 delivered. Actual and projected expenditure is around 45 percent of the \$ 6.56

endorsed budget for FY19 excluding the 7 percent trust fund fee. The updated workplans are provided at [https://www.pftac.org/content/PFTAC/en1/reports11.html#tab\\_2](https://www.pftac.org/content/PFTAC/en1/reports11.html#tab_2) and show clearly the original plans along with any additions, deletions, and changes as well as execution at mid-year. They are presented program-by-program and additionally country-by-country. A summary of the changes is provided at Annex I.

This report previews the PFTAC 25<sup>th</sup> Anniversary in Nadi in early December and provides an interview with the Head of European Union Cooperation at the Suva EU Delegation following their recent commitment and contribution to Phase V of PFTAC operations. The impact from changes to the PFTAC advisor team are explained, particularly on execution of the workplans and budget outturn. Donor and member contributions have provided comfortable liquidity to finance operations for at least a full year with 68 percent of donor commitments already received, but a funding gap of at least US\$ 6 million needing closure within a year otherwise program cuts will become unavoidable in the outer years of Phase V. A scaling-up of the revenue program is underway following receipt of an initial tranche of additional donor financing.

### II. News

#### 25<sup>th</sup> Anniversary of PFTAC

In celebration of the 25th anniversary of establishment of PFTAC in 1993, a special event and High-Level Dialogue (HLD) will be held in Nadi, Fiji on December 6 and 7, 2018. The event will highlight the IMF's capacity development efforts focused on how this has helped Pacific nations to make the best of growth opportunities, build resilience to natural disasters, and attain the Sustainable Development Goals (SDGs). A program of presentations will highlight the role of capacity development in productivity enhancing reforms and inclusive growth, identify opportunities for capacity development from peer learning and modern techniques, enhance

<sup>1</sup> PFTAC is generously funded by Australia, Korea, New Zealand, the Asian Development Bank (ADB), and the European Union. From the start of Phase V in November 2016, member countries have also agreed to financially contribute to PFTAC costs. The IMF covers the salaries for the coordinator and local administrative support staff, as well as various administrative costs.

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traction with Pacific Islands and collaboration with development partners, and increase donor country awareness of the IMF's work in the Pacific together. It also aims to connect to youth and bring an awareness of the IMF's work through a photo competition.



The anniversary event will be held at Sofitel Denarau Resort, Nadi Fiji and IMF Deputy Managing Director Ms. Carla Grasso will officiate, with ministers, governors, policy makers, and development partners attending from across the region and beyond. A 3-day workshop on Policy Making to Influence Sustainable Growth and Productivity for mid-level officials will precede the high-level event. A global thought leader on climate change, Ms. Helen Clarke, Former Prime Minister of New Zealand and Head of the United Nations Development Programme (UNDP) will speak on global challenges and how the Pacific can attain a better future. Mr. Robin Harding, Financial Times Tokyo Bureau Chief will coordinate the session. A series of discussions on climate change risks, public finances, capacity development, financial stability, and digitalization/technology will follow.

A youth essay and photo contest launched on September 15 generated youth engagement from Fiji, Kiribati, Papua New Guinea, Solomon Islands, Vanuatu, and Timor-Leste, as well as secondary schools in the Nadi region of Fiji participated in the essay competition. The competitions encouraged youth engagement on the theme of Pacific Growth and Resilience. The photographs illustrate success stories around education policy, infrastructure development, health services, technology, and climate change resilience efforts. The winners will join the HLD to showcase their submissions and to act as official youth photographers.

Information on the 25<sup>th</sup> Anniversary is available on the PFTAC website. It specifies key information/details on the series of events planned for December such as the agenda for the capacity development workshop, high level dialogue, youth photography competition and information note on logistics. The anniversary page is accessible here: <https://www.pftac.org/content/PFTAC/pftac25.html>



#### **Interview with Christoph Wagner – Head of Cooperation European Delegation to the Pacific based in Suva, Fiji**

Through a network of a more than a dozen regional capacity development (CD) centers, the IMF helps build capacity in finance ministries, central banks, tax administrations, and statistical agencies by providing technical assistance (TA) and training. Bilateral and multilateral donors play a crucial role in enabling the IMF to meet country needs and supplement the IMF's own resources for TA while leveraging the Fund's expertise and experience.

The members and stakeholders of the PFTAC are very appreciative of the EUR 6 million grant from the European Union (EU) towards Phase V of PFTAC's budget and operational cycle that runs through April 2022. This continues long-standing EU support, with a similar contribution in the previous Phase.

Christophe Wagner responds below to a range of questions on the objectives of EU support in the Pacific and how PFTAC leverages and extends these efforts and ultimate improvements to the lives of Pacific citizens.

***Achieving sustainable development requires a persistent collective effort. How does the collaborative EU-IMF partnership strengthen this agenda?***

The EU and the IMF signed a strategic partnership in November 2016. Both institutions have a long track record of supporting economic reforms in developing partner and/or member countries. Both are committed to achieving real progress toward the 2030 Sustainable Development Goals (SDGs).

For the EU, budget Support is an effective modality to help partner countries achieve the SDGs. In 2017, the EU had a portfolio of EUR 12.7 billion of budget support contracts in approximately 90 Countries and Territories and payments amounting to EUR 1.7 billion. In the Pacific, the EU currently provides budget support programs in 12 countries/territories with another being initiated. The total amounts to nearly EUR 170 million.

Progress in Public Financial Management (PFM) is one of the four main eligibility criteria for receiving EU Budget Support, in addition to improved revenue mobilization, and stronger transparency and accountability processes; all essential to economic development and achievement of the SDGs.

***There are multiple competing priorities on the development list. What are the areas of mutual interest and common objectives of EU-IMF cooperation?***

The European Commission and the IMF are natural strategic partners, with both institutions committed to achieving sustained progress toward the 2030 SDGs, among others, through their support of the Addis Ababa Action Agenda.

The EU and IMF both recognize **strengthening PFM systems** as a key priority. The Regional CD Centers are critical in the EU's cooperation with the IMF, supporting our budget support operations and our dialogue with developing countries on economic governance reform. Since 2016, the EU contribution for the financing of these centers around the world amounts to EUR 64 million.

In addition, the IMF capacity development programs and EU budget support and TA operations often work in parallel, complementary to each other, to help countries improve domestic tax regulations and administration practices to help collect more revenue and improve taxpayer compliance.

***The Pacific is characterized by small, open, and vulnerable economies; diseconomies of scale; reliance on one or very few sectors; and climate change risks. What challenges does the Pacific region present with respect to Public Financial Management Systems?***

Recent assessments indicate fundamental, but not insurmountable challenges such as ongoing institutional capacity constraints; lack of adequate and/or basic technical skills; limited scrutiny of service delivery, investments, and financial management systems by oversight institutions; a lack of PFM data; and accountability and transparency issues.

This project will supplement ongoing efforts at the country level to strengthen Pacific PFM systems. The EU support to PFTAC will also contribute to other cross cutting issues such as good governance resulting from stronger PFM systems, inclusion of climate change in budgeting and policy dialogue, and gender equality through greater awareness and participation of women in public policy processes.

***What priority areas do you see as improving through this collaboration. What are the strategic areas of focus and intent of the grant contribution, future priorities, and expected results?***

The EU support to PFTAC is highly relevant for the 2030 SDGs. It contributes primarily to the progressive achievements of SDG 8: Sustainable Growth; SDG 13: Climate Action; SDG 16: Peace, Justice and Strong institutions; and SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

The overall objective is to improve economic, governance and environmental performance of the Pacific ACP states with several key objectives, namely: strong national PFM systems; enhanced external audit and role of Supreme Audit Institutions, and greater public oversight and accountability.

As a result, it is envisaged that the Pacific region will have strong PFM laws, improved coverage and quality of fiscal reporting, better climate change readiness, greater accountability of government finances, greater CSO participation in PFM scrutiny, improved oversight of spending, and increased effectiveness of budget process in parliaments.

**Central to the Pacific region are several initiatives that have been identified as a way of furthering development across the region. How does PFTAC help facilitate the framework of cooperation between the EU and the Pacific region?**

RTACs like PFTAC are an important building block for promoting sound financial and economic management. Regionally-based advisors can respond quickly to member requests with TA and training that are custom-tailored to local conditions, hands-on and on-the-ground, tapping into local expertise, and guided by the strategic priorities of the IMF, the EU, and the other steering committee members. This is the advantage that PFTAC offers. It plays a balancing role through its ability to reach out to core issues of member countries, while also prioritizes the expectations of the donors.

PFTAC is part of an EU funded regional program which also provides funding for the Pacific Islands Forum Secretariat (PIFS), UNDP, the Pacific Association of Supreme Audit Institutions (PASAI), and University of South Pacific (USP) activities, addressing national administration as well as oversight capacity building. The EU is contributing to support PFTAC Phase V over the period November 2016 to April 2022. PFTAC has highly specialized technical capacity to deliver assistance in the PFM space – and will deliver on-demand specialized TA to Pacific Island Countries on Public Expenditure Financial Accountability (PEFA) assessments, PFM Roadmaps, MTEFs, Domestic Revenue Mobilization, tax reform, macro-economic forecasting, macroeconomic statistics, and financial sector supervision.

## Staff Developments



After an international and regional competitive process, Richard Wild's successor was selected and joined the PFTAC team in October 2018. We welcome **Mr. Marcus Scheiblecker** who has strong knowledge and expertise in Real Sector Statistics with extensive experience in compilation of national accounts. Prior to coming to the Pacific, Mr. Scheiblecker held various positions including as deputy director at the Austrian Institute of Economic Research where he acted as an advisor to Eurostat for seasonal adjustment and on financial statistics and national accounts for Statistics Austria.

**Mr. Georg Eysselein**, the new revenue advisor attended the regional tax administration meetings during September benefiting from a full handover of responsibilities from the outgoing Revenue Advisor, and returned to Suva in early November, following a familiarization briefing at IMF Headquarters.

During the quarter, the PFTAC community bid farewell to two resident advisors, **Mr. Stanley Shrosbree** and **Mr. Barend De La Beer**. Mr. Shrosbree has completed a four-year assignment but will continue to support the scaling up of the PFTAC Revenue program from his home base in New Zealand. Barend was recruited to a Washington-based position in the Statistics Department in mid-October where he will continue to remotely deliver and support the GFS program until a successor has been recruited in early 2019.

### Reflections from Departing PFTAC Advisors

During my time at PFTAC I was fortunate to have met so many well educated, committed and hardworking professionals in and around the Pacific. I came to the Pacific region as a short-term expert of the Fund under the GFS Government of Japan Funded project (JSA1) in November 2012. Early into the project I have built solid relationships with the authorities, all government officials in all capacities from junior to senior, members of parliament, as well as colleagues in different

fields of expertise. I was truly astounded by the willingness, the eagerness and resilience of everyone to participate and learn on this journey. We have come a long way and I want to congratulate everyone for their individual, team, and country accomplishments. As PFTAC and Fund members we participate in submitting country data to the IMF Statistics Department for the annual GFS database and since the inception of the JSA1 GFS funded project and through PFTAC transitioning phase of taking over the role of TA and capacity building initiatives we have seen an increase in coverage of submissions. This is a huge achievement that should be applauded but countries at the same time are encouraged and reminded to continue the good work we have started. My leaving PFTAC and the region is bitter-sweet; I have made trusted colleagues and friends but living in the digital world and moving to Washington DC I am literally an e-mail or friendly skype call away. I would appreciate staying in contact with everyone and know all about your progress and achievements in the Pacific for GFS. I leave you with this quote "I just wish that statistics was as easy as arranging numbers in chronological order, finding the median, lower the upper quartiles, and placing them on a box and whisker's chart" – *Charmaine J Forde*

### **Barend Christoffel De La Beer – Government Financial Statistics Advisor until October 2018**

#### ***When a plan comes together!***

I remember my first day at PFTAC in June 2014 when I met most of Pacific managers at a workshop in Nadi – I immediately was taken aback by the charisma of Pacific Islanders and knew my stint at PFTAC was going to be exciting. You will recall that one of the first things we did was to undertake a training needs analysis which resulted in an intensive regional PFTAC/PITAA training program. My visits to the islands were valuable and allowed us time to structure PFTAC technical assistance plans to address your reform priorities. Soon we saw some big changes taking place which included a shift from a tax type structure to the functional approach.

