

FY26 Work Plan - May 2025 to April 2026: Regional - MID-YEAR UPDATE as at Oct 31, 2025

| TA Area                                      | Objective   | Country  | Outcome Targeted  | Activity   | May 2025 - April 2026<br>(in person-days) |            |       | Number of<br>Missions/<br>Activities | Mid-Year Update at Oct 30, 2025<br>(in person-days) |            |       | Number of<br>Missions/<br>Activities | % Delivery | Delivery Status             | Modality   | Milestones   | Comments   | Planned Date          | Experts  |
|--|---|----------|---|--|---|------------|-------|--------------------------------------|---|------------|-------|--------------------------------------|------------|-----------------------------|------------|--|--|-----------------------|--|
|  |   |          |   |  | PFTAC resident<br>advisors                | ST experts | Total |                                      | PFTAC resident<br>advisors                          | ST experts | Total |                                      |            |                             |            |  |  |                       |  |
| Public Financial<br>Management               | Comprehensive, credible, and policy-based budget preparation  | Regional | Planning and budgeting for public investments is more credible.   | Green PFM Workshop   | 20  | 20         | 40    | 1                                    | 21  | 24         | 45    | 1                                    | 0%         | Jan 26 - 30, 2026           | In-person  | Training delivered on Green PFM principles and how to analyze budget policy for climate considerations.  | Held in Fiji at \$110,000  | Dec 1 - 5, 2025       | Tandberg/ Owen/ Petrie/<br>Du Preez                                    |
|  | Strengthened identification, monitoring, and management of fiscal risks   |          | Analysis and disclosure of risks to fiscal forecasts and overall fiscal sustainability  | Fiscal Risks Workshop  | -   | -          | -     | -                                    | 23  | 22         | 45    | 1                                    | 0%         | Apr 20 - 24, 2026           | In-person  | Training on fiscal risk delivered  | Held at Fiji at \$110,000  |                       | Tandberg/ Owen/ O'Grady/<br>Kauffmann/ Petrie                          |
|  | Improved Public Investment Management   |          | Implementation of public investment projects is improved to deliver productive and durable public assets  | Public Investment Management Workshop  | 18  | 17         | 35    | 1                                    | -   | -          | -     | -                                    | 0%         | Rescheduled                 |            | Training delivered on Public Investment Management including climate considerations.   | Held at Fiji at \$110,000  | Nov 10 - 14, 2025     | LTX / Seeds/ Kauffmann/<br>Petrie                                      |
| Financial Sector<br>Supervision              | Develop/strengthen banking regulations and supervision frameworks   | Regional | Supervisors' capacity and competence to implement and monitor banks' compliance with Basel II/III and prudential regulations strengthened.  | Association of Financial Supervisors of Pacific Countries (AFSPC) Meeting and Workshop                                     | 10  | 9          | 19    | 1                                    | 10  | 11         | 21    | 1                                    | 100%       | Sep 8 - 12, 2025            | In-country | AFSPC Meeting and the Workshop are held.   | To be held in Timor-Leste  | Sep 8 - 12, 2025      | Arango/ Domingues/ HQX -<br>Sonbul Iskender                            |
| Government Finance<br>Statistics             | Strengthen compilation and dissemination of fiscal statistics   | Regional | Authorities have a baseline understanding of the current state of Government Finance Statistics compilation and dissemination and opportunities to strengthen these capacities                | Regional Workshop - Government Finance Statistics (GFS) and Public Sector Debt Statistics (PSDS)                           | 10  | 11         | 21    | 1                                    | 10  | 11         | 21    | 1                                    | 100%       | Aug 25 - 29, 2025           | In-country | Participants trained on GFS concepts   |  | Aug 25 - 29, 2025     | McDonagh/ HQX - De La<br>Beer  |
| Revenue<br>Administration                    | Strengthened revenue administration management and governance arrangements  | Regional | Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized   | PITAA Heads Meeting  | 10  | 14         | 24    | 1                                    | 10  | -          | 10    | 1                                    | 100%       | Sep 22 - 26, 2025           | In-country | PFTAC CD support highly valued.  | Held in Tonga<br>HQX salary to be funded by HQ<br>(Meeting - Sep 22-24/ Workshop - Sep 25-26)  | Sep 22 - 26, 2025     | McAlister/ Williams/ HQX   |
