

FY23 Work Plan - May 2022 to April 2023: PNG - FINAL OUTTURN AT APRIL 2023

TA Area	Objective	Country	Outcome Targeted	Activity	May 2022 - April 2023 (in person-days)			Number of Missions/Activities	Updated Inputs at Oct 31, 2022 (in person-days)			Number of Missions/Activities	Updated inputs at Apr 30, 2023 (in person-days)			Number of Missions/Activities	% delivered	Delivery 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.	Impact study and industry consultation	7	9	16	1	-	-	-	-	-	-	0%	FY24	Complete quantitative impact studies of the revised/new prudential standards		Oct 17 - 21, 2022 (in-country)	Kumar/ STX			
	Develop/strengthen cybersecurity regulations and prudential norms		Sound policies & processes to identify, measure, monitor and control cyber risks.	Cyber Risk Regulation and Supervision Project - on-site examination	1	14	15	1	-	9	9	1	-	-	0%	Shift to FY24	Cyber Risk on-site examination framework implemented	On-site examinations to include regional participants	Apr 3 - 12, 2023 (in-country)	Kumar/ STX/ HQ			
	Implement a risk-based supervision (RBS) system and upgrade other supervisory processes		Strengthened institutional structure, operations, and procedures for RBS implementation	SFEP - Off-site supervision	12	16	28	1	-	-	-	-	-	-	0%	FY24	Detailed Quarterly Financial Risk analysis and Report embedded	Finalization of the SFEP supervision components for PNG.	Jan 30 - Feb 10, 2023 (in-country)	Kumar/ STX			
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; explore the possibility of GDP(E) compilation; explore the compilation of net taxes on products   User liaison and dissemination of National Accounts	7	15	22	1	7	7	1	10	10	1	100%	Apr 06 - May 5, 2023 (in-country)	Review of methods and data sources used for output and value added estimations of livestock production, construction and the financial industry		Apr 3 - 7, 2023 (in-country)/ Apr 3 - 14, 2023 (in-country)	Powell/ D'Souza			
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	PNG	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Financial Programming Training 2.0	-	40	40	4	-	-	-	-	-	-	0%	Delivered by STI	Enhanced understanding of economic interlinkages		TBD	Roger			
Public Financial Management	Improved budget execution and control	PNG	Budget execution monitoring and controls are strengthened	Arrears, commitment control and management of payroll expense	-	16	16	1	-	-	-	-	-	-	0%	Shift to FY24	Action plan developed for strengthening commitment and expenditure controls	postponed from FY22	Sep 19 - 30, 2022 (in-country)	STX			
	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%	Cancelled	Draft TOR and action plan developed for an integrated Debt and Cash Management Department	postponed from FY22	Oct 17 - 28, 2022 (in-country)	Youngberry		
Revenue Administration	Strengthened revenue administration management and governance arrangements	PNG	Support functions enable more effective delivery of strategy and reforms	Review ITAS project plan and change management implementation	-	16	16	1	-	-	-	-	-	-	0%	Cancelled	QA completed and risks to ITAS implementation successfully being managed	Subject to decision on ITAS vendor and timeframe	Aug 15 - 26, 2022 (remote)	Grant			
			Organizational arrangements enable more effective delivery of strategy and reforms	Develop process flows between HQ and Operations	-	15	15	1	-	14	14	1	-	-	-	0%	Shifted to FY24	The workflow between HQ and operations is established	Timeline for implementation of changes has changed. HQ and operational units need to be in place before this CD can proceed	May 2 - 18, 2022 (remote)	Vivian/ London		
			Support functions enable more effective delivery of strategy and reforms	Develop Resource and Performance Metrics	-	30	30	1	-	12	12	1	-	-	-	0%	Shifted to FY24	Resource and performance metrics implemented by end October 2022	Timeline for implementation of changes has changed. HQ and operational units need to be in place before this CD can proceed	Jun 13 - Jul 6, 2022 (remote)	Lawrence/ London/ STX		
			Support functions enable more effective delivery of strategy and reforms	Implementation of New Performance Management System	-	40	40	1	-	13	13	1	-	-	-	0%	Shifted to FY24	New PMS in place that meets needs of all parties	Current performance management system does not meet requirements of modern tax administration	Jun 13 - Jul 8, 2022 (remote)	Reardon/ Abby		
			Organizational arrangements enable more effective delivery of strategy and reforms	Review IRC Final Approvals Report - Organizational Change Implementation	-	-	-	-	-	-	-	-	-	6	6	1	100%	Nov 21 - Dec 2, 2022 (remote)				Vivian	
			Organizational arrangements enable more effective delivery of strategy and reforms	Review Progress on Organizational Change Implementation	-	24	24	1	-	13	13	1	-	17	17	1	100%	Jan 16 - 27, 2023 (in-country)	Evaluation of effectiveness of org changes completed and improvements accepted and being implemented	Substantial PFTAC support provided for implementation of new organizational arrangements	Aug 29 - Sep 19, 2022 (remote)	Reardon/ Vivian	
			Support functions enable more effective delivery of strategy and reforms	Review ICT tender specifications	-	-	-	-	-	7	7	1	-	6	6	1	100%	Sep 5 - 26, 2022 (remote)	Draft RFP meets minimum market standards	Review of draft RFP completed to improve shortlisting of proposers.		Grant	
			Support functions enable more effective delivery of strategy and reforms	Review ICT evaluation	-	-	-	-	-	7	7	1	-	-	-	-	0%	Shifted to FY24	Independent evaluation of short-list process concurs with short-list	Phase 2 of ICT RFP support		Grant	
			Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	Review reform progress and forward planning	-	-	-	-	10	-	10	1	5	-	5	1	100%	Jan 23 - 27, 2023 (in-country)	CD provided is adding value to the reform process	Current state assessment completed and forward CD priorities established		McAlister	
			Organizational arrangements enable more effective delivery of strategy and reforms	Portfolio Change Impact Assessment	-	-	-	-	13	13	1	-	18	18	1	100%	Jan 16 - 27, 2023 (in-country)	Integrated view of change and benefits being monitored and progress tracked	Multiple change projects grouped as a change portfolio		O'Keefe/ Singh		
			Organizational arrangements enable more effective delivery of strategy and reforms	Program and Change Management	-	-	-	-	-	-	-	-	-	-	-	0%	Cancelled					Singh	
			Organizational arrangements enable more effective delivery of strategy and reforms	Supporting implementation of the Organizational Structure	-	-	-	-	-	-	-	-	-	18	18	1	100%	Feb 13 - Apr 21, 2023 (remote)					O'Keefe
			Support functions enable more effective delivery of strategy and reforms	HR Planning	-	-	-	-	12	12	1	-	20	20	1	100%	Jan 18 - 27, 2023 (in-country)	HR changes are implemented on-time	Supports the organizational design implementation		Reardon/ O'Keefe		
			Corporate priorities are better managed through effective risk management	Data and Analytics	-	-	-	-	12	12	1	-	-	-	-	-	0%	Shifted to FY24	Compliance risk process is in place and insights used to direct compliance activity	Data is collected, and analyzed to produce insights		STX	
	Strengthened core tax administration functions		PNG	The integrity of the taxpayer base and ledger is strengthened	Support implementation of taxpayer services strategy	-	30	30	1	-	-	-	-	-	-	0%	FY24	IRC knows how many taxpayers are required file and pay	TA assistance requested by the authorities to improve current returns and payment compliance levels	May 23 - Jun 17, 2022 (remote)	O'Keefe/ Vivian		
The integrity of the taxpayer base and ledger is strengthened				Review cleansing of taxpayer registers #2	-	23	23	1	-	-	-	-	-	-	-	0%	Cancelled	Voluntary compliance improves with focus on the core tax base	Work has commenced on cleansing the taxpayer register of ceased and inactive cases.	Oct 10 - 28, 2022 (in-country)	Clayton		