In many administrations this resulted in the creation of the taxpayer services function, which has played a major role in boosting and improving communication lines with taxpayers, and more importantly providing them with tools to facilitate compliance. We saw the development of arrears and returns management strategies, TA to improve the audit function and the start of compliance risk management. Looking back, these are great achievements of which you can be proud of – many of your tax administrations are small, understaffed and underfunded, but even under these constraints you achieved excellent results. I have fond memories of Fiji launching their first compliance plan to a huge gathering of accountants and lawyers and Samoa's compliance plan launch which received wide press coverage. These, and many other initiatives have played a valuable role in the transformation of all your organizations.

I have often been surprised by the pace of transformation within your countries and the revenue impacts of decisions you have made. Things that come to mind are how Tonga over the last year achieved good results after introducing a myriad of reforms, how even the smaller countries like Palau and the Marshall Islands through improvements have seen the makeup of their organizations change quickly with a new sense of urgency to improve revenue performance. Kiribati, with a new functional structure, PNG implementing a Medium-Term Revenue Strategy, Nauru building a tax administration from scratch and Vanuatu undertaking major tax reforms also reflect on how Pacific tax administrations have changed and matured over a very short period – something which is increasingly being recognized.

Another outstanding achievement was the creation of PITAA which provides an excellent vehicle to further support PICs in achieving their transformational goals. Although only recently established, PITAA is making good progress and with your support has the potential to grow into a recognized tax administration that can provide even wider services to all PICs.

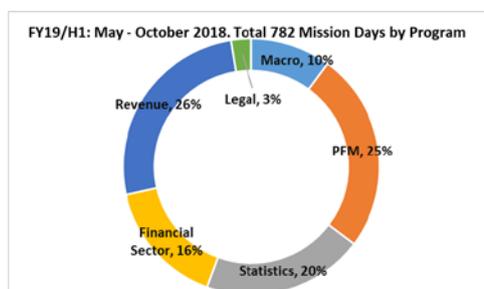
I have thoroughly enjoyed working with all of you over the last few years and thank you for building a strong relationship with PFTAC who is there to support and assist where we can.

All the best with your future reforms.

### **Stan Shrosbree – Revenue Advisor until October 2018**

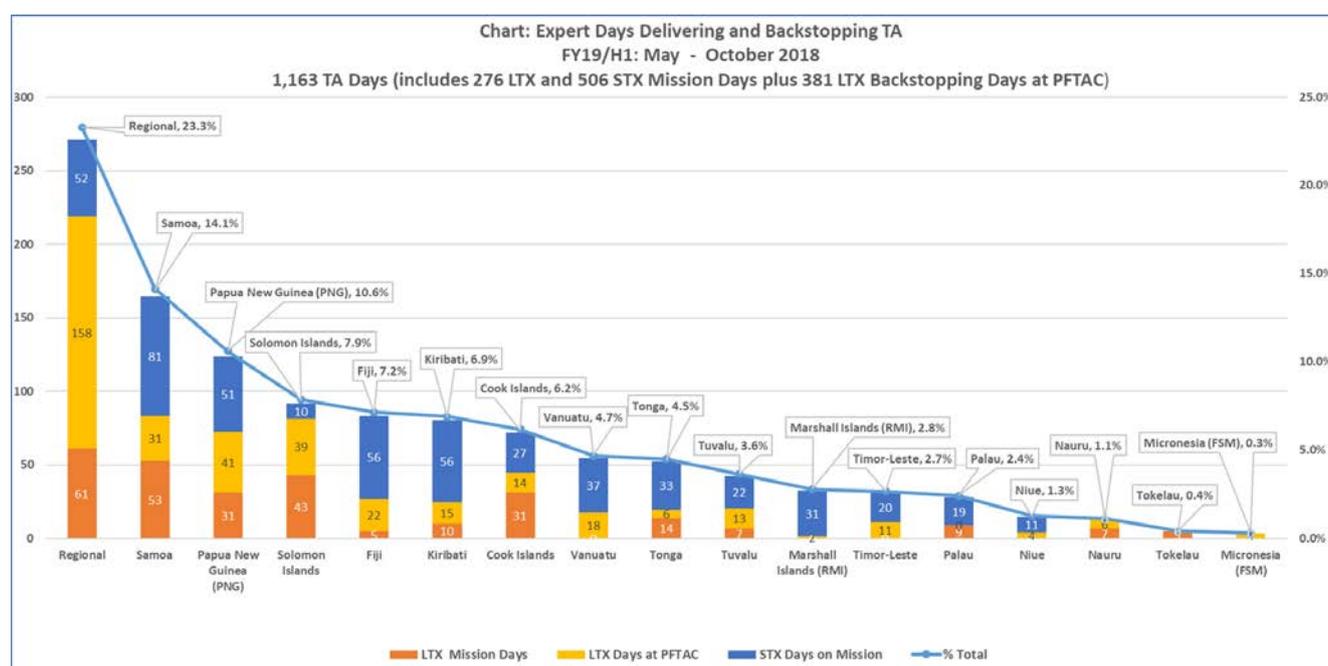
### III. PFTAC Developments

#### Activity – by program



There were 782 days of Technical Assistance (TA) delivered over 60<sup>2</sup> distinct missions or activities during the first half of FY19 (May – October 2018), with missions delivered to 14 of the 16 PFTAC member countries, with Samoa and Papua New Guinea each receiving seven missions and Solomon Islands six. The Revenue program was the most active, and with the PFM program, fiscal TA accounted for just over half of PFTAC’s efforts at 51 percent, followed by the Statistics program at 20 percent comprising the Real Sector Statistics (RSS) and Government Finance Statistics (GFS) sub-

programs; then Financial Sector Supervision (FSS) at 16 percent; Macroeconomic Programming at 10 percent; and Legal (LEG) inputs at 3 percent.



Each of the resident advisors spends up to half of their time directly delivering TA while on mission to member countries as well as through regional and sub-regional workshops/events. The balance of the advisors’ time spent at the PFTAC office in Fiji is devoted to preparing for their next mission or workshop or finalizing reports or products from their most recent mission, as well as importantly backstopping the short-term experts hired to leverage and extend their delivery capacity. During the first half of FY19, the resident advisors spent 276 workdays in the field delivering TA or training, while a further 381 workdays were spent in the PFTAC office. This comparatively high ratio (58 percent) of LTX days worked at the PFTAC office versus on mission (42 percent) is a result of staffing gaps and the changeover of resident advisors, with a second PFM advisor only arriving in mid-June, and a gap of two months between the departure of the RSS advisor in mid-August and arrival of his

<sup>2</sup> Counting as a single mission any with more than one expert all working on the same issues and Terms of Reference

replacement in mid-October. The departure of the GFS advisor in mid-October and an absence of the revenue advisor for a month before the end of his term in October all contributed to lower presence of the resident advisors in the field on mission.

Around 23 percent of resources were devoted to regional activities/tasks, particularly workshops and meetings of regional organizations. All 16-member countries have benefited from PFTAC TA during the period, either a mission and/or support and preparations provided remotely. A little less than half (47 percent) of TA provided went to just five countries: (1) **Samoa** – 14.1 percent; (2) **Papua New Guinea** – 10.6 percent; (3) **Solomon Islands** – 7.9 percent; (4) **Fiji** – 7.2 percent; and (5) **Kiribati** – 6.9 percent. The other 11 PFTAC member countries accounted for the balance of around 30 percent of resources.

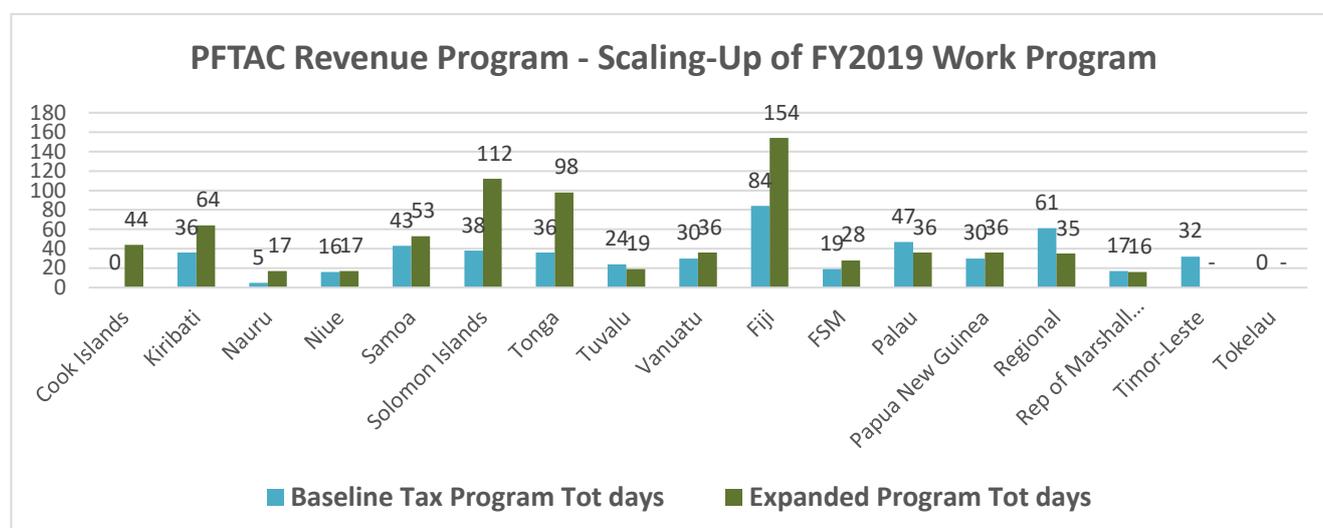
**Regionally focused activities during FY19/Q2 comprised a mix of workshops plus contributions to the annual meetings of regional groups** (listing at Annex V). A series of PFTAC organized Revenue events in September were convened back-to-back in Nadi starting with a 3-day sub-regional VAT workshop to inform countries contemplating a VAT along with several countries with a long-standing VAT to share their experiences. The annual 3-day meeting of the Pacific Island Tax Administrators Association (PITAA) was preceded by a one-day Tax Leadership workshop and a one-day Tax Planning meeting wrapped up the week. Similarly, PFTAC facilitated the 2-day annual meeting of the Association of Financial Supervisors of Pacific Countries (AFSPC) in Santo, Vanuatu that was followed by a 3-day workshop on Cyber/IT Risk in the financial sector. Finally, an annual 5-day GFS workshop was held in Nadi. The PFTAC coordinator and advisors also participated in other regional meetings that are crucial for coordination of PFTAC efforts given similar objectives of these regional organizations. These included the annual congress of the Pacific Association of Supreme Audit Institutions (PASAI) in Australia by the coordinator and PFM advisors; the annual Australian Bureau of Statistics Pacific Leadership Forum in Brisbane by the coordinator and GFS advisor, and the Friends of Budget Support meeting of development partners in Sydney by the coordinator and PFM advisors.

