

FY21 PFTAC Work Plan - May 2020 to April 2021: Cook Islands

TA Area	Objective	Country	Outcome Targeted	Activity	May 2020 - April 2021			Updated Post COVID-19 Inputs at Jul 31, 2020			Updated Inputs at Jan 31, 2021			Updated Inputs at Apr 30, 2021			Number of Missions/Activities	% delivered	Delivery Status	COVID Status	Milestones	Comments	Planned Date	Experts						
					(in person-days)			(person-days - changes in red)			(person-days - changes in red)			(person-days - changes in red)																
					PFTAC resident advisors	ST experts	Total	PFTAC resident advisors	ST experts	Total	PFTAC resident advisors	ST experts	Total	PFTAC resident advisors	ST experts	Total														
Financial Sector Supervision	2. To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Cook Islands	2.4 Strengthened institutional structure and operational and procedures for RBS implementation	SFEP - Finalize off-site financial risk analysis reform	5	-	5	1	5	-	5	1	5	-	5	1	6	-	6	1	100%	Jan 18 - 20, 2021 (remote)	2 - Indirectly COVID Related	Detailed Quarterly Financial Risk Report embedded	Finalization of the SFEP for the Cook Islands		Kumar			
				SFEP - Finalize risk rating reforms	5	-	5	1	5	-	5	1	5	-	5	1	6	-	6	1	100%	Jan 18 - 20, 2021 (remote)	1 - Net COVID Related	Risk rating model, including impact index, is developed and implemented			Kumar			
Government Finance Statistics	1. Strengthened macroeconomic and financial statistics compilation and dissemination for decision making: compilation methodologies in line with international standards for GFS	Cook Islands	1.9 Data are compiled and disseminated using appropriate statistical techniques, including to deal with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Refine compilation techniques for using various administrative data sources to reduce statistical discrepancies																										
				1.12 Higher frequency data has been compiled and disseminated internally and/or to the public.	Compile, review and disseminate data to the IMF Statistics Department.	5	-	5	1	10	-	10	1	10	-	10	1	10	-	10	1	100%	Jun 1 - 12, 2020 (remote)	3 - Moderately COVID Related	<ul style="list-style-type: none"> <li>Cook Islands National Statistics Office (CNSO) and Crown Accounts Divisions (CAD) to work with departments to reconcile discrepancies for the flows recorded in the accounting system and the asset registers, as well as reconciliation of changes in cash balances for the financial balance sheet</li> <li>CoA reform to include the automation of the GFS with GFSM 2014 economic and functional codes</li> </ul>	Improve data for GFS compilation and dissemination	Aug, 2020	Temes		
Real Sector Statistics	1. Strengthen compilation and dissemination of data on macroeconomic and financial statistics for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.	Cook Islands	1.15 Improved Timeliness of data made available internally and/or to the public	Training on benchmarking and seasonal adjustment	12	-	12	1	5	-	5	1	5	-	5	1	5	-	5	1	100%	Jun 2 - 5, 2020 (remote)	3 - Moderately COVID Related	Seasonal adjusted data on DNA are published		Feb, 2021	Scheibecker			
				Macroeconomic Programming and Analysis	Well functioning macroeconomic policy and institutions: improved macroeconomic policy advice to government	Cook Islands	1. Timely, high quality macroeconomic monitoring, analysis and research available for policymaking.	Support empirical analysis of tax reform.	-	14	14	1	-	14	14	1	-	-	-	-	-	-	0%	Shift to FY22		(1) Advice on tax reform is empirically based (Apr. 21). (2) Analysis of tax reform options is published (Apr. 21).			STX	
Public Finance Management	1. Improved laws and effective PFM institutions	Cook Islands	1.2 The capacity of MoF to plan, implement and sustain PFM reforms is enhanced	Aglie PEFA Assessment	17	32	49	2	17	32	49	2	30	24	54	1	30	24	54	1	100%	Feb 15 - Apr 30, 2021 (remote)	2 - Indirectly COVID Related	Data and evidence provided for Aglie PEFA and draft report reviewed by government.	Requested by FS	Nov, 2020	Iubi/ Seedu/ Marzan/ Emery			
