**FY22 Work Plan - May 2021 to April 2022: Public Financial Management (PFM) - FINAL OUTTURN AT APRIL 2022**

### Objectives and Activities

#### Public Financial Management

**Objective 1: Improve the capacity of public financial management institutions to provide comprehensive, credible, effective, and efficient PFM systems and institutions**

- **Activities**
  - Strengthening the capacity of the Ministry of Finance to plan, manage, and sustain PFM reforms: Strengthening PFM capacity to implement and sustain reforms.
  - Review draft proposed legislation (Finalizing PEFA 2022 Update).
  - Review of the PFMA:
    - PFMA Finalized.
    - PFMA Finalized.
    - PFMA Finalized.
    - PFMA Finalized.
  - Conduct of the workshop:
    - Conduct of the workshop.
    - Conduct of the workshop.
    - Conduct of the workshop.
    - Conduct of the workshop.
  - PEFA Climate Assessment completed:
    - PEFA Climate Assessment completed.
    - PEFA Climate Assessment completed.
    - PEFA Climate Assessment completed.
    - PEFA Climate Assessment completed.
  - Improving PFM laws and their implementation:
    - Improving PFM laws and their implementation.
    - Improving PFM laws and their implementation.
    - Improving PFM laws and their implementation.
    - Improving PFM laws and their implementation.
  - Increasing transparency in the presentation of fiscal reports:
    - Increasing transparency in the presentation of fiscal reports.
    - Increasing transparency in the presentation of fiscal reports.
    - Increasing transparency in the presentation of fiscal reports.
    - Increasing transparency in the presentation of fiscal reports.
  - Review of the PFM:
    - Review of the PFM.
    - Review of the PFM.
    - Review of the PFM.
    - Review of the PFM.

#### Regional

**Objective 2: Strengthen financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting**

- **Activities**
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
  - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting:
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.
    - Strengthening financial reporting, including government financial reporting, including government financial reporting, including government financial reporting, including government financial reporting.

#### Technical Assistance

**Objective 3: Strengthen the capacity of PFM agencies to implement and sustain PFM reforms**

- **Activities**
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
  - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms:
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.
    - Strengthening the capacity of PFM agencies to implement and sustain PFM reforms.

#### Regional

**Objective 4: Enhance the capacity and policy-based budget preparation**

- **Activities**
  - Enhancing the capacity and policy-based budget preparation:
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
  - Enhancing the capacity and policy-based budget preparation:
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
  - Enhancing the capacity and policy-based budget preparation:
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
  - Enhancing the capacity and policy-based budget preparation:
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
  - Enhancing the capacity and policy-based budget preparation:
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
    - Enhancing the capacity and policy-based budget preparation.
<table>
<thead>
<tr>
<th>TA Area</th>
<th>Objective</th>
<th>Country</th>
<th>Government Targeted</th>
<th>Activity</th>
<th>May 2020 - April 2021 (in person-days)</th>
<th>Number of Deliverables</th>
<th>Updated Impact at End of Apr 2021 (in person-days)</th>
<th>Number of Deliverables</th>
<th>Updated Impact at End of Apr 2022 (in person-days)</th>
<th>Number of Deliverables</th>
<th>% Delivered</th>
<th>Delivery Status</th>
<th>COVID Status</th>
<th>Milestone</th>
<th>Comments</th>
<th>Planned Date</th>
<th>Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Financial Management</td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Ministry of Finance</td>
<td>Complete a comprehensive review of cash management and identify next steps</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthened oversight and accountability</td>
<td>Kiribati</td>
<td>Treasury Department</td>
<td>Complete an assessment of the budget system</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>Done by 30th June 2021 (remote)</td>
<td></td>
</tr>
</tbody>
</table>