**The majority of planned FY19 workshops (12 of 16) were delivered by October 2018.** Between May and July, six workshops were held (two of 5-days duration, three of 3-days duration, and two single day events) and five between August and October (three 5-day events and two 2-day events). A total of **340 participants benefited from PFTAC workshop training, of which 124 (36.5 percent) were women.** With an average course duration of 3.45 days, **a total of 1,175-person training days were delivered, of which 445 were female (38 percent).** When advising member countries of upcoming workshops, nominations of appropriately qualified and experienced women are explicitly solicited. While TA mission delivery in FY19/H1 was less than planned, a front-loading of training events resulted in a significant jump in trainees and training days over the same period in FY18 with only 218 trainees and 968 training days delivered.

### ***Revenue Program Scaling-Up***

**There has been long-standing unmet demand for additional TA under the PFTAC revenue program.** With a single resident advisor, the program has operated at capacity in recent years, necessitating difficult prioritization in responding to member country needs. Those demands have grown more given the wider revenue mobilization agendas of most Pacific countries. The 2017 signing of the regional PACER Plus trade agreement by some Pacific nations has added pressure given projected trade tax losses that will need to be offset by new revenue sources, with the impact varying by country. Given the pent-up and expanding demand for PFTAC Revenue assistance that has been highly effective over the years, negotiations with Australia culminated in June 2018 with an injection of financing to PFTAC to scale-up the Revenue program. An initial commitment of US\$ 1 million provides for a scaling-up of TA delivery in the second half of FY19 to continue at an elevated level through

FY20/Q3. Additional annual contributions will similarly be needed to maintain the Revenue program at this level that is crucial given the medium-term horizon to implement meaningful tax reforms such as VAT introduction/strengthening and Medium-Term Revenue Strategies. If fully funded over the remainder of Phase V through 2022, the Revenue program would expand by approximately 45 percent from the baseline Phase V plan. Expanded program delivery will be achieved through additional short-term expert (STX) and Headquarters delivered TA that can nimbly adjust to financing availability. Specifically, the outgoing revenue advisor Stan Shrosbree will remain actively engaged from his New Zealand home as an STX to leverage off his knowledge and network. Most of the FY19 scaling-up is directed to PACER Plus signatories, with early expansion in the Cook Island, Kiribati, Solomon Islands, and Tonga, as well as Fiji that is not a signatory to the trade agreement.

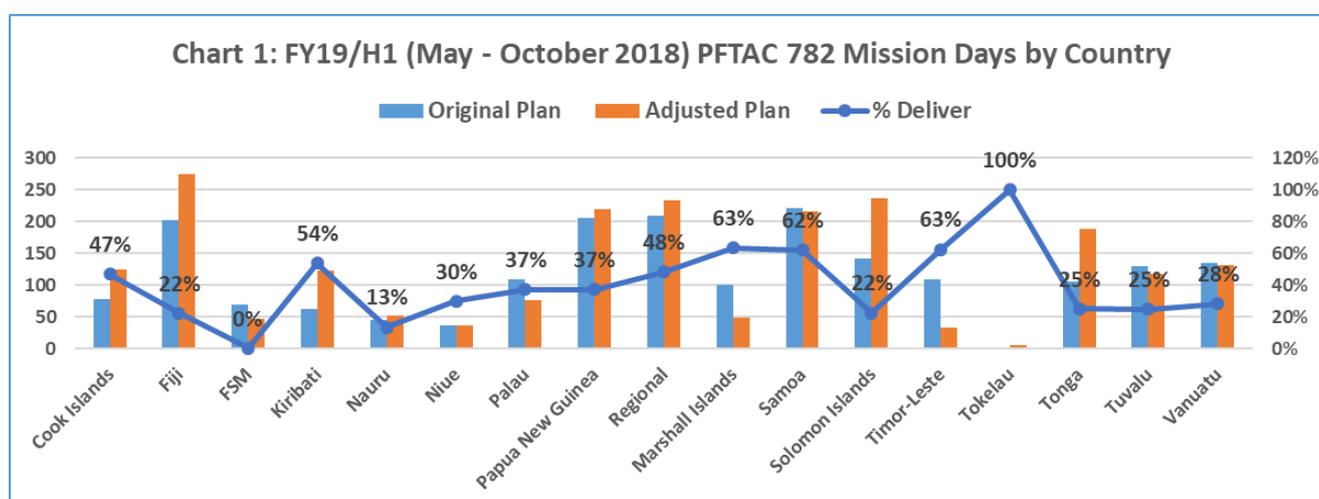


**Mid-Year Workplan Update**

The original FY19 workplan envisaged delivery of 1,980 days of TA over 167 missions – this excludes the time spent by the advisors at PFTAC as reported above. Each program workplan has been carefully reviewed to reflect actual delivery against expectations and to recalibrate plans for the remaining six months of FY19. The updated workplans are provided at [https://www.pftac.org/content/PFTAC/en1/reports11.html#tab\\_2](https://www.pftac.org/content/PFTAC/en1/reports11.html#tab_2) and show clearly the original plans along with any additions, deletions, and changes as well as execution at mid-year (October 31, 2018). They are presented program-by-program and additionally country-by-country. The impact of the changes is summarized at Annex I.

The revised workplan will deliver 173 missions and activities versus the original plan of 167 using 2,238 TA days of LTX and STX time, a 13 percent increase over the original plan. Three significant reasons lie behind these changes; (1) a significantly expanded Revenue program with more missions (offsetting fewer missions in some other programs), predominately delivered by a large increase in STX days (up from 360 to 664 days); (2) a reduction in LTX field days due to a cumulative eight month loss of resident advisor time from LTX recruitment gaps or absences; and (3) plans to overlap a successor macro advisor for six months with the outgoing macro advisor have been deferred until FY20 with an extension to the current advisor planned for a fifth and final year. The baseline workplan assumed a full contingent of seven LTX for the entire FY. The number of STX days will increase by 31 percent (from 1,178 to 1,542 days), but 13 percent fewer LTX field days will be used versus the original plan (down from 802 to 696 days). The planned number of missions or activities increased by 3.5 percent from 167 to 173, with some missions adjusted in terms of resource allocation and/or duration:

- **PFM:** 35 instead of 45 missions/events, using 520 instead of 506 days;
- **FSS:** 20 instead of 21 missions/events, using 297 instead of 283 days;
- **Macro:** 17 instead of 24 missions/events, using 145 instead of 203 days;
- **Revenue:** 65 instead of 43 missions/events, but using 664 instead of 360 days;
- **RSS:** 19 instead of 21 missions/events, using 275 instead of 296 days;
- **GFS:** 9 instead of 11 missions/events, using 143 instead of 154 days.
- **Legal:** 8 instead of 2 missions, using 77 instead of 20 days.

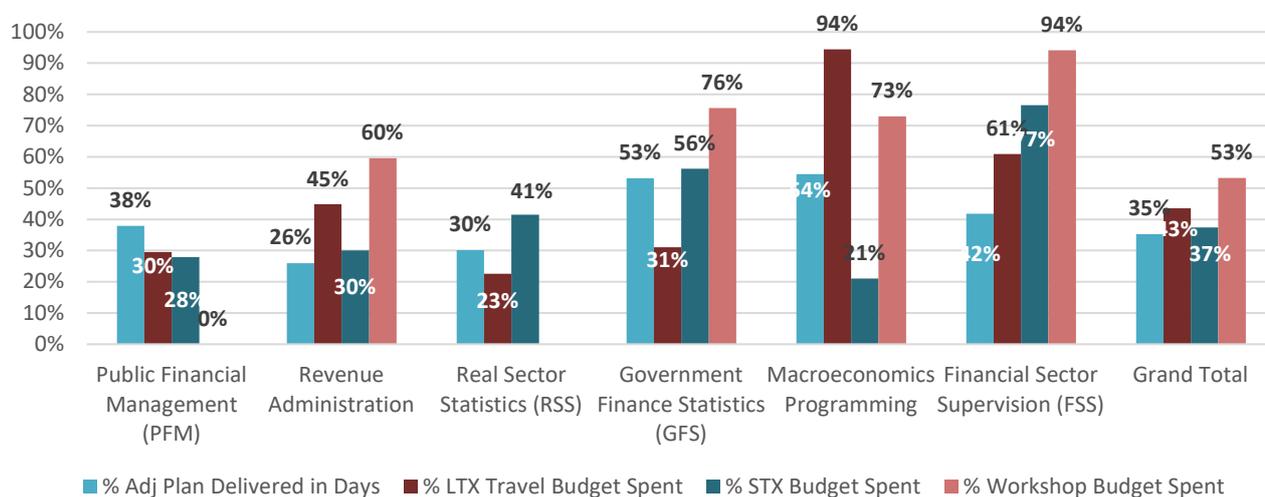


### Financial Report – Budget Allocation and Projected Expenditures

The originally endorsed PFTAC budget for FY19 was US\$ 6.566 million, or US\$ 7.062 including the trust fund fee. This budget is being increased by US\$ 728,000 to US\$ 7.294 million (excluding trust fund fee), reflecting a scaling-up of the Revenue program by US\$ 590,000, a complementary increase of US\$ 45,000 in the Legal program, and an extra US\$ 93,000 towards the Administration Budget in support of the 25<sup>th</sup> Anniversary event.

Mid-FY19 projected expenditures and commitments to end October 31, 2018 are around 45 percent of the original budget of US\$ 6.566. For those budget lines closely managed and monitored locally by PFTAC staff (short-term expert (STX) costs, resident advisor travel, and workshops) expenses and commitments to mid-FY19 are approximately 42 percent (\$1.5 of \$3.7 million spent/committed) of the adjusted total budget of US\$ 7.294 million. This is slightly higher than the ratio of 39 percent against the original workplan due to a higher execution of workshops during FY19/H1. While the financial sector program has a very high utilization of its STX budget at 77 percent, and the statistics programs at 48 percent are close to the half-way point, the macro and fiscal programs (revenue and PFM) reflect less than 30 percent STX budget utilization. However, as noted, the revenue program has begun a significant scaling-up including an 82 percent increase in the STX budget from \$ 612,000 to \$ 1.112 million, reflecting the lower mid-year execution rate against the expanded budget.