|  |   |          | The participants value this training  | Attend PIC Workshop on Tax Expenditures  | -   | -          | -     | -                                    | 5   | -          | 5     | 1                                    | 100%       | Oct 26 - 30, 2025           | In-country |  | Held in Nadi, Fiji<br>Funded by HQ: JSA FAD Domestic Resource Mobilization<br>(Tax Policy) in Pacific Island Countries                               |                       | McAlister  |
|  |   |          | Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized   | Develop Workshop Content - Building Design and Monitoring Capability   | -   | -          | -     | -                                    | -   | 20         | 20    | 1                                    | 0%         | Nov 3, 2025 - Jan 30, 2026  | Remote     | Reform management capacity strengthened or in place for reform implementation, including dedicated resources.<br>Key performance indicators established, regularly reported, and monitored   |  |                       | Vivian   |
|  |   |          | Support functions enable more effective delivery of strategy and reforms  | Webinar - Building Design & Monitoring Capability  | 1   | -          | 1     | 1                                    | -   | 10         | 10    | 1                                    | 0%         | Nov 17, 2025 - Jan 28, 2026 | Remote     | Leaders understand and value the need for D&M.   |  | May 21, 2025          | Williams   |
|  |   |          | Support functions enable more effective delivery of strategy and reforms  | Regional Workshop - Building Design & Monitoring Capability  | 20  | -          | 20    |                                      | 10  | 10         | 20    | 1                                    | 0%         | Mar 16 - 20, 2026           | In-country | A planning and a reporting process is implemented in each PIC.   | Suva, Fiji<br>\$45,000   | Feb 16 - 20, 2026     | McAlister/ Vivian  |
|  |   |          | Support functions enable more effective delivery of strategy and reforms  | Regional Workshop - Building Design & Monitoring Capability (North)  | -   | 11         | 11    |                                      | -   | 24         | 24    | 1                                    | 0%         | Feb 2 - 13, 2026            | In-country | All participants can show how their capability has improved by applying techniques learned during workshop.  | Koror, Palau<br>\$25,000   | Sep 22 - 26, 2025     | Vivian   |
|  |   |          | Support functions enable more effective delivery of strategy and reforms  | Regional Workshop - Building Design & Monitoring Capability - Follow-up  | 7   | -          | 7     |                                      | 6   | -          | 6     | 1                                    | 0%         | Mar 30 - 31, 2026           | Remote     | Performance improvement plans in place in all PICs.  |  | Sep 29 - Mar 31, 2026 | McAlister  |
|  |   |          | The participants value this training  | Webinar - Tax Gap Assessment methods   | -   | 4          | 4     | 1                                    | -   | -          | -     | -                                    | 0%         | Rescheduled                 |            | DRM improves incrementally in areas targeted as a result of tax gap assessment training and awareness.   |  | Oct 14 - 16, 2025     | STX  |
|  |   |          | Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations | Regional-ISORA Data Collection Support   | -   | 5          | 5     | 1                                    | -   | -          | -     | -                                    | 0%         | Rescheduled                 |            | PICS are able to undertake comparative analysis.   |  | Nov 3 - 28, 2025      | STX  |
|  |   |          | The participants value this training  | Webinar - Tax Technical Network (3)  | 3   | 2          | 5     | 1                                    | -   | 5          | 5     | 1                                    | 0%         | Nov 19 - Dec 12, 2025       | Remote     | Increase in interaction between PICS on complex tax issues.  |  | Jun 24 - 26, 2025     | Mitchell   |
|  | Strengthened core tax administration functions  |          | Taxpayer services initiatives to support voluntary compliance are strengthened  | Taxpayer Service Workshop - Follow up  | -   | 5          | 5     | 1                                    | -   | 5          | 5     | 1                                    | 100%       | Jun 9 - 27, 2025            | Remote     | Taxpayer services action plans implemented.  |  | Jun 6 - 27, 2025      | Vivian   |
|  |   |          | Taxpayer services initiatives to support voluntary compliance are strengthened  | PFTAC-Leaders Webinar-Taxpayer Services  | 1   | -          | 1     | 1                                    | 10  | 12         | 22    | 1                                    | 100%       | Jun 2 - 6, 2025             | In-person  | Senior leaders understand the value of taxpayer services to voluntary compliance and commit support to their country participants.   |  | May 28 ,2025          | Williams   |
