

FY22 Work Plan - May 2021 to April 2022: PNG - FINAL OUTTURN AT APRIL 2022

TA Area	Objective	Country	Outcome Targeted	Activity	May 2021 - April 2022 (in person-days)			Number of Missions/Activities	Updated Inputs at Oct 31, 2021 (in person-days)			Number of Missions/Activities	Updated Inputs at Apr 30, 2022 (in person-days)			Number of Missions/Activities	% delivered	Delivery Status	COVID Status	Milestones	Comments	Planned Date	Experts
					PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total		PFTAC resident advisors	ST experts	Total								
Financial Sector Supervision	Develop/strengthen banking regulations and prudential norms	PNG	Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	SFEP - Regulatory Framework - Prudential Standards - Assist BPNG in finalizing comprehensive suite of prudential standards (Prudential Standards - Development of Impact Study Templates)	5	5	10	1	10	-	10	1	10	-	10	1	100%	Feb 28 - Mar 31, 2022 (remote)	2 - Indirectly COVID Related	Authorities issue the draft regulation for industry consultation.		Oct 9 - 22, 2021 (remote)	Kumar
	Develop/strengthen cybersecurity regulations and prudential norms		Sound policies & processes to identify, measure, monitor and control cyber risks.	Cyber Risk Regulation and Supervision Project - third component - onsite examination	-	10	10	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		Cyber Risk on-site examination framework implemented	On-site examinations to include regional participants	Mar 7 - 16, 2022 (in-country)	STX
	Implement a risk-based supervision (RBS) system and upgrade other supervisory processes		Strengthened institutional structure, operations, and procedures for RBS implementation	SFEP - Finalize off-site financial risk analysis reform	-	-	5	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		Detailed Quarterly Financial Risk analysis and Report embedded	Finalization of the SFEP supervision components for PNG.	Sep 22 - 26, 2021 (remote)	Kumar
				SFEP - Finalize market and liquidity risk examination reform	-	-	5	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		On-site examination framework for liquidity and market risk embedded	Finalization of the SFEP supervision components for PNG.	Sep 28 - Oct 2, 2021 (remote)	Kumar
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	PNG	Higher frequency data has been compiled and disseminated internally and/or to the public	Assist in the verification and revisions of the COA mapping and associated compilation procedures for quarterly reporting.	10	-	10	1	10	-	10	1	10	-	10	1	100%	Jun 7 - 18, 2021 (remote)	3 - Moderately COVID Related	•Compilation process for completing quarterly GFS reports and provisions for regular revisions to be completed. • GFS for BCG operations are compiled and disseminated on a quarterly basis.	GFS for budgetary central government operations are compiled and disseminated on a monthly (or quarterly) basis.	Jun 6 - 18, 2021 (remote)	Temes
			Macroeconomic data sets used by policy-makers have been made more intersectorally consistent (reduced discrepancies)	Prepare a reconciliation and include data for the financial balance sheet and public sector data to the monetary statistics and balance of payments.																• Consistent reporting of financial assets and liabilities data (financial balance sheet) for consolidation with GFS on an annual and quarterly basis for general government. • Refine and improve the process for collecting debt and foreign aid data. • Collect and compile accounts receivable and payable (arears) information for at least 1 completed fiscal year and continue to produce the data.	GFS and debt are consistent or reconcilable with monetary and financial statistics and external sector debt statistics.		
			A new data set has been compiled and disseminated internally and/or to the public	Assist in the verification and revisions of data compiled for GFS.																• Annual GFS are compiled and disseminated for the GG FY2019. • Institutional table need to be updated to cover statutory bodies	A new set of GFS are compiled and disseminated for the general government as recommended by the GFSM 2014 guidelines. The institutional table need to be updated to in parallel to cover all statutory bodies.		
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics- national accounts	PNG	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Assessing quality of data sources to be used to compile financial and construction industry's output	10	-	10	1	-	-	-	-	-	-	-	0%	Shifted to FY23		Review of methods and data sources used for output and value added estimations of livestock production, construction and the financial industry		Mar 7 - 18, 2022 (in-country)	Scheiblecker	