Chart: PFTAC Outturn at FY19 Mid-Year (October 31, 2018)  
'% of Adjusted Plan Delivered in Days or % of Budget Spent



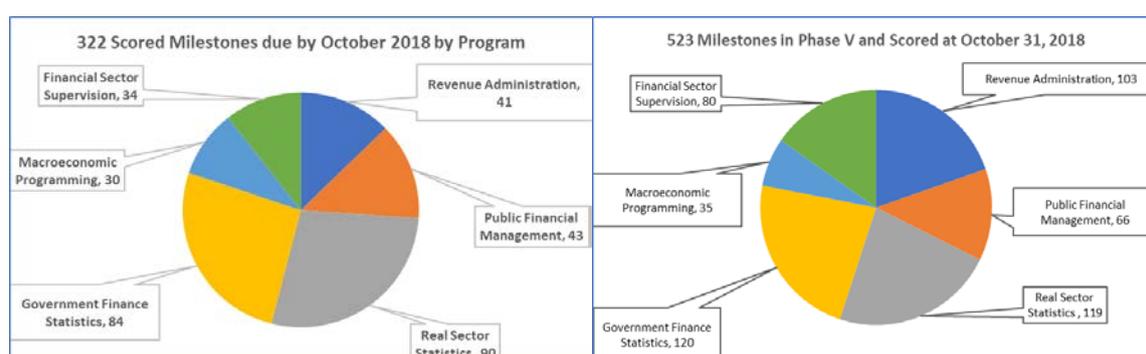
| Table: Phase V Member and Donor Contributions to PFTAC Funding |                                           |                        |            |
|----------------------------------------------------------------|-------------------------------------------|------------------------|------------|
| Member Countries                                               | Proposed Contributions for Phase V (US\$) | Contributions Received | LoU Status |
| Fiji                                                           | \$ 687,500                                | \$ 375,000             | ✓          |
| Cook Islands                                                   | \$ 110,000                                | \$ 60,000              | ✓          |
| Nauru                                                          | \$ 82,500                                 | \$ 81,967              | ✓          |
| Tokelau                                                        | \$ 11,000                                 | \$ 11,000              | ✓          |
| Vanuatu                                                        | \$ 165,000                                | \$ 90,000              | ✓          |
| Kiribati                                                       | \$ 82,500                                 | \$ 33,000              | ✓          |
| Tonga                                                          | \$ 110,000                                | \$ 50,000              | ✓          |
| Samoa                                                          | \$ 165,000                                | \$ 165,000             | ✓          |
| Tuvalu                                                         | \$ 27,500                                 | \$ 12,500              | ✓          |
| Niue                                                           | \$ 27,500                                 | \$ 5,000               | ✓          |
| Solomon Islands                                                | \$ 165,000                                | \$ 165,000             | ✓          |
| PNG                                                            | \$ 1,375,000                              | \$ 375,000             | ✓          |
| Marshall Islands (RMI)                                         | \$ 110,000                                | \$ -                   | Pending    |
| Palau                                                          | \$ 110,000                                | \$ -                   | Pending    |
| Federated States of Micronesia                                 | \$ 110,000                                | \$ 40,000              | ✓          |
| Timor-Leste                                                    | \$ 550,000                                | \$ -                   | Pending    |
| <b>Sub-Total Member:</b>                                       | <b>\$ 3,888,500</b>                       | <b>\$ 1,463,467</b>    |            |
| <b>Donors</b>                                                  |                                           |                        |            |
| ADB                                                            | \$ 800,000                                | \$ 800,000             | ✓          |
| Korea                                                          | \$ 2,500,000                              | \$ 1,000,000           | ✓          |
| New Zealand                                                    | \$ 8,500,000                              | \$ 8,435,040           | ✓          |
| Australia                                                      | \$ 7,579,202                              | \$ 4,044,380           | ✓          |
| EU                                                             | \$ 7,380,000                              | \$ 3,953,384           | ✓          |
| <b>Sub-Total Donors:</b>                                       | <b>\$ 26,759,202</b>                      | <b>\$ 18,232,804</b>   | H          |
| <b>Total</b>                                                   | <b>\$ 30,647,702</b>                      | <b>\$ 19,696,271</b>   |            |
| Baseline Funding Gap <sup>1/</sup>                             | \$ 4,652,298                              | \$ 15,603,729          |            |
| Aspirational Funding Gap <sup>2/</sup>                         | \$ 9,052,298                              | \$ 20,003,729          |            |
| 1/ Baseline Budget Target                                      | \$ 35,300,000                             |                        |            |
| 2/ Aspirational Budget Target                                  | \$ 39,700,000                             |                        |            |

### Financial Report – Fund Raising

**Significant donor contributions in FY19/Q2 lifted total receipts to US\$ 19.7 million.** New Zealand has now provided their entire promised Phase V commitments, and additionally agreed to a further contribution of US\$100,000 to help finance the December PFTAC anniversary. During the period \$US 500,000 was received from Korea, and approximately US\$300,000 towards the Australian additional commitment of \$US 1 million to scale-up the revenue program. Member contributions during the period were minimal, and Letters of Understanding and hence financial contributions have still not been secured from the Marshall Islands, Palau, and Timor Leste. If all remaining expected member contributions and donor pledges are received, a funding gap of approximately US\$ 6 million remains to be filled to avoid

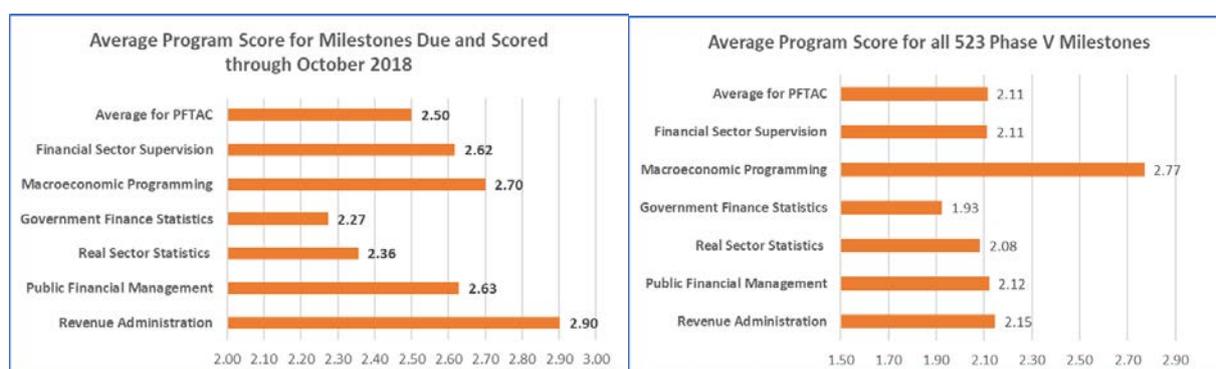
### Managing for Results

PFTAC has now been using the IMF’s Results Based Management (RBM) methodology for 18 months. Since first reporting in November 2017 at mid-FY18, the number of active Logical Frameworks (LogFrames) created and monitored has risen from 82 to 118. A year ago, 188 milestones were being tracked. This grew to 254 by the end of FY18 (April 2018), and is now 322 milestones that are expected to be achieved on or before October 31, 2018. However, another 201 milestones that fall due at a future time are also being tracked, making a total of 523 active milestones.

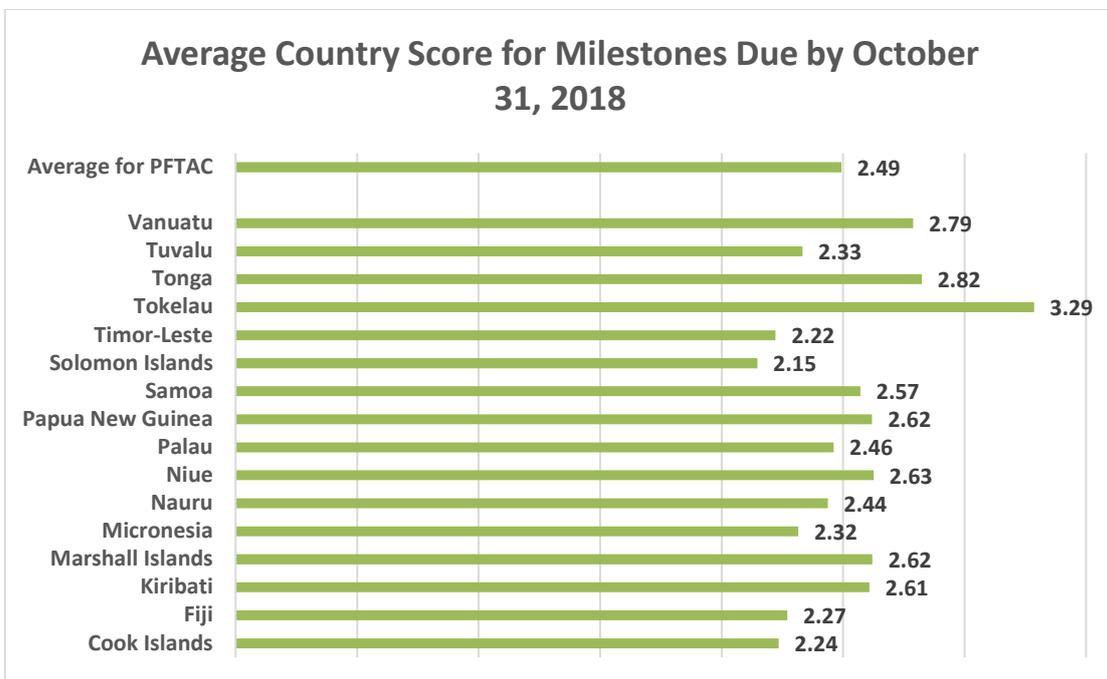
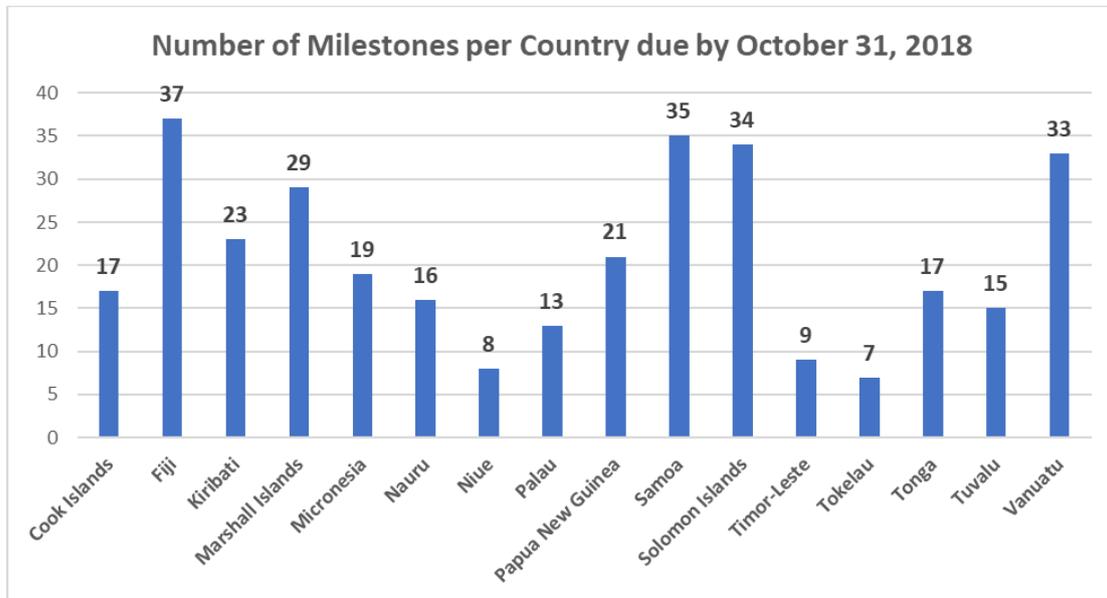


Separate LogFrames have been created for each country where a PFTAC program is actively working towards a specific objective. Achievement of the outcomes over the longer term are the accomplishment of the authorities that the TA from PFTAC has contributed towards and perhaps other TA or inputs from other sources. In the short to medium-term (up to three years ahead), the advisors identify milestones towards the achievement of each Outcome, with at least one per year, but usually not more than a few. The status of all 523 active milestones has been updated on a simple scale where 1=No Progress/Not Started; 2=Partially Achieved; 3=Largely Achieved; and 4=Fully Achieved.

