

FY23 Work Plan - May 2022 to April 2023: Vanuatu - 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	Vanuatu	Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Review of prudential and risk management standards	7	16	23	1	17	14	31	1	17	14	31	1	100%	Jul 26 - Aug 26, 2022 (remote)	PFTAC reviews the draft legislation and prudential standards		Sep 12 - 23, 2022 (in-country)	Kumar/ Kumar		
			Legal and regulatory framework equips supervisors to bring about timely corrective actions for banks' problems and weaknesses.	Review of Prudential Standards and Development of Impact Study Templates	-	-	-	-	12	16	28	1	12	16	28	1	100%	Feb 13 - 24, 2023 (in-country)				Kumar/ Kumar/ IT/Garnier Clark		
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Vanuatu	Higher frequency data has been compiled and disseminated internally and/or to the public.	Refine compilation techniques for using various administrative data sources to reduce statistical discrepancies, and expand coverage to include provincial and local governments.	12	-	12	1	12	-	12	1	-	-	-	-	0%	Cancelled	<ul style="list-style-type: none"> •Compile and disseminate annual BCG for FY21. •Compile and disseminate general government (Public Sector) debt data to the World Bank. •Produce basic compilation procedures. •A process be initiated to reconcile currency and deposits and other financial balance sheet transactions causing imbalances. •Reconciliation of transactions in the net investment of nonfinancial assets between various source data causing statistical discrepancies. 	Address General Government (GG) coverage and statistical discrepancies. Encourage submission of GG debt data to the World Bank Quarterly Public Sector Debt Database (QPSD).	Mar 20 - 31, 2023 (in-country)	Moskalenko		
			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.	Investigate statistical discrepancies and other potential indicators of problems in statistical data and outputs.																			Establish business process documentation to inform compilation and dissemination procedures.	Enhanced metadata and compilation guidelines are produced and disseminated.
			Business processes documentation for compilation and dissemination of macroeconomic and financial statistics is stored, accessed and regularly updated.																					
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics-national accounts	Vanuatu	A new data set has been compiled and disseminated internally and/or to the public.	Updating national accounts to 2021	7	15	22	1	13	-	12	1	-	-	-	-	0%	Prepared for FY24	Completion of draft 2021GDP estimates		Jan 16 - 27, 2023 (in-country)	Powell/ Sma		
			Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	Train local staff to produce GDP																			GDP compilers are train to compile GDP(P) independently	
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Vanuatu	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	49	-	49	3	42	-	42	3	100%	Jun 13 - 24, 2022 (remote) Sep 12 - 23, 2022 (in-country) Feb 13 - 17, 2023 (in-country)	Enhanced understanding of economic interlinkages		Jun 13 - 24, 2022 Sep 12 - 23, 2022 Jan 16 - 27, 2023 Apr 17 - 28, 2023	Beaumont		
Public Financial Management	Improved PFM laws and effective institutions	Vanuatu	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced	PEFA Climate Assessment	28	28	56	1	28	28	56	1	-	-	-	-	0%	Shift to FY24	PEFA Report Endorsed		Aug 8 - Nov 14, 2022 (in-country)	Lavea/ Seeds/ STXs		
Revenue Administration	Strengthened revenue administration management and governance arrangements	Vanuatu	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Tax Policy review	-	16	16	1	-	12	12	1	-	-	-	-	0%	Shifted to FY24	Tax policy review finalized by end December 2022	Vanuatu dependent on VAT and citizenship scheme that is not sustainable		Oct 10 - 21, 2022 (in-country)	Mullins	
			Support functions enable more effective delivery of strategy and reforms	POS System - Implementation of Electronic Fiscal Device System for VAT Compliance	-	12	12	1	-	10	10	1	-	10	10	1	100%	Aug 10 - 26, 2022 (remote)	Decision made on implementation of POS system by end October 2022	Use of intelligence from POS is used to improve compliance		Jul 11 - 22, 2022 (remote)	Hamilton	