|  |   |          | Taxpayer services initiatives to support voluntary compliance are strengthened  | Taxpayer Services Workshop   | 10  | 10         | 20    |                                      |   |            |       |                                      |            |                             |            | Scope, currency and accessibility of information for taxpayers improved (TADAT 2015 POA3-7/TADAT 2019 POA3-8).<br>Post-course feedback measured by the end-of-course survey [favorable range 4.4+] reflecting the participants' reaction to (a) the knowledge/skills usefulness for their job; (b) the content relevance to their job; and overall satisfaction with the course. | Suva, Fiji<br>\$75,000   | Jun 2 - 6, 2025       | Williams/ Vivian   |
| Macroeconomic<br>Programming and<br>Analysis | Stronger analytical skills and better macroeconomic forecasting and policy analysis   | Regional | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                                       | Macroeconomic-Diagnostics<br>OT26.03 - Cohort Training in Forecasting and Nowcasting                                       | 10  | -          | 10    |                                      | 10  | -          | 10    |                                      | 0%         | Mar 16 - 27, 2026           | In-person  | Improved understanding of economic analysis and policy making.   | 10 day course in Nadi; Led by Singapore Training Institute (STI) and Institute of Capacity Development (ICD)<br>ICD funds \$40k; STI \$160k (40 pax) | Mar 16 - 27, 2026     | Beaumont/ Nield  |
|  |   |          | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                                       | OT26.02 - Macroeconomics of Climate Course   | -   | -          | -     |                                      | 10  | -          | 10    | 1                                    | 0%         | Mar 2 - 13, 2026            | In-person  | Improved understanding of climate change impacts and associated policy making.   | Confirmed during Steering Committee Meeting in Samoa.<br>To be led by ICD and STI. STI funds 90 percent.   |                       | Beaumont/ Karapetyan   |
|  |   |          | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                                       | PFTAC/ FAD Workshop on Macro-Critical Adaptation Issues in the Pacific Island Countries: from Science and Data to Policies | 10  | -          | 10    | 1                                    | 10  | -          | 10    | 1                                    | 100%       | Aug 4 - 8, 2025             | In-person  | Improved understanding of climate change impacts and associated policy making.   | Led by Fiscal Affairs Department (FAD)<br>Held in Suva; Macro funds \$60k and Reserves   | Aug 4 - 8, 2025       | Beaumont/ FAD - Massetti/<br>Tagkils/ Mochizuki                        |
|  |   |          | Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).                                       | Topics in Macroeconometric Forecasting   | 10  | -          | 10    | 0.5                                  | 10  | -          | 10    | 1                                    | 100%       | Sep 22 - 26, 2025           | In-person  | Improved understanding of economic analysis and policy making.   | 5 day course in Suva in conjunction with STI<br>Macro and MF fund \$40k each with STI funding<br>Focus on countries with central banks               | Sep 22 - 26, 2025     | Beaumont/ Nield/ STI -<br>Claus, Ter-Martirosyan                       |
|  | Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications  |          | Authorities have a baseline understanding of their existing forecasting and analytical capabilities and opportunities for improvement   | Peer Learning Workshop Monetary Policy for Pacific Central Banks   | 10  | -          | 10    | 1                                    | 10  | -          | 10    | 1                                    | 100%       | Jul 3 - 9, 2025             | In-person  | Delivery of customized training on forecasting and analysis in context of technical assistance delivery.   | 5 day workshop in Samoa<br>HQ JSA and STI funding \$160k   | Jul 3 - 9, 2025       | Nield/ HQX - Epstein/<br>Sabuga/ STX - Ouliaris/ STI -<br>Cashin/ Wang |
|  | Participants effectively acquire knowledge and skills taught in the Macroeconometric Forecasting and Analysis (MFA) course and use them subsequently on the job or in their interaction with the Fund (MFA) |          | The participants value this training.   | Topics in Macroeconometric Forecasting   | 8   |            | 8     | 0.5                                  | 5   | -          | 5     |                                      | 100%       | Sep 22 - 26, 2025           | In-person  | Participants have completed customized training on financial programming and policies.   | 5 day course in Suva in conjunction with STI<br>Macro and MF fund \$40k each with STI funding<br>Focus on countries with central banks               | Sep 22 - 26, 2025     | Nield  |