Milestones due to be completed by October 2018 were scored 2.50 on average across all PFTAC programs, namely half way between Partially and Mostly Complete. Unsurprisingly, the average score for all 523 milestones that stretch 2 – 3 years into the future is just above Partially Complete at an average of 2.11. Caution is advised in interpreting and comparing averages across programs given the larger number of current milestones for the statistics programs whose performance have been impacted by gaps and turnover of experts. In the longer run, the difference between programs is less pronounced other than the Macro program that is an outlier with relatively few milestones defined.



There is some correlation between the number of milestones falling due in a country and the volume of TA provided by PFTAC, such as in the case of Fiji, Samoa, and the Solomon Islands. However, a few countries that are relatively high TA users (Papua New Guinea and Kiribati) have longer horizons for their milestones.



## IV. Report on Program Activities and Achievements

### Public Financial Management (PFM)

The PFM program continues to cover a broad spectrum of issues.

**Fiji:** The August Chart of Accounts (CoA) mission supported the **redesign of the Government's CoA** as part of plan of the Ministry of Economy to adopt accrual accounting. A new eight segment CoA schematic was endorsed which now **expands reporting capabilities, eliminates inconsistencies in the existing structure, and provides a mechanism to better integrate budget, macro fiscal, financial, statistical and management reporting requirements**. It also supports the Government Financial Statistical Reporting against the 2014 framework (GFSM2014) and the International Public-Sector Accounting Standards (IPSAS) cash basis reporting.

**Samoa:** The August mission undertook a **Public Expenditure and Financial Accountability (PEFA) assessment**, collecting data and completing an initial assessment of Samoa's PFM systems and processes based on the 2016 PEFA framework. The mission reviewed currently available evidence against the 2011 framework and making a **preliminary assessment that outcomes have not deteriorated since the last assessment**. Further missions are scheduled in FY19 to focus on improving the overall budget presentation; develop a strategic plan for the Internal Audit Unit; draft policies for asset accounting and reporting; establish a revised warrant system; and develop risks indicators to monitor each of the State-Owned Enterprises (SOE).

The aim of the September mission was to **improve the framework and indicators used by the Ministry of Public Enterprises (MPE) in monitoring financial performance and fiscal risks of SOEs** in Samoa. The mission considered ways to address issues such as transparency in reporting by SOEs **through a revision to reporting structures** to a more analytical level with detailed fiscal risk analysis and recommendations to **strengthen SOE related legislation**; as well as a government guarantee policy and on-lending policy. Progress in complying with IPSAS cash basis reporting and asset reporting was reviewed.

**Solomon Islands:** a cash management and forecasting workshop followed two earlier missions in 2016 and 2017 that developed a cash forecasting model. **The monthly model has reached a level that can now be used for reporting**. While good progress was made on the forecast, it still requires further refinement and improvements to data quality. The mission prepared **an updated cash management workplan to support cash management reforms**.

**Tonga:** A mission to **support the redesign of the Government's CoA was delivered**. A new eight segment CoA schematic was provisionally agreed with additional segments on cash in-kind donor contributions, establishing cost centers including a cross cutting element to capture details on disaster related expenditures and reporting against the government's strategic framework. The mission recommended careful consideration of IT enhancements that may be directly impacted by CoA changes.

**Conferences/Meeting:** both PFM advisors attended the **Annual Congress of PASAI (Pacific Association of Supreme Audit Institutions)** in August in Australia. The theme of the Congress was "embracing the digital future". A PFTAC presentation highlighted the structure and design of PFM related assistance. The FY18 results were shared together with recent PFM efforts and issues. In October, the PFM advisors attended the **Friends of Budget Meeting** in Australia that followed a **PFM Long Term Experts Retreat in Washington** attended by both PFM advisors. Several themes were highlighted **including the Public Investment Management Assessment**

**(PIMA) framework, the Open Budget Index, fiscal transparency, gender budgeting, Public Sector Balance Sheet analysis, and ongoing developments with PEFA.**

### Macroeconomic Analysis and Forecasting

**Papua New Guinea:** The Bank of Papua New Guinea has been taking a leading role to develop capacity for macroeconomic analysis and forecasting at the BPNG, the PNG public sector, and the region. A September mission by the Macro advisor **completed the upgrade of the PNG Monetary and Fiscal Forecasting (MFF) Model which is now the most advance macroeconomic and fiscal framework in the region.** Public debt projection is now incorporated into the MFF Model. The advisor also set up a template for mapping general government GFS data provided by Department of Treasury (DOT) to central budgetary government. Work on scenario analysis is currently on going with discussions on exchange rate, loans and bond issue (foreign currency denominated), transfers, change in employment structure, and tax effects scenarios during the mission.

**Solomon Islands:** In response to a request from the Central Bank of Solomon Islands (CBSI) and the Ministry of Finance and Treasury (MOFT), the Macro Advisor conducted a **TA mission to continue modeling of value added tax (VAT) design scenarios and upgrading of the CBSI and MOFT macroeconomic frameworks.** Methodology was developed further to assess the potential impact of introducing a VAT. The impact of a decline in forestry (log exports) on the rest of the economy was estimated and built into the CBSI and MOFT frameworks. The CBSI now forecasts the monetary accounts following a template developed during the July macroeconomics course.

**Tuvalu:** a TA mission in October helped to enhance economic and fiscal forecasting. Mr. Sione Faleafa, Chief Economist, Ministry of Finance, Tonga joined the mission to share his experience and knowledge with gross domestic product (GDP) forecasting. **A GDP forecasting model by industries and Tuvalu Economic Indicators (TEI) database was set up during the mission.** Ongoing training will be provided to enable staff to produce independent GDP forecasts.

**Regional:** the Macro advisor also **facilitated presentations in two regional workshops on Government Finance Statistics (GFS) and VAT,** both of which were held in Nadi. The presentation for the GFS focused on **the importance of GFS data for fiscal forecasting and monitoring** while the VAT presentation enabled the participants to gain an **understanding of estimating VAT collection which is a key data source to compile production GDP.**

**Upcoming events:** a mission to the **Cook Islands** in early November was requested **to estimate the economic and revenue contribution of the Offshore Industry.** In December, a three-day regional **Workshop on Policy Making to Influence Sustainable Growth and Productivity** will be facilitated by the Macro Advisor and expert from the IMF's Institute for Capacity Development (ICD) as part of the PFTAC 25<sup>th</sup> Anniversary event.

### South-South learning: From Tonga to Tuvalu and back

“Having access to a good forecasting framework is remarkably enriching for the government in its budget preparation and particularly informing our decision-makers in a timely manner.” (Niuatui Niuatui, Director of Planning, Budget and Aid Coordination, Ministry of Finance and Economic Planning, Tuvalu).

In October 2018 Sione Faleafa, Chief Economist, Ministry of Finance, Tonga, joined PFTAC Macroeconomic Advisor Iris Claus in Tuvalu to share his experience and knowledge with gross GDP forecasting and assist staff at the Ministry of Finance and Economic Planning to develop their own GDP forecasting framework. *“We talked about Sione helping us with GDP forecasting at a PFTAC training event in Solomon Islands in July.”* (Fuitai Enya Taomia, Tuvalu Ministry of Finance and Economic Planning). Tonga has one of the best GDP forecasting frameworks in the region. In FY2016 a secondee from the Reserve Bank of New Zealand, who was recruited by PFTAC and funded by the Asian Development Bank, assisted staff at the Tonga Ministry of Finance to develop it. The framework is regularly used in budget preparations and IMF Article IV consultations and staff continue to enhance it.

Having indicators of economic activity is critical for forecasting and a database, Tuvalu Economic Indicators (TEI), was set up. The database includes monthly imports, arrivals, and exchange rates, quarterly consumer prices and energy consumed, and information on the number of students and teachers, government employees, fishing licenses, contributions to the Tuvalu National Provident Fund, population estimates by the Tuvalu Central Statistics Division, projections by the United Nations, and world prices from the IMF’s World Economic Outlook. Another key source of information to estimate and forecast GDP is high quality fiscal and budget data.



Methods were enhanced to derive annual estimates of economic and fiscal variables when partial data for the year are available. Real GDP estimates and forecasts by industries are produced based on the economic and fiscal indicators in the TEI database and GDP deflators are forecast with world prices and components of the consumer price index.

*“We will continue to collect indicators to help with GDP forecasting and use the new framework in next year’s budget preparations.”* (Nuausala Nuausala, Tuvalu Ministry of Finance and Economic Planning).

*“Helping set up the Tuvalu framework has given me new ideas for how we can enhance our own framework back home.”* (Sione Faleafa, Ministry of Finance, Tonga).

*“South South learning is a key aspect of capacity building in the region. Thank you Minister Tu’lonetoa and Chief Executive Officer Fa’otusia for releasing Sione to join me in Tuvalu!”* (Iris Claus, PFTAC).

### Revenue Policy and Administration

TA activity in revenue administration continues to focus on two key areas: strengthening revenue administration management and governance and strengthening core tax administration functions. Progress towards these initiatives is expected to reduce administrative costs, support domestic revenue mobilization and improve filing and payment rates over time. A recently scaled-up revenue program will provide tax policy, legal advice, and TA to those countries facing a potential decline in trade tax revenues resulting from trade liberalization under the recently signed PACER Plus agreement. PFTAC capacity building and training focuses largely on strengthening core tax functions and facilitating the design of compliance improvement strategies.

**Regional:** seven PICs and representatives from Bhutan attended a workshop on **‘Implementing a Successful Value Added Tax (VAT) Regime’** in the lead up to the Pacific Island Tax Administrators Association (PITAA) annual meeting. A three-day workshop informed PICs (Solomon Islands, Timor-Leste, Palau, Marshall Islands, Nauru, and Federated States of Micronesia) on critical issues relating to successful implementation of VAT with experience sharing from established VAT regime countries such as Fiji.

Under Fijian chairmanship, PITAA delegates met over three days to focus on **“Sustaining the Pacific through Effective Revenue Mobilization”**. This built on the July joint Caribbean/Pacific Washington conference on ways to strengthen core tax functions through revenue enhancing strategies. For the second consecutive year, PFTAC hosted an awards dinner and recognized the achievements of three countries for their progress in advancing revenue reforms.



Fiji’s Acting Prime Minister and Minister for Economy, Hon Aiyaz Sayed-Khaiyum, presented awards to the Kiribati Commissioner (see photo) for strengthening core tax functions, Fiji for supporting regional tax administration development, and Tonga for strengthening revenue administration and governance arrangements. PFTAC also held one-day events before and after the PITAA meetings, the first a workshop on **Leading Change** also included an excellent presentation by Mr. Pradeep Lal, CEO Vodafone Fiji, on managing large organizational change. The second workshop which focused on discussing **Regional Technical Assistance Needs** also included an informative presentation by the vice-president of the Fiji Chamber of Commerce, Dr. Nur Bano Ali on facilitating business tax compliance from a private sector perspective.