<b>TOTAL</b>	<b>39</b>	<b>288</b>	<b>327</b>	<b>17</b>
<b>Updated Mid-FY23 Workplan:</b>	<b>29</b>	<b>112</b>	<b>141</b>	<b>13</b>
<b>Delivered by Oct 31:</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>1</b>
<b>Percentage of Revised Plan:</b>	<b>0%</b>	<b>6%</b>	<b>5%</b>	<b>8%</b>

<b>Final Outturn at April 30, 2023:</b>	<b>5</b>	<b>101</b>	<b>106</b>	<b>8</b>
<b>Percentage of Mid-Year Revised Plan:</b>	<b>17%</b>	<b>90%</b>	<b>75%</b>	<b>62%</b>
<b>Percentage of Original Plan:</b>	<b>13%</b>	<b>35%</b>	<b>32%</b>	<b>47%</b>

Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	PNG	MTDS developed, documented and published	Medium-Term Debt Management Strategy	-	-	-	-	-	38	38	1	-	38	38	1	100%	Jun 27 - Jul 8, 2022 (remote)			Vilanova Pardo/ Prescuttini/ Andreak Jr
	Establish efficient institutional framework for debt management		Improved institutional structure for debt management	Develop and implement debt management organizational structure	-	28	28	1	-	-	-	-	-	-	-	-	0%	FY24	The debt management entity is adequately resourced and staffed; The debt management entity is aligned on a front-middle-back office basis; Debt management staff have specific job roles, tasks, and training plans	Aug, 2022	Robinson
	Develop capacity and improve knowledge and skills on latest developments in international standards and best practices in debt management		Participants exchanged/acquired knowledge and skills in training/workshops	Fundamentals of Public Debt Management training	-	14	14	1	-	14	14	1	-	18	18	1	100%	Feb 13 - 17, 2023 (in-country)	Staff show competency gained from training through presentations, discussions, or exercises	Jan, 2023	Robinson/ Applebe