

FY26 Work Plan - May 2025 to April 2026: Papua New Guinea - FINAL OUTTURN at April 30, 2026

TA Area	Objective	Country	Outcome Targeted	Activity	May 2025 - April 2026 (in person-days)			Number of Missions/ Activities	Mid-Year Update at Oct 30, 2025 (in person-days)			Number of Missions/ Activities	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 coverage and quality of fiscal reporting	Papua New Guinea	Comprehensiveness, frequency, and quality of fiscal reports is enhanced	IPSAS Reporting and Chart of Accounts	-	17	17	1	12	17	29	1	12	17	29	1	100%	Oct 6 - 17, 2025	In-country	Action plan and templates delivered for strengthening compliance with cash IPSAS.		Aug 18 - 29, 2025	Cooper/ O'Grady	
	Improved coverage and quality of fiscal reporting		Comprehensiveness, frequency, and quality of fiscal reports is enhanced	Chart of Accounts Review	-	-	-	-	-	-	-	-	-	5	21	26	1	100%	Mar 16 - 20, 2026 Mar 9 - 20, 2026	In-country				Cooper/ O'Grady
	Improved Public Investment Management		The capacity to plan, implement and sustain infrastructure governance reforms is enhanced	Conduct Public Investment Management Assessment (PIMA)	12	36	48	1	12	-	12	1	12	-	12	1	100%	Feb 2 - 13, 2026	In-country	PIMA undertaken and action plan agreed.	Led by HQ HQ experts funded by FAD SA Infrastructure Governance Facility	Sep 8 - 19, 2025	O'Grady/ HQ - Welham, Seeds, Le Manchec, Koh	
	Improved Public Investment Management		The capacity to plan, implement and sustain infrastructure governance reforms is enhanced	Develop Climate PIM Guidelines	-	-	-	-	12	18	30	1	12	19	31	1	100%	Feb 14 - 24, 2026	In-country		1 STX resource funded by GPPP			Tandberg/ Javed/ Seeds
Financial Sector Supervision	Develop/strengthen banking regulations and supervision frameworks	Papua New Guinea	Forward-looking assessment of banks' risk strengthened.	Training in evaluation of CAAAP Reports of banks and risk analysis under SRPP implementation of Consolidated Capital Requirements	12	17	29	1	5	12	17	1	-	-	-	-	0%	Rescheduled		BPNG is able to assess bank-specific risks in a forward looking manner and reflect them in the minimum required levels of capital adequacy and liquidity buffers of banks.		Oct 13 - 24, 2025	Arango/ STX	
	Develop/strengthen banking regulations and supervision frameworks		Legal/ prudential regulations for risk management, governance framework and prudential ratios on consolidated basis, developed/ strengthened.	Review of Banking and Financial Institutions Act of PNG	1	5	6	1	-	-	-	-	-	-	-	-	0%	Rescheduled		BPNG submits amended Banking and Financial Institutions Act to the Parliament for approval.		Nov 17 - 21, 2025	LEG	
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics- national accounts	Papua New Guinea	A new data set has been compiled and disseminated internally and/or to the public.	Developing GDP(1) and Releasing Training - Releasing and SUTs	12	-	12	1	5	-	5	1	-	-	-	-	0%	Rescheduled		Training on Releasing and SUTs		Mar 9 - 20, 2026	Grcman	
Revenue Administration	Strengthened revenue administration management and governance arrangements	Papua New Guinea	Effective implementation of a new tax or modernized legislation	Support implementation of Income Tax Act	-	17	17	1	-	17	17	1	-	-	-	-	0%	Rescheduled		New/modernized tax implemented on scheduled date.		Oct 6 - 17, 2025	Vivian	
	Strengthened revenue administration management and governance arrangements		Organizational arrangements enable more effective delivery of strategy and reforms	Evaluation of Organizational Structure Change and Implementation/ Organization Planning and Performance	-	14	14	1	-	-	-	-	-	-	-	-	0%	Combined with HQ activity		Clear organizational structure along functional lines and/or taxpayer segments established and operating or strengthened.		Oct 13 - 24, 2025	Vivian	
	Strengthened revenue administration management and governance arrangements		Support functions enable more effective delivery of strategy and reforms	Develop Business Continuity Plan	-	17	17	1	-	-	-	-	-	-	-	-	0%	Combined with HQ activity		Improved human resources strategies and practices to support the tax administration (TADAT 2019 POA2-7).		Aug 4 - 15, 2025	Shrosbree	