In August, the revenue advisor represented PFTAC at the **Revenue Management System (RMS) Leaders Forum** held in Wellington, New Zealand to support PICs in the development of a **Regional IT Support Model**. PFTAC facilitated an assessment of PIC Information Technology challenges and issues in 2017. Based on that assessment, the IT vendor Data Torque organized this forum to address PIC IT concerns – an enabling factor to support improved compliance, tax collections, and the reduction of compliance and administrative costs.

**Vanuatu:** Mr. Carson McNeill, IMF short term expert, visited Port Vila between August 6 – 17, 2018 to evaluate the recently implemented DCIR functional structure and governance framework. While some progress is noted, the mission **facilitated the design of an action plan to implement the recommendations in line with the authorities’ reform agenda.**

**Kiribati:** The September mission **assisted the Kiribati Taxation Division (KTD) with the development of a VAT Audit Kit**. The KTD Auditors were trained in the use of the VAT Audit template, with further modifications made to improve KTD's audit processes and an appropriate range of tax audits and other initiatives such as the VAT Audit Kit to ensure accuracy of reporting (TADAT POA6).

**Papua New Guinea:** Two missions were delivered. The July visit **introduced the Medium-Term Revenue Strategy (MTRS) resident advisor to PNG Treasury and Internal Revenue Commission (IRC) officials**. Meetings were held with management and staff of both agencies as well as senior officials and the Minister responsible for the MTRS. The visit also provided an opportunity to discuss the ability of the IRC to implement the MTRS from a management and operational viewpoint. The September mission, requested by the Deputy Prime Minister and Treasurer, was to undertake a full current state assessment of the IRC in anticipation of a new Commissioner General being appointed.

### Pacific Island Tax Administrators Association (PITAA) Annual Meeting: September 11-13, 2018 - Fiji

The Fiji Revenue and Customs Service (FRCS) hosted the 15<sup>th</sup> Annual PITAA Heads Meeting – *Sustaining the Pacific through Effective Revenue Mobilization* – in Nadi, Fiji from September 11-13, 2018. The meeting was attended by delegates from 12 of the 16 PITAA members with observers from local, regional, and international organizations. The Meeting was officially opened by the Chief Guest, Mr. Visvanath Das – FRCS Chief Executive Officer who in his opening address urged the Heads of Administrations to rethink and reevaluate how to do business and look at the horizon in terms of trends, best practices, risks, and pragmatic solutions which fit in the respective administration’s context.

Also attending were observers from local, regional and international organizations including, the Australian Department of Foreign Affairs & Trade, Data Torque, INSPUR Group, Inter-American Center of Tax Administrations (CIAT), New Zealand Inland Revenue Department (NZIRD), New Zealand Customs Service (NZCS), Oceania Customs Organization (OCO), Organization for Economic Cooperation & Development (OECD) - Revenue Statistics and the Global Forum on Transparency and Exchange of Information for Tax Purposes. IMF and PFTAC staff also participated.



Presentations and discussions focused on three thematic areas: strengthening core tax functions, improving tax strategies to increase revenue, and strengthening tax administrations through international tax initiatives. PFTAC presented on Lessons and Priorities for Revenue Mobilization in Small States which provided delegates a brief overview of the commonalities in tax reform outcomes between the Caribbean and the Pacific, examining shared successes and shortcomings as well as lessons learned from each region and their applicability to the other region. The other presentation focused on PFTAC’s work and achievements in the revenue administration space for 2018. A presentation by IMF staff highlighted critical steps and principles of reform initiatives with respect to VAT implementation and the importance of improved data for efficient and effective tax administrations.

Delegates also benefitted from a wide range of presentations that included Tax Strategies for High Net Wealth Individuals, Compliance and Risk Management, Knowledge Sharing Platform, Revenue Statistics Publication – Asia Pacific, Global Forum work in the region, and BEPS Minimum Requirements and Inclusive Framework.

PFTAC has played a valuable role in supporting PITAA by fully or partly funding training programs and conferences and facilitating regional knowledge sharing. PFTAC will continue to build upon this relationship with PITAA by supporting regional training and capacity building activities.

**Fiji:** Two missions were delivered during FY19/Q2. The July mission was to further assist the Fiji and Revenue Customs Service (FRCS) in the design of a **Private and Public Rulings** process. By the end of the visit a comprehensive public rulings program had been prepared and agreed with the Technical Interpretations Unit (TIPU) that produces rulings. The extension of the program to include private rulings will be considered later.

A legal mission focused on the **rewrite of the VAT and Stamp Duty Act** – a continuation of the earlier LEG mission to Suva in November 2017 and April 2018. This will simplify the existing laws, remove technical deficiencies and harmonize issues/concepts (e.g. cross border and digital transactions) that have implication on tax. An initial draft of the rewritten VATA was provided to FRCS on August 26, 2018. The mission will further provide the VAT Act (second draft), VAT Act technical notes and Stamp Duties Act (first draft) by the end of November based on feedback provided by FRCS.



**Tonga:** a mission by short term expert, Mr. Mark Bell from October 22 to November 2 **assisted the Ministry of Revenue and Customs (MoRC) to improve tax audit capability**. The authorities have hosted several PFTAC tax policy and administration missions in recent years and have been successful in implementing a wide range of reforms. This mission further **facilitated the development of a new audit plan** and action plan that measures TADAT Performance Outcome Area 6 (Accurate Reporting in Declarations)).

### Government Finance Statistics (GFS)

A GFS mission to **Papua New Guinea** and **Kiribati** and a regional GFS workshop in Nadi, Fiji were delivered during the quarter. The GFS statistics advisor and PFTAC coordinator attended and participated in the 2018 Pacific Leadership Forum hosted by the Australian Bureau of Statistics during August 2018.

**Regional:** In August, the GFS program provided a regional training event on GFS in Nadi to eleven Pacific Island Countries and the South Pacific Tourism Organization (SPTO), providing training to 47 officials, ranging from treasuries, national statistics offices, ministries of finance, central banks, and researchers from the SPTO. The mission **assisted the authorities to set-up a data capturing and classification file for public corporation data and to complement GFS with better data on donor-financed projects**. Please see a short video clip of the event and views from the participants: <https://www.facebook.com/FijiPFTAC/videos/319304112193609/>

**Kiribati:** A TA mission for Kiribati **assessed data sources and discussed a strategy for expanding the institutional coverage**. The mission was conducted by a short-term GFS expert with specific focus on data for donor-financed projects and the data sources available for public corporations. The mission developed templates for the collection of data from project implementation units and compilation sheets for public corporations. Statistics officials was trained on how to capture financial reporting data and balancing the accounts. Annual GFS for general government for 2017 was also completed.

**Papua New Guinea:** A mission to PNG in September assisted the authorities to review, refine and update budget volumes I and II. Budgetary central government data for the fiscal year 2017 was completed. The mission worked with the Bank of Papua New Guinea and the Departments of Finance and Treasury **on the collection and compilation of financial balance sheet transactions and stock data for cash balances, accounts payables and receivables and contingent liabilities**.

**2018 Pacific Statisticians Leadership Forum:** The forum presented a great opportunity for statisticians and leaders to get together to discuss, share ideas and experiences on data dissemination within the Pacific region. The forum was attended by statisticians and donor and development partners and delivered on keynote addresses by inspiring speakers and leaders. A wide range of topics and engaging statistical stories was shared. The main themes were: the importance of data visualization and the wide range of accessible and low-cost visualization tools available to tell statistical stories, dissemination challenges for NSO's, the changing data landscape, governance of national statistical systems and beyond and using data to inform decision making in the Pacific.



### Financial Sector Supervision

The Financial Sector Supervision (FSS) program had a relatively quiet second quarter in terms of missions, with a focus on follow-up from the Association of Financial Supervisors for Pacific Countries (AFSPC) On-line Prudential Reporting Working Group workshop, held in Sydney in June; organizing the 2018 Annual Meeting of the AFSPC held in Vanuatu in August; and setting up the follow-up from the Insurance Supervision Workshop held in Fiji in May. In addition, PFTAC provided additional support to Timor Leste in the implementation of credit risk regulatory reform, including IFRS9.



**AFSPC conference and Cyber and IT Risk Workshop:** In August, the Association of Financial Supervisors of Pacific Countries (AFSPC) held its 2018 Annual Meeting, funded by the Pacific Financial Technical Assistance Centre, in Vanuatu. The meeting included a 3-day workshop on Cyber Security and IT Risk to address AFSPC members' increasing need for capacity building in this area. In 2017, AFSPC members identified cybersecurity and IT risk as an important issue for supervisory attention and technical assistance to manage such risks. In response, PFTAC and MCM staged a three-day workshop on Cyber Security and IT Risk drawing on global expertise in managing cyber and IT risk, including the participation of cyber experts from MCM and ITD (Lincoln Kaffenberger pictured); the Australia Prudential Regulation Authority; Financial Services - Information Sharing and Analysis Center; and the Central Bank of Armenia. **The workshop provided an overview of how to manage such risks and identified gaps in regulatory frameworks and supervision practices and will be followed with targeted bilateral TA in assisting with the development of comprehensive risk regulations and capacity building.**

**Insurance Regulatory Reform - Fiji, Samoa, Tonga:** with respect to insurance regulatory frameworks, following on from the Insurance Supervision Workshop held in May 2018, Fiji, Samoa and Tonga agreed with PFTAC insurance regulatory reform strategies and technical assistance plans, aimed at enhancing insurance law and regulations, with assistance from PFTAC, over the next 18 months. This work commenced in October.

## V. Summary of FY19 TA Delivery at Mid-Year Against Original and Updated Workplan

| Program                       | Original FY19 Workplan |              |              |            | Delivered thru end-Oct 2018 |            |            |           | % Orig. Plan Delivered |            |            |            |
|-------------------------------|------------------------|--------------|--------------|------------|-----------------------------|------------|------------|-----------|------------------------|------------|------------|------------|
|                               | LTX                    | STX          | Total        | Missions   | LTX                         | STX        | Total      | Missions  | LTX                    | STX        | Total      | Missions   |
| Public Financial Management   | 163                    | 343          | 506          | 45         | 83                          | 114        | 197        | 11        | 51%                    | 33%        | 39%        | 24%        |
| Financial Sector Supervision  | 116                    | 167          | 283          | 21         | 36                          | 88         | 124        | 10        | 31%                    | 53%        | 44%        | 48%        |
| Government Finance Statistics | 102                    | 52           | 154          | 11         | 38                          | 38         | 76         | 5         | 37%                    | 73%        | 49%        | 45%        |
| Real Sector Statistics        | 123                    | 173          | 296          | 21         | 14                          | 69         | 83         | 5         | 11%                    | 40%        | 28%        | 24%        |
| Revenue Administration        | 158                    | 360          | 518          | 43         | 44                          | 159        | 203        | 19        | 28%                    | 44%        | 39%        | 44%        |
| Legal/Tax Policy              | 0                      | 20           | 20           | 2          | 0                           | 20         | 20         | 2         | 0%                     | 100%       | 100%       | 100%       |
| Macroeconomic Prog & Analysis | 140                    | 63           | 203          | 24         | 61                          | 18         | 79         | 8         | 44%                    | 29%        | 39%        | 33%        |
| <b>Total</b>                  | <b>802</b>             | <b>1,178</b> | <b>1,980</b> | <b>167</b> | <b>276</b>                  | <b>506</b> | <b>782</b> | <b>60</b> | <b>34%</b>             | <b>43%</b> | <b>39%</b> | <b>36%</b> |