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	PNG	Improve the quality and frequency of macroeconomic surveillance and policy/research available for policymaking.	Scoping mission (in conjunction with ICD)	-	-	-	-	10	-	10	1	10	-	10	1	100%	May 17 - 28, 2021 (remote)	3 - Moderately COVID Related	In conjunction with ICD		Beaumont	
				Financial Programming Training 1	-	-	-	-	10	-	10	1	-	-	-	-	0%	Shifted to FY23		In conjunction with ICD		Beaumont/ Tanner	
				Financial Programming Training 2	-	-	-	-	10	-	10	1	-	-	-	-	0%	Shifted to FY23		In conjunction with ICD		Beaumont/ Tanner	
				Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Macro-Fiscal Modelling (including FP model)	7	-	7	1	-	-	-	-	-	-	-	-	0%	Shifted to FY23		Use of a macro-fiscal framework in budget preparation		May 17 - 25, 2021 (remote)
	Strong institutional structures for macroeconomic policymaking.		Support an interagency macroeconomic forecasting committee	12	-	12	1	-	-	-	-	-	-	-	0%	Shifted to FY23				Jan 31 - Feb 11, 2022 (in-country)	Beaumont		
Public Financial Management	Improved budget execution and control	PNG	Budget execution monitoring and controls are strengthened	Arrears management and commitments controls, including the management of payroll expenses	-	15	15	1	-	-	-	-	-	-	-	0%	Postponed to FY23		Action plan developed for strengthening commitment and expenditure controls	Maybe implement some monthly reporting on payroll costs, additions, etc.	Jan 31 - Feb 11, 2022 (in-country)	Silins	
	Improved asset and liability management		Cash and debt management are strengthened and better integrated	Review of institutional arrangements for debt and cash management	12	-	12	1	12	-	12	1	-	-	-	0%	Postponed to FY23		Draft TOR and action plan developed for an integrated Debt and Cash Management Department		Jan 17 - 28, 2022 (in-country)	Seeds/ Ferguson	
Revenue Administration	Strengthened revenue administration management and governance arrangements	PNG	Support functions enable more effective delivery of strategy and reforms	Refresh the ITAS project plan and assist with development and implementation of change management plan	-	28	28	2	-	16	16	1	-	-	-	0%	Cancelled		ITAS project plan and change management plan implemented by 12/31/21	Key interdependencies and more breakdown elements to be included in ITAS project plan	Jul 12 - 23, 2021 (remote)/ Jan 24 - Feb 4, 2022 (in-country)	Grant	
			Organizational arrangements enable more effective delivery of strategy and reforms	Further development and introduction of new organizational structure	-	12	12	1	-	40	40	1	20	40	60	1	100%	Jun 26 - Jul 10, 2021 (remote)	2 - Indirectly COVID Related	New organizational structure implemented by 4/30/22	New structure should be used to introduce strategically focused practices and performance based culture	Sep 27 - Oct 8, 2021 (remote)	Eysselein/ Vivian/ Williams
			Implementation of New Organization Structure	-	-	14	14	1	-	40	40	1	-	40	40	1	100%	Dec 8, 2021 - Jan 28, 2022 (remote)	2 - Indirectly COVID Related				Lendon/ Vivian
	Strengthened core tax administration functions	Taxpayer services initiatives to support voluntary compliance are strengthened	Support implementation of taxpayer services strategy	-	16	16	1	-	16	16	1	-	-	-	0%	Shifted to FY23		Improved delivery of taxpayer services by 12/31/2021 and measured against TADAT dimensions.	Assistance with improving taxpayer services requested by authorities	Feb 7 - 18, 2022 (in-country)	Vivian		
	The integrity of the taxpayer base and ledger is strengthened		Complete the cleansing of taxpayer register and introduce new business processes to ensure the register remains up to date	-	32	32	2	-	-	-	-	-	-	0%	Shifted to FY23		More accurate and reliable taxpayer information held in centralized database by 10/31/22	Work has commenced on cleansing the taxpayer register of ceased and inactive cases.	Nov 22 - Dec 3 (in-country), Mar 21 - Apr 1, 2022 (in-country)	Expert			

<b>TOTAL</b>	66	118	184	16	62	86	148	10
<b>Updated Mid-FY22 Workplan:</b>					20	40	60	3
<b>Delivered by Oct 31:</b>					32%	47%	41%	30%
<b>Percentage of Revised Plan:</b>								

<b>Final Outturn at April 30, 2022:</b>	50	80	130	5
<b>Percentage of Mid-Year Revised Plan:</b>	81%	93%	88%	50%
<b>Percentage of Original Plan:</b>	76%	68%	71%	31%

Debt Management	Establish efficient institutional framework for debt management	PNG	Loan and Financial Analysis Workshop	-	14	14	1	-	14	14	1	-	14	14	1	100%	Nov 22 - 26, 2021 (remote)					Pradelli/ Sangarabalan
			Review of organizational structure TA	5	7	12	1	5	7	12	1	-	28	28	1	100%	Mar 7 - 18, 2022 (remote)					Robinson/ Buzas