

FY26 Work Plan - May 2025 to April 2026: Kiribati - FINAL OUTTURN at April 30, 2026

TA Area	Objective	Country	Outcome Targeted	Activity	May 2025 - April 2026 (in person-days)			Mid-Year Update at Oct 30, 2025 (in person-days)			Update as at Apr 30, 2026 (in person-days)			Number of Missions/ Activities	% Delivery	Delivery Status	Modality	Milestones	Comments	Planned Date	Experts		
					PFTAC resident advisors	ST experts	Total	PFTAC resident advisors	ST experts	Total	PFTAC resident advisors	ST experts	Total										
Public Financial Management	Improved PFM laws and effective institutions	Kiribati	A more comprehensive legal framework covering all stages of the public financial management cycle is enacted	Finalize PFM Act	-	10	10	1	-	5	5	1	-	5	5	1	100%	May 12 - 16, 2025	Remote	PFM Act is finalized		May 12 - 16, 2025	Sok
	Improved budget execution and control		Budget execution monitoring and controls are strengthened	Quarterly warranting and commitment controls	-	18	18	1	-	-	-	-	-	-	-	-	0%	Rescheduled		System for quarterly warranting and commitment control agreed.		Nov 10 - 21, 2025	O'Grady/Silins
	Improved budget execution and control		Budget execution monitoring and controls are strengthened	Strengthen Internal Audit Function	-	-	-	-	-	-	-	-	-	21	21	1	0%	Apr 10 - 21, 2026	In-country				Prcevic
	Improved coverage and quality of fiscal reporting		Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Strengthening in-year reporting	12	17	29	1	12	23	35	1	12	23	35	1	100%	Jan 16 - 30, 2026	In-country	Quarterly Financial/Budget Execution Reports are produced.		Oct 6 - 17, 2025	Seeds/ O'Grady
Financial Sector Supervision	Develop/strengthen banking regulations and supervision frameworks	Kiribati	Legal/ prudential regulations for risk management, governance framework and prudential ratios on consolidated basis, developed/ strengthened.	Development of prudential standards for banks- Developing Regulatory and Supervisory Frameworks	7	14	21	1	5	12	17	1	-	-	-	0%	Cancelled		FSAK issues various prudential regulations for banks.		Jun 10 - 13, 2025	Arango	
	Develop/strengthen banking regulations and supervision frameworks		Legal and regulations empower and equip supervisors with adequate range of corrective measures.	Training - Fundamentals of Financial Supervision (Roadmap for establishing regulatory and supervisory frameworks)	-	-	-	-	5	-	5	1	5	-	5	1	100%	Nov 3 - 7, 2025	Remote				Arango
Government Finance Statistics	Strengthen compilation and dissemination of fiscal statistics	Kiribati	A new data set has been compiled and disseminated internally and/ or to the public	Compilation of GFS for GG operations - Developing balance sheet statistics and expanding coverage to non-financial public corporations	-	9	9	1	-	9	9	1	-	9	9	1	100%	Jan 26 - 30, 2026	In-country	1. A full set of GFS tables for the budgetary subsector of the general government is compiled by the statistical authorities and disseminated at least on an annual basis. 2. A full set of GFS tables for the extrabudgetary and social security fund (if relevant) subsectors of the general government is compiled by the statistical authorities and disseminated on an annual basis. 3. A full set of GFS tables for the public corporations sector is compiled by the statistical authorities and disseminated on an annual basis. 4. Consolidated general government (or public sector) GFS dataset is compiled by the statistical authorities and disseminated on an annual basis. 1. Data on transactions (or stocks) excluded from the scope of the primary data sources, such as transactions in-kind (or financial liabilities other than government loans), are collected from supplementary sources. 2. Source data coverage (from one or multiple complimentary sources) enables to compile GFS for each sector and subsector consistently with the institutional unit classification, as determined under the GFSM 2014 framework.		Jan 19 - 23, 2026	Ten Buuren
			Source data are adequate for the compilation of these macroeconomic statistics																				
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics-national accounts	Kiribati	A new data set has been compiled and disseminated internally and/or to the public.	Update GDP	12	-	12	1	9	-	9	1	9	-	9	1	100%	Aug 30 - Oct 08, 2025	In-person	Compile GDP estimates for 2024		Oct 20 - 31, 2025	Groman
Revenue Administration	Strengthened revenue administration management and governance arrangements	Kiribati	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Support implementation of Tax reforms and Digitalization	12	-	12	1	10	-	10	1	10	-	10	1	100%	Sep 8 - Apr 30, 2026	Remote	Reform management capacity strengthened or in place for reform implementation, including dedicated resources.		Jun 16 - 27, 2025	McAlister
	Strengthened revenue administration management and governance arrangements		Digital technologies are better aligned with strategic objectives	Support implementation of Tax reforms and Digitalization	-	-	-	-	4	-	4	1	4	-	4	1	100%	Oct 1 - 6, 2025	In-country	Preparation of IRAS RFP documentation. Completion of PFTAC/PRTAA/ADB Digitalization Roadmap Projects - Kiribati/Palau/Tuvalu			McAlister
	Strengthened revenue administration management and governance arrangements		Effective implementation of a new tax or modernized legislation	VAT Amendment Taxpayer Services and Support	-	-	-	-	-	18	18	1	-	18	18	1	100%	Aug 19 - 22, 2025	Hybrid	VAT Amendment Bill 2025 passed by Parliament. VAT Amendment Act 2025 implemented			Goli
	Strengthened revenue administration management and governance arrangements		Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	VAT Reform (Legislation administrability)	-	17	17	1	-	17	17	1	-	17	17	1	100%	May 26 - Jun 6, 2025	In-country	Reform management capacity strengthened or in place for reform implementation, including dedicated resources.		May 26 - Jun 6, 2025	Goli
	Strengthened revenue administration management and governance arrangements		Effective implementation of a new tax or modernized legislation	Value Added Tax (VAT), Revenue Administration Act (RAA) and Income Tax Act (ITA) Change Implementation Support	-	-	-	-	-	14	14	1	-	14	14	1	0%	Oct 20, 2025 - Apr 30, 2026	Remote	VAT Amendment Bill 2025 passed by Parliament. VAT Amendment Act 2025 implemented. Income Tax regulation for Special Economic Zone implemented. Revenue Administration Act amendments implemented			Goli
	Strengthened core tax administration functions		Taxpayer services initiatives to support voluntary compliance are strengthened	VAT Taxpayer services #1	-	16	16	1	-	-	-	-	-	-	-	-	0%	Rescheduled		Scope, currency and accessibility of information for taxpayers improved (TADAT 2015 POA3-7/TADAT 2019 POA3-8).		Sep 8 - 19, 2025	London
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Kiribati	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	VAT Modeling Training	-	11	11	1	-	-	-	-	-	-	-	0%	Rescheduled		Ability to independently operate VAT model.		Aug 18 - 22, 2025	Patry	
Debt Management	Establish efficient institutional framework for debt management	Kiribati	Improved institutional structure for debt management	Develop and implement debt management organizational structure	5	-	5	1	-	5	5	1	-	-	-	0%	Cancelled		1. Key staff trained on debt reporting and monitoring		Oct 13 - 17, 2025	STX	
TOTAL					48	112	160	11															

Updated Mid-FY26 Workplan:
Delivered by Oct 31:
Percentage of Revised Plan:

45	103	148	12
13	40	53	5
29%	39%	36%	42%

Final Outturn at April 30, 2026:
Percentage of Mid-Year Revised Plan:
Percentage of Original Plan:

40	107	147	11
89%	104%	99%	92%
83%	96%	92%	100%