| Program                       | Mid-FY19 Updated Workplan |              |              |            | % Chg. Updated/Original Plan |            |            |           | % Updated Plan Delivered |            |            |            |
|-------------------------------|---------------------------|--------------|--------------|------------|------------------------------|------------|------------|-----------|--------------------------|------------|------------|------------|
|                               | LTX                       | STX          | Total        | Missions   | LTX                          | STX        | Total      | Missions  | LTX                      | STX        | Total      | Missions   |
| Public Financial Management   | 203                       | 317          | 520          | 35         | 25%                          | -8%        | 3%         | -22%      | 41%                      | 36%        | 38%        | 31%        |
| Financial Sector Supervision  | 77                        | 220          | 297          | 20         | -34%                         | 32%        | 5%         | -5%       | 47%                      | 40%        | 42%        | 50%        |
| Government Finance Statistics | 75                        | 68           | 143          | 9          | -26%                         | 31%        | -7%        | -18%      | 51%                      | 56%        | 53%        | 56%        |
| Real Sector Statistics        | 102                       | 173          | 275          | 19         | -17%                         | 0%         | -7%        | -10%      | 14%                      | 40%        | 30%        | 26%        |
| Revenue Administration        | 117                       | 664          | 781          | 65         | -26%                         | 84%        | 51%        | 51%       | 38%                      | 24%        | 26%        | 29%        |
| Legal/Tax Policy              | 10                        | 67           | 77           | 8          | 0%                           | 235%       | 285%       | 300%      | 0%                       | 30%        | 26%        | 25%        |
| Macroeconomic Prog & Analysis | 112                       | 33           | 145          | 17         | -20%                         | -48%       | -29%       | -29%      | 55%                      | 55%        | 55%        | 47%        |
| <b>Total</b>                  | <b>696</b>                | <b>1,542</b> | <b>2,238</b> | <b>173</b> | <b>-13%</b>                  | <b>31%</b> | <b>13%</b> | <b>4%</b> | <b>40%</b>               | <b>33%</b> | <b>35%</b> | <b>35%</b> |

## VI. Planned TA Activities FY19/Q3: November 2018 – January 2019

### November 2018 Planned Activities

| Country          | Program | Description                                                                               | Advisor/s                          | Dates                         |
|------------------|---------|-------------------------------------------------------------------------------------------|------------------------------------|-------------------------------|
| Cook Islands     | Macro   | Economic and Revenue Contribution of the Offshore Industry                                | LTX – Claus                        | Oct 29 – Nov 9                |
|                  | Revenue | High Level Diagnostic                                                                     | LTX – Eysselein<br>STX – Shrosbree | Nov 19 – 20                   |
| Fiji             | FSS     | Insurance Legislation and Prudential Standards                                            | STX - Claxton                      | Nov 20 – 23                   |
|                  | PFM     | Risk Based Auditing                                                                       | LTX – Neves<br>STX – Morrison      | Nov 5 – 9                     |
|                  | PFM     | Finalize Economic Classification of Chart of Accounts                                     | STX – Silins                       | Remote to end Jan             |
|                  | RSS     | National Accounts- Rebasing GDP                                                           | LTX – Scheiblecker                 | Nov 26 – Dec 4                |
|                  | Revenue | Strengthen Compliance in the High Net Worth Individuals Segment                           | STX – Piper                        | Nov 12 – 23                   |
| Kiribati         | Revenue | Review Modernization Project Plan and improve on-time filing and on-time payment of taxes | STX – Scott                        | Nov 26 – Dec 7                |
| Marshall Islands | Revenue | Strengthen On-time Filing, On-time Payment and Taxpayer Services                          | STX – Lawrence                     | Nov 5 – 16                    |
| Niue             | Revenue | Finalize Income Tax Laws                                                                  | STX – Burns                        | Nov 5 – 12                    |
| Samoa            | FSS     | Insurance Legislation and Prudential Standards                                            | STX – Claxton<br>STX – Rush        | Oct 20 – Nov 23<br>Nov 5 – 30 |
|                  | Revenue | Strengthen on-time filing and on-time payment of taxes                                    | STX – Scott                        | Nov 5 – 16                    |
| Solomon Islands  | Revenue | Design Modernization Strategy                                                             | STX – Scott                        | Nov 5 – 16                    |
| Tonga            | FSS     | Insurance Legislation and Prudential Standards                                            | STX – Claxton<br>STX – Rush        | Oct 20 – Nov 23<br>Nov 5 – 30 |
|                  | PFM     | Improving Internal Audit Framework and Practices                                          | STX – Prcovich                     | Nov 12 – 16                   |
|                  | PFM     | Financial Reporting                                                                       | LTX – Kubasta                      | Nov 12 – 16                   |
|                  | Revenue | Design Strategy to expand Large Taxpayer Office (LTO)                                     | STX – Sutherland                   | Nov 5 – 16                    |

|         |         |                                                                                   |                                |             |
|---------|---------|-----------------------------------------------------------------------------------|--------------------------------|-------------|
| Tuvalu  | FSS     | Supervision Development Program- on site examination- Credit and Operational Risk | LTX – Stefanou<br>STX – Algier | Nov 21 – 30 |
|         | Revenue | Develop IT Strategy (to seek donor support)                                       | STX – Lester                   | Nov 19 – 23 |
| Vanuatu | RSS     | National Accounts                                                                 | LTX – Scheiblecker             | Nov 12 – 23 |

### December 2018 Planned Activities

| Country         | Program   | Description                                                                                  | Advisor/s                          | Dates           |
|-----------------|-----------|----------------------------------------------------------------------------------------------|------------------------------------|-----------------|
| Regional        | Macro/ICD | Workshop on Policy Making to Influence Sustainable Growth and Productivity                   | LTX – Claus<br>HQ – Tanner         | Dec 3 – 5       |
| Solomon Islands | Revenue   | Design Large Taxpayer Office (LTO) and Introduce Function Based Structure                    | LTX – Eysselein<br>STX – Shrosbree | Dec 10 – 21     |
|                 | RSS       | National Accounts                                                                            | STX – Andrews                      | Nov 28 – Dec 11 |
| Fiji            | PFM       | Revision of Financial Legislation                                                            | LTX – Kubasta<br>STX – McKenzie    | Dec 3 – Dec 12  |
|                 | Revenue   | Improve on-time filing and payment and the management of tax arrears and outstanding returns | STX – Lawrence                     | Dec 10 – 21     |
| Vanuatu         | PFM       | Workshop on Payroll System and Procurement Audit                                             | STX – Prcevich                     | Dec 3 – 14      |

## January 2019 Planned Activities

| Country          | Program | Description                                                                          | Advisor/s                                      | Dates          |
|------------------|---------|--------------------------------------------------------------------------------------|------------------------------------------------|----------------|
| Cook Islands     | Revenue | Strengthen Arrears and Returns Management                                            | STX – Lawrence                                 | Jan 14 – 25    |
| Fiji             | GFS     | Facilitate compilation of extrabudgetary central government GFS                      | LTX – de la Beer                               | Jan 14 – 25    |
| Kiribati         | Revenue | Improve VAT Risk Management                                                          | STX – Haigh                                    | Jan 14 – 25    |
| Papua New Guinea | FSS     | Supervision Framework Enhancement Program- off site analysis                         | LTX – Stefanou                                 | Jan 8 – 16     |
|                  | Macro   | Economic and Fiscal Forecasting                                                      | LTX – Claus                                    | Jan 21 – Feb 1 |
|                  | PFM     | Pre PEFA Preparation and follow up on Preparation for IPSAS Cash                     | LTX – Neves<br>STX – Mayes                     | Jan 14-18      |
| Regional         | PFM     | Workshop on Financial Reporting                                                      | LTX – Kubasta<br>LTX – Neves<br>STX – Kauffman | Jan 28 – Feb 1 |
| Solomon Islands  | GFS     | Compile, review and disseminate data to IMF Statistics Department                    | STX – Rideout                                  | Jan 19 – 30    |
| Samoa            | PFM     | Improve Budget Preparation                                                           | LTX – Neves                                    | Jan 21 – 25    |
|                  | Revenue | Strengthen Audit Capability                                                          | STX – Piper                                    | Jan 14 – 26    |
|                  | RSS     | National Accounts                                                                    | LTX – Scheiblecker                             | Jan 14 – 25    |
| Tonga            | GFS     | Expanding coverage to the rest of the general government                             | LTX – de la Beer                               | Jan 28 – Feb 8 |
|                  | Revenue | Improve on time filing and payment and management of arrears and outstanding returns | STX – Scott                                    | Jan 14 -25     |
| Vanuatu          | Revenue | Design new generation compliance plan                                                | STX - Shrosbree                                | Jan 26 – Feb 1 |
|                  | Revenue | Review Current Reform Progress                                                       | LTX – Eysselein                                | Jan 21 – Feb 1 |
|                  | Revenue | Strengthen on-time filing and on-time payment and strengthen taxpayer service        | STX – Lawrence                                 | Jan 7 – 25     |

## Outturn of TA Activities FY19/Q2: August – October 2018

### August 2018 Delivered Activities

| Country         | Program    | Description                                                                        | Advisor/s                                                                         | Dates       |
|-----------------|------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------|
| Fiji            | PFM        | Chart of Accounts                                                                  | LTX – Kubasta<br>STX – Silins                                                     | Aug 13 – 17 |
| Kiribati        | GFS        | Government Finance Statistics (in Nadi after regional workshop)                    | STX – Tillman-Zorn                                                                | Aug 27 – 29 |
| Regional        | FSS        | Annual AFSPC Meeting and workshop on Cyber/IT Risk (in Santo, Vanuatu)             | LTX – Stefanou<br>STX – Busic<br>HQ – Kaffenberger<br>HQ – Gaidosch               | Aug 20 – 24 |
|                 | GFS        | Government Finance Statistics Workshop (in Nadi, Fiji) (with Macro program inputs) | LTX – de la Beer<br>LTX – Claus<br>STX – Tillman-Zorn                             | Aug 20 – 24 |
|                 | Revenue    | Revenue Management System (RMS) Conference (in Wellington, New Zealand)            | LTX – Shrosbree                                                                   | Aug 15 – 17 |
|                 | Statistics | Australian Bureau of Statistics Pacific Leadership Forum (in Brisbane, Australia)  | LTX – de la Beer                                                                  | Aug 27 – 31 |
| Samoa           | PFM        | PEFA                                                                               | LTX – Neves<br>LTX – Kubasta<br>LTX – de la Beer<br>STX – Uluinaceva<br>STX – Eke | Aug 1 – 11  |
| Solomon Islands | Macro      | Modeling Value Added Tax Design Scenarios                                          | LTX – Claus                                                                       | Aug 22 – 30 |
| Tonga           | PFM        | Chart of Accounts                                                                  | STX – Silins                                                                      | Aug 6 – 10  |
| Vanuatu         | Revenue    | Review functional structure and governance                                         | STX – McNeill                                                                     | Aug 6 – 17  |