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|--------------------------|---|----------|--|--|---|------------|-------|-----------------------------------|---|------------|-------|-----------------------------------|------------|-------------------|--|--|---|-------------------|---|
|                          |   |          |  |  | PFTAC resident advisors                   | ST experts | Total |                                   | PFTAC resident advisors                             | ST experts | Total |                                   |            |                   |  |  |   |                   |   |
| Macroeconomic Frameworks | Participants effectively acquire knowledge and skills taught in the Macroeconomic Diagnostics (MDS) course and use them subsequently on the job or in their interaction with the Fund (MDS) | Regional | The participants value this training                     | Macroeconomic-Diagnostics<br>OT26.03 - Cohort Training in Forecasting and Nowcasting                                       | 13  | -          | 13    | 1                                 | 13  | -          | 13    | 1                                 | 0%         | Mar 16 - 27, 2026 | In-person  | Participants have completed customized training on macroeconomic diagnostics.                  | 10 day course in Nadi; Led by Singapore Training Institute (STI) and Institute of Capacity Development (ICD) ICD funds \$40k; STI \$160k (40 pax) | Mar 16 - 27, 2026 | Karapetyan/ Beaumont                                  |
|                          | Participants effectively acquire knowledge and skills taught in the Inclusive Growth (IG) course and use them subsequently on the job or in their interaction with the Fund - IGR           |          | The participants value this training                     | PFTAC/ FAD Workshop on Macro-Critical Adaptation Issues in the Pacific Island Countries: from Science and Data to Policies | 5   | -          | 5     |                                   | -   | -          | -     | -                                 | 0%         | Led by Macro      | Improved understanding of climate change impacts and associated policy making. | Led by Fiscal Affairs Department (FAD) Held in Suva; Macro funds \$60k and Reserves            | Aug 4 - 8, 2025   | Nield             |   |
|                          |   |          | The participants value this training                     | OT26.02 - Macroeconomics of Climate Course   | -   | -          | -     | -                                 | 5   | -          | 5     |                                   | 0%         | Mar 2 - 13, 2026  | In-person  | Improved understanding of climate change impacts and associated policy making.                 | Confirmed during Steering Committee Meeting in Samoa. To be led by ICD and STI. STI funds 90 percent. MFR - Observer role                         | Mar 2 - 13, 2026  | Karapetyan/ Beaumont                                  |
| Debt Management          | Establish efficient institutional framework for debt management   | Regional | Improved institutional structure for debt management     | Sub-Regional Workshop to improve debt reporting for three countries (Marshall Islands, FSM, and Tuvalu).                   | 5   | -          | 5     | 1                                 | 2   | -          | 2     | 1                                 | 100%       | May 20 - 22, 2025 | Remote   | 1. Participants complete the workshop, meeting all requirements and receive workshop diplomas. | UNDP will organize the workshop in Guam.  | May 20 - 22, 2025 | Vilanova  |
|                          | Formulate and implement a medium-term debt management strategy (MTDS)   |          | Enhanced capacity in MTDS formulation and implementation | Sub-Regional Workshop on MTDS AT and Reporting   | -   | -          | -     | -                                 | 10  | -          | 10    | 1                                 | 0%         | Jan 19 - 23, 2026 | In-person  |  |   |                   | Vilanova  |
|                          | Develop market infrastructure and capacity for cost effective financing   |          | An effective primary market, with market-based issuances | Investor Relations Workshop  | 5   | 20         | 25    | 1                                 | 10  | -          | 10    | 1                                 | 100%       | Dec 1 - 5, 2025   | In-person  | 1. A reform plan is formulated to develop the local currency bond market over the long term.   | 4 officials from 5 countries<br>Held at and fully funded by STI   | Apr 13 - 17, 2026 | Vilanova/ MCM - Marie, Ferguson/ STX - Northfield Jr. |
| TOTAL                    |   |          |  |  | 186                                       | 128        | 314   | 17                                |   |            |       |                                   |            |                   |  |  |   |                   |   |

Updated Mid-FY26 Workplan:

Delivered by Oct 31:

Percentage of Revised Plan:

|     |     |     |     |
|-----|-----|-----|-----|
| 200 | 154 | 354 | 22  |
| 92  | 39  | 131 | 11  |
| 46% | 25% | 37% | 50% |