	Strengthened revenue administration management and governance arrangements		Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	TADAT Support	12	-	12	1	-	-	-	-	-	-	-	-	0%	Combined with HQ activity		Procedures for internal and/or external review of revenue administration management, governance, and operations are established to produce baselines and identify opportunities for improvement.		Oct 20 - 31, 2025	McAlister	
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Papua New Guinea	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Macro-Fiscal Modeling	12	-	12	-	-	-	-	10	-	10	-	100%	Feb 12 - 20, 2026	In-person	Ability to forecast macro-fiscal outcomes and run scenarios.	ICD Led	Nov 17 - 28, 2025	Beaumont		
Macroeconomic Frameworks	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications	Papua New Guinea	Decisionmakers understand the structure and function of the Macroeconomic Projection Tool (MPT), and use staff's MPT-based analysis and forecast in the policy formulation process	Financial Programming	1	-	1	0.5	-	-	-	-	10	-	10	1	100%	Feb 12 - 20, 2026	In-country	Core team, in collaboration with ICD, develop a draft of Enhanced Medium-Term Macroeconomic Framework / Simulation Tools(s) that include key long-run anchors and short-run relationships	Joint with Macro	Jun 2 - 4, 2025	Karapetyan/ Claus	
	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications		Decisionmakers understand the structure and function of the Macroeconomic Projection Tool (MPT), and use staff's MPT-based analysis and forecast in the policy formulation process	Financial Programming	5	-	5	0.5	-	-	-	-	-	-	-	-	0%	Cancelled		Authorities' team demonstrate that they can use framework to provide appropriate baseline and alternative scenario projections and use these as inputs into policymaking		Nov 17 - 28, 2025	Nield	
	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications		Improved analytical skills, and better macroeconomic forecasting and policy analysis capacity	Macroeconomic Frameworks	12	-	12	1	12	-	12	1	12	-	12	1	100%	Jul 21 - Aug 1, 2025	In-country	Nowcasts' from BPNG nowcasting tools are incorporated into the BPNG's macroframework; BPNG completes the re-development of its Excel-based GDP(Expenditure) macroframework.		Jul 21 - Aug 1, 2025	Nield/ STI - Claus	
	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications		Improved analytical skills, and better macroeconomic forecasting and policy analysis capacity	Macroeconomic Frameworks	12	-	12	1	12	-	12	1	12	-	12	1	100%	Dec 1 - 12, 2025	In-country	Nowcasts' and MFF analysis resulting from them are incorporated into MPC/Board policy discussions.		Nov 24 - Dec 5, 2025	Karapetyan	
	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications		Improved analytical skills, and better macroeconomic forecasting and policy analysis capacity	Macroeconomic Frameworks	12	-	12	1	12	-	12	1	10	-	10	1	100%	Feb 2 - 11, 2026	In-country	Nowcasts' and MFF analysis resulting from them are incorporated into MPC/Board policy discussions.		Mar 9 - 20, 2026	Karapetyan/ Claus	
Debt Management	Develop/ enhance staff capacity to conduct debt sustainability analyses	Papua New Guinea	Improved knowledge of the DSA Framework and Toolkit	Debt Sustainability Analysis Workshop	12	-	12	1	-	-	-	-	-	-	-	0%	Rescheduled		1. Participants complete the workshop, meeting all requirements and receive workshop diplomas.	DMF led activity	Aug 11 - 23, 2025	Vilanova		
	Develop market infrastructure and capacity for cost effective financing		Financing through market-based instruments	Investor Relations	-	17	17	1	5	18	23	1	8	32	40	1	100%	Apr 27 - May 7, 2026	Hybrid	1. Officials have increased capacity in developing an issuance calendar		Sep 8 - 19, 2025	Vilanova/ Perez/ Northfield	
TOTAL					115	140	255	15																

Updated Mid-FY26 Workplan:

Delivered by Oct 31:

Percentage of Revised Plan:

87	82	169	10
24	17	41	2
28%	21%	24%	20%

Final Outturn at April 30, 2026:

Percentage of Mid-Year Revised Plan:

Percentage of Original Plan:

103	89	192	9
118%	109%	114%	90%
90%	64%	75%	60%