## September 2018 Delivered Activities

| Country          | Program | Description                                                        | Advisor/s                                                         | Dates        |
|------------------|---------|--------------------------------------------------------------------|-------------------------------------------------------------------|--------------|
| Kiribati         | Revenue | Improve VAT Audit Methods                                          | STX – Haigh                                                       | Sep 24 – 28  |
| Papua New Guinea | GFS     | Government Finance Statistics                                      | LTX – de la Beer                                                  | Sept 3 – 14  |
|                  | Macro   | Macroeconomic and Fiscal Framework                                 | LTX – Claus                                                       | Sep 18 – 28  |
|                  | Revenue | Review current state and implementation progress of MTRS           | STX – McNeill                                                     | Sep 10 – 28  |
| Regional         | Revenue | VAT Workshop (sub-regional) in Nadi<br>(with Macro program inputs) | LTX – Shrosbree<br>LTX – Eysselein<br>LTX – Claus<br>HQ – Jenkins | Sept 5 – 7   |
|                  | Revenue | Tax Leadership Workshop (in Nadi)                                  | LTX – Shrosbree<br>LTX – Eysselein<br>HQ – Jenkins                | Sept 10      |
|                  | Revenue | Annual PITAA Meeting (in Nadi)                                     | LTX – Shrosbree<br>LTX – Eysselein<br>HQ – Jenkins                | Sept 11 - 13 |
|                  | Revenue | TA Planning Meeting (in Nadi)                                      | LTX – Shrosbree<br>LTX – Eysselein<br>HQ – Jenkins                | Sept 14      |
| Samoa            | PFM     | SOE Oversight and Monitoring                                       | STX – Colvin                                                      | Sept 10 – 21 |
|                  | PFM     | Accounting Reporting                                               | LTX – Kubasta                                                     | Sept 10 – 21 |

### October 2018 Delivered Activities

| Country         | Program | Description                                               | Advisor/s                           | Dates          |
|-----------------|---------|-----------------------------------------------------------|-------------------------------------|----------------|
| Fiji            | Revenue | Modernize VAT and Stamp Duty Act                          | STX – Burns                         | Oct 22 – 26    |
| Solomon Islands | PFM     | Cash Management                                           | STX – Silins                        | Oct 1 – 5      |
| Timor - Leste   | FSS     | IFRS Reform Assistance- Credit Risk Management Regulation | STX – Edwards                       | Oct 4 – 7      |
| Tonga           | Revenue | Strengthen Audit Capability                               | STX – Bell                          | Oct 22 – Nov 2 |
| Tuvalu          | Macro   | Enhance the Medium Term Fiscal Framework                  | LTX – Claus<br>Attachment – Faleafa | Oct 16 – 25    |

## Meetings, Seminars, and Training

August 2018 – October 2018

| TA Sector                   | Description                                                                  | Location           | Advisor                                        | Mission Days | Participants |    | Month          |
|-----------------------------|------------------------------------------------------------------------------|--------------------|------------------------------------------------|--------------|--------------|----|----------------|
|                             |                                                                              |                    |                                                |              | M            | F  |                |
| Public Financial Management | Annual Congress of PASAI (Pacific Association of Supreme Audit Institutions) | Gold Coast         | LTX – Kubasta<br>LTX – Neves                   | 3            | -            | -  | Aug 28 – 30    |
|                             | Friends of Budget Meeting                                                    | Sydney, Australia  | LTX – Kubasta<br>LTX – Neves                   | 3            | -            | -  | Oct 31 – Nov 1 |
|                             | PFM Long Term Experts Retreat                                                | Washington DC, USA | LTX – Kubasta<br>LTX – Neves                   | 5            | -            | -  | Oct 15 – 19    |
| Revenue                     | VAT Workshop (sub-regional) in Nadi                                          | Nadi               | LTX – Eysselein<br>LTX – Claus<br>HQ – Jenkins | 3            | 23           | 8  | Sep 5 - 7      |
|                             | Revenue Management System (RMS) Conference                                   | Wellington         | LTX – Shrosbree                                | 3            | -            | -  | Aug 15 – 17    |
|                             | Tax Leadership Workshop                                                      | Nadi               | LTX – Eysselein<br>HQ – Jenkins                | 1            | 21           | 11 | Sep 10         |
|                             | Annual PITAA Meeting                                                         | Nadi               | LTX – Eysselein<br>HQ – Jenkins                | 3            | 32           | 16 | Sep 11 – 13    |
|                             | TA Planning Meeting                                                          | Nadi               | LTX – Eysselein<br>HQ – Jenkins                | 1            | 21           | 11 | Sep 14         |

| TA Sector                     | Description                                              | Location       | Advisor                                                             | Mission Days | Participants |    | Month       |
|-------------------------------|----------------------------------------------------------|----------------|---------------------------------------------------------------------|--------------|--------------|----|-------------|
|                               |                                                          |                |                                                                     |              | M            | F  |             |
| Financial Sector Supervision  | Annual AFSPC Meeting and workshop on Cyber/IT Risk       | Santo, Vanuatu | LTX – Stefanou<br>STX – Busic<br>HQ – Kaffenberger<br>HQ – Gaidosch | 5            | 16           | 13 | Aug 20 – 24 |
| Government Finance Statistics | Government Finance Statistics Workshop                   | Nadi           | LTX – de la Beer<br>LTX – Claus<br>STX – Tillman-Zorn               | 5            | 28           | 21 | Aug 20 – 24 |
|                               | Australian Bureau of Statistics Pacific Leadership Forum | Brisbane       | LTX – de la Beer                                                    | 5            | -            | -  | Aug 27 – 31 |

## TA Reports Transmitted to Country Authorities & Pending Finalization

**August 2018 – October 2018**

| TA Sector                                       | Country           | Title of Report                                          | Author                         | Mission Month | Transmittal Letter Date |
|-------------------------------------------------|-------------------|----------------------------------------------------------|--------------------------------|---------------|-------------------------|
| <b>Public Financial Management (PFM)</b>        | Cook Islands      | Chart of Accounts                                        | Kubasta                        | Jul-18        | 23-Aug-18               |
|                                                 | Fiji              | Internal Audit – Developing a Risk Assessment Framework  | Morrison                       | Apr-18        | Not Finalized           |
|                                                 | Fiji              | Chart of Accounts                                        | Kubasta, Silins                | Aug-18        | 04-Oct-18               |
|                                                 | Kiribati          | Public Investment Management Assessment (PIMA)           | Doherty, Neves, Kubasta, Emery | May-18        | 20-Sep-18               |
|                                                 | Papua New Guinea  | Government Accounting (IPSAS) & Financial Reporting      | Mayes                          | Feb-18        | Not finalized           |
|                                                 | Samoa             | SOE Oversight & Monitoring                               | Colvin                         | Sep-18        | Not Finalized           |
|                                                 | Samoa             | PEFA                                                     | Neves, Kubasta                 | Aug-18        | Not Finalized           |
|                                                 | Samoa             | Improving Financial Reporting                            | Kubasta                        | Sep-18        | Not Finalized           |
|                                                 | Solomon Islands   | Cash Management                                          | Silins                         | Oct-18        | Not Finalized           |
| Tonga                                           | Chart of Accounts | Silins                                                   | Aug-18                         | 27-Sep-18     |                         |
| <b>Macroeconomic Analysis &amp; Forecasting</b> | Palau             | Tax Reform Strategy                                      | Claus & Mullins                | Jun-18        | 17-Sep-18               |
|                                                 | Solomon Islands   | Methodology to Estimate Value Added Tax (VAT) Collection | Claus                          | Aug-18        | Not Finalized           |
|                                                 | Tuvalu            | GDP Forecasting                                          | Fukac                          | Jul-18        | Not finalized           |
|                                                 | Tuvalu            | GDP and Fiscal Forecasting                               | Claus & Faleafa                | Oct-18        | Not Finalized           |

| TA Sector                          | Country          | Title of Report                                                      | Author             | Mission Month | Transmittal Letter Date |
|------------------------------------|------------------|----------------------------------------------------------------------|--------------------|---------------|-------------------------|
| Revenue                            | Fiji             | Expanding Self- Assessment                                           | McNeill            | Jun-18        | 26-Aug-18               |
|                                    | Fiji             | Modernize VAT and Stamp Duty Act                                     | Burns              | Oct-18        | Not Finalized           |
|                                    | Kiribati         | Improve VAT Audit Methods                                            | Haigh              | Sep-18        | Not Finalized           |
|                                    | Niue             | Draft Income Tax and Tax Admin Act                                   | Burns              | May-18        | Not finalized           |
|                                    | Palau            | VAT and Other Tax Policy (with Macro)                                | Mullins            | June-18       | 28-Jun-18               |
|                                    | Papua New Guinea | Review implementation progress of MTRS                               | McNeill            | Sep-18        | 27-Oct-18               |
|                                    | Solomon Islands  | Strengthening Arrears and Returns Management                         | Lawrence           | Jun-18        | 14-Aug-18               |
|                                    | Solomon Islands  | Review Overall Reform Progress                                       | Shrosbree          | Jul-18        | 27-Aug-18               |
|                                    | Solomon Islands  | Review Corporate Strategy and Business Plan                          | McNeill            | Jul-18        | Not finalized           |
|                                    | Tonga            | Review Structure and advise enhancements                             | Scott              | Jul-18        | 15-Oct-18               |
|                                    | Tonga            | Review Reform Progress and determine future TA Needs                 | Shrosbree          | May-18        | 21-Aug-18               |
|                                    | Tonga            | Strengthen Audit Capability                                          | Bell               | Oct-18        | Not Finalized           |
|                                    | Tuvalu           | Review core functions, compliance plan and design modernization plan | Scott              | Jun-18        | 19-Aug-18               |
|                                    | Vanuatu          | Review Function Structure and Governance                             | McNeill            | Aug-18        | 11-Oct-18               |
| Financial Sector Supervision (FSS) | Marshall Islands | Banking Regulatory Reform                                            | Anvari & Hefty     | Jul-18        | Not finalized           |
|                                    | Palau            | Banking Regulatory Reform                                            | Anvari & Hefty     | May-18        | Not finalized           |
|                                    | Papua New Guinea | Supervision Framework Enhancement – On-Site Examination              | De Bie             | Jul-18        | Not Finalized           |
|                                    | Timor-Leste      | IFRS Reform Assistance- Credit Risk Management Regulation            | Edwards            | Oct-18        | Not-Finalized           |
|                                    | Vanuatu          | Regulatory Reform – Credit Unions                                    | Stefanou & Jackson | Apr-18        | Not Finalized           |

| TA Sector  | Country          | Title of Report               | Author       | Mission Month | Transmittal Letter Date |
|------------|------------------|-------------------------------|--------------|---------------|-------------------------|
| Statistics | Cook Islands     | Government Finance Statistics | De La Beer   | Jul-18        | 24-Sep-18               |
|            | FSM              | External Sector Statistics    | Fitzgibbon   | Apr-18        | Not Finalized           |
|            | Kiribati         | Government Finance Statistics | Tillman-Zorn | Aug-18        | 08-Oct-18               |
|            | Nauru            | National Accounts             | Wild         | Jul-18        | Not finalized           |
|            | Niue             | National Accounts             | Freeman      | Feb-18        | Not Finalized           |
|            | Papua New Guinea | Government Finance Statistics | De La Beer   | Sep-18        | Not Finalized           |
|            | Papua New Guinea | National Accounts             | Wild         | Jun-18        | Not finalized           |
|            | Samoa            | Government Finance Statistics | De La Beer   | Aug-18        | 11-Oct-18               |
|            | Tuvalu           | National Accounts             | Freeman      | Apr-18        | 5-Sep-18                |
|            | Vanuatu          | Government Finance Statistics | Youngberry   | Jun-18        | 24-Aug-18               |