				1.2 The capacity of MoF to plan, implement and sustain PFM reforms is enhanced	Roadmap development.	12	-	12	1	12	-	12	1	-	-	-	-	-	-	-	-	-	0%	Shift to FY22		PFM roadmap prepared and approved		Mar, 2021	Lava	
Revenue Administration	1. Strengthened revenue administration management and governance arrangements	Cook Islands	1.2.2 Organizational arrangements enable more effective delivery of strategy and reforms	Implementation of organizational structure	-	16	16	1	-	16	16	1	-	-	-	-	-	-	-	-	0%	Shift to FY22		Function based structure introduced by 12/31/2020	Function based structure part of business case for modernization developed with PFTAC assistance to be approved at high level	Aug 3 - 14, 2020	Shroobree			
				1.1.2 Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Tax Policy Review	-	10	10	1	-	12	12	1	-	16	16	1	-	16	16	1	100%	Jul 6 - 24, 2020 (remote)	3 - Moderately COVID Related	An effective CIS facilitating high levels of compliance implemented by 12/31/20	CIS to improve monitoring and evaluation of compliance risk mitigation	Aug 24 - Sep 9, 2020	Mullins		
				1.5.1 - 1.5.4 Corporate priorities are better managed through effective risk management	Design Compliance Improvement Strategy	-	16	16	1	-	16	16	1	-	12	12	1	-	12	12	1	100%	May 18 - Jun 5, 2020 (remote)	4 - Predominantly COVID Related	Modernized laws implemented by 12/31/2021.	Provide authorities with options to recover losses from trade taxes- HQ mission	Jun 8 - 12, 2020	Shroobree		
				1.1.1 Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Develop Taxpayer Services Strategy	-	-	-	-	-	16	16	1	-	24	24	1	-	30	30	1	100%	Mar 1 - 15, 2021 (remote)	3 - Moderately COVID Related				Vivien/ Williams		
				1.8.2 Better revenue administration, management and governance arrangements & stronger tax administration core functions.	Review reform progress	5	-	5	1	12	12	24	1	8	12	20	1	12	12	24	1	100%	Nov 23 - Dec 4, 2020 (remote)	2 - Indirectly COVID Related	Review overall reform progress and status of PFTAC recommendation	PFTAC has provided TA across objective 1 & 2 that needs to be reviewed	Apr 5 - 9, 2021	Eysselein/ Shroobree		
	2. Strengthened core functions evidenced by an accurate taxpayer base, taxpayer services supporting voluntary compliance, improvements in filing, payment and audit activities	Cook Islands	2.3 - 2.4 A larger proportion of taxpayers meet their filing and payments obligations as required by law	Strengthen Debt and Returns management	-	16	16	1	-	-	-	-	-	-	-	-	-	-	-	-	0%	Shift to FY22		On-time filing and payments operating at improved efficiency levels by 31/12/2020 and measured against TADAT dimensions.	TA assistance requested by the authorities to improve current returns and payment compliance levels.	Jul 20 - 31, 2020	Piper			
2.5.1 Audit and other verification programs more effectively ensure accuracy of reporting				Strengthen audit function	-	16	16	1	-	-	-	-	-	-	-	-	-	-	-	-	0%	Shift to FY22		The audit function operating at improved efficiency levels by 31/12/2020 and measured against TADAT dimensions.	The authorities have requested TA to assist in building audit function and capability.	Sep 7 - 18, 2020	Home			
Legal			1.8. Effective implementation of a new tax or modernized legislation	Drafting of Tax Administration law	-	10	10	1	-	10	10	1	-	14	14	2	100%	Dec 7 - 17, 2020 (remote)/Apr 1 - 4, 2021 (remote)	2 - Indirectly COVID Related	Modernized laws implemented by 30/4/21.	PFTAC is supporting a request by the authorities to modernize their tax laws.	Jun 22 - 26, 2020	Burns							

<b>TOTAL</b>	<b>61</b>	<b>130</b>	<b>191</b>	<b>15</b>
Updated Post COVID-19 Workplan:	66	128	194	14
Delivered by Jul 31:	15	24	39	4
Percentage of Revised Plan:	23%	19%	20%	29%

Updated Workplan at Jan 31:	63	100	163	10
Delivered by Jan 31:	41	58	99	8
Percentage of Revised Plan:	65%	58%	61%	80%

Final Outturn at April 30:	69	108	177	11
Percentage of Jan 2021 Revised Plan:	110%	108%	109%	110%
Percentage of Jul 2020 Revised Plan:	105%	84%	91%	79%
Percentage of Original Plan:	113%	83%	93%	73%