			Organizational arrangements enable more effective delivery of strategy and reforms	Support on Organizational Arrangement	-	16	16	1	-	-	-	-	-	-	-	-	-	0%	FY24	Enhanced organizational arrangements implemented by end of April 2023	Inland revenue needs to be strengthened		Nov 14 - 25, 2022 (in-country)	Shrosbree
			Corporate priorities are better managed through effective risk management	Data analysis and business intelligence	-	12	12	1	-	12	12	1	-	-	-	-	-	0%	Shifted to FY24	Improved data analysis and use of business intelligence as per agreed action plan implemented by end of February 2023	Systems and processes provide useable intelligence		Aug 8 - 19, 2022 (remote)	Hamilton
			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 of Modernization Programme	-	16	16	1	-	-	-	-	-	-	-	-	-	0%	Replaced by LTX Review	New modernization programme implemented by end of May 2023 and action plan timelines met	Tax administration capacity and effectiveness to be improved		Feb 6 - 17, 2023 (in-country)	Shrosbree
	Strengthened core tax administration functions	Vanuatu	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	-	-	-	-	12	-	12	1	-	-	-	-	0%	Shifted to FY24	CD has been utilized and performance has increased in targeted areas	A purposeful planned approach to CD and development in place			Williams	
			A larger proportion of taxpayers meet their filing obligations as required by law / A larger proportion of taxpayers meet their payment obligations as required by law	Debt and returns management #2	-	16	16	1	-	-	-	-	-	-	-	-	0%	FY24	Filing and payment timeliness improves	TA assistance requested by the authorities to improve current returns and payment compliance levels.		Mar 20 - 31, 2023 (in-country)	Field	
			Audit and other verification programs more effectively ensure accuracy of reporting	Strengthening audit and audit manual	-	12	12	1	-	5	5	1	-	5	5	1	100%	Jun 13 - 24, 2022 (remote)	Quality of audits improved	The authorities have requested TA to assist in building audit function and capability.		May 16 - 27, 2022 (remote)	Home	
	Legal	Vanuatu	Strengthen core tax functions	Development of Standard Operating Procedures guidelines	-	48	48	1	-	-	-	-	-	-	-	-	0%	FY24	Measurable improvement in all core tax functions	Assistance with developing SOP's requested		Jun 1 - 16, 2022 (remote)	Field/ Home/ O'Keefe	
			Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Preparation of Substantial Economic Presence Legislation	-	-	-	-	-	7	7	1	-	7	7	1	100%	Jun 13 - Jul 31, 2022 (remote)	Decision made on legislation requirements	PFTAC is supporting a request by the authorities to modernize their tax laws.			Burns	
Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols			Preparation of Substantial Economic Presence Legislation	-	-	-	-	-	-	-	-	3	3	1	100%	Mar 6 - 10, 2023 (remote)				Burns				
			Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	Income Tax Legislation	-	12	12	1	-	-	-	-	-	-	-	0%	FY24	Draft IT legislation finalized by end of December 2022	PFTAC is supporting a request by the authorities to modernize their tax laws.		Mar 20 - 31, 2023 (remote)	Burns		

TOTAL	94	219	313	17
Updated Mid-FY23 Workplan:	142	104	246	14
Delivered by Oct 31:	49	36	85	6
Percentage of Revised Plan:	35%	35%	35%	43%

Final Outturn at April 30, 2023:	71	63	134	9
Percentage of Mid-Year Revised Plan:	50%	61%	54%	64%
Percentage of Original Plan:	76%	29%	43%	53%

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Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	Vanuatu	MTDS developed, documented and published	Medium-Term Debt Management Strategy Development and Implementation	10	24	34	1	-	32	32	1	-	36	36	1	100%	Oct 17 - 28, 2022 (in-country)	Debt management strategy agreed by the relevant authority; Debt management strategy document produced and published.		Jun, 2022	Ferguson/ Prentiss/ Parola/ Vaagele
	Establish efficient institutional framework for debt management		Improved operational risk management	Review of operations manual for debt management	-	28	28	1	-	-	-	-	-	-	-	-	0%	FY24	Documented guidelines for operational risk management are in place		Nov, 2022	STX