

FY26 Work Plan - May 2025 to April 2026: Timor-Leste - 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	Comprehensive, credible, and policy-based budget preparation	Timor-Leste	A more credible medium-term budget framework is integrated with the annual budget process	Strengthening Budget Preparation	12	18	30	1	-	-	-	-	-	-	-	0%	Rescheduled		Medium Term Budget documentation produced.		Mar 9 - 20, 2026	O'Grad/ Bowen	
Financial Sector Supervision	Develop/strengthen banking regulations and supervision frameworks	Timor-Leste	Legal/ prudential regulations for risk management, governance framework and prudential ratios on consolidated basis, developed/ strengthened.	Review on Financial Risk Analysis of Banks Implementation of Capital and Liquidity Regulation and Supervision	12	17	29	1	5	-	5	1	5	-	5	100%	Dec 1 - 5, 2025	In-country	BCTL adopts an upgraded financial risk analysis framework.		Aug 25 - Sep 5, 2025	Arango	
Real Sector Statistics	Strengthen compilation and dissemination of real sector statistics- national accounts	Timor-Leste	A new data set has been compiled and disseminated internally and/or to the public.	Reviewing ATN and GDP development Mapping and simplifying the GDP compilation system	12	-	12	1	12	-	12	1	-	-	-	0%	Cancelled		Mapping and simplifying the GDP compilation system		Mar 16 - 27, 2026	Grcman	
	Strengthen compilation and dissemination of Consumer Price Statistics (CPP)		Authorities have a baseline understanding of the current state of Consumer Price Statistics compilation and dissemination and opportunities to strengthen these capabilities.	Assessing Consumer Price Index (CPI)	-	18	18	1	-	18	18	1	-	-	-	-	0%	Cancelled		Updated CPI compiled and published.		Nov 10 - 21, 2025	Kelly
Revenue Administration	Strengthened revenue administration management and governance arrangements	Timor-Leste	Support functions enable more effective delivery of strategy and reforms	Redesign and modify approach to Large Taxpayers- Strengthen Compliance of VAT Taxpayers	-	12	12	1	-	10	10	1	-	10	10	100%	Nov 24 - Dec 15, 2025	Remote	CIP developed to improve filing and payment of large taxpayers; and adoption of e-Services	Back to back missions	Oct 13 - 21, 2025	Shrosbree	
	Strengthened revenue administration management and governance arrangements		Effective implementation of a new tax or modernized legislation	VAT Implementation Progress Review - Communications and Engagement	-	15	15	1	-	-	-	-	-	-	-	-	0%	Rescheduled		VAT Implementation milestones achieved as per project plan		Jul 16-25, 2025	STX
	Strengthened revenue administration management and governance arrangements		Effective implementation of a new tax or modernized legislation	VAT Implementation Progress Review	-	17	17	1	-	17	17	1	-	17	17	1	100%	Jun 9 - 20, 2025	In-country	VAT Implementation milestones achieved as per project plan.		Oct 22 - Nov 5, 2025	Ledua
	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	Reform Progress and Planning		11	-	11	1	9	-	9	1	9	-	9	100%	Jun 16 - 24, 2024	In-country	Revised CD plan endorsed by Commissioner TLTA.		Jun 18 - 27, 2025	Williams
	Strengthened core tax administration functions		Strengthen core tax functions	Progress debt and return improvements, tax clearance and write offs		-	16	16	1	-	-	-	-	-	-	-	0%	Rescheduled		Improvement in percentage of tax payers filing on time.		Sep 15 - 26, 2025	Udy
Macroeconomic Programming and Analysis	Stronger analytical skills and better macroeconomic forecasting and policy analysis	Timor-Leste	Sound medium-term macroeconomic framework (inclusive of GDP and inflation, commodity prices, the external and monetary sectors, and fiscal aggregates).	Support for Financial Programming and Policies (FPP)	12	-	12		12	-	12		12	-	12	100%	May 12 - 23, 2025	In-country	Greater sophistication in macroeconomic policy making.	ICD Led	May 12 - 23, 2025	Beaumont	
Macroeconomic Frameworks	Develop capacity in macroeconomic forecasting and policy analysis to support policy decision making and communications	Timor-Leste	Improved analytical skills, and better macroeconomic forecasting and policy analysis capacity	Training - Topics in Macroeconomics Foundation	5	-	5	1	5	-	5	1	5	-	5	100%	May 5 - 9, 2025	In-country	Relevant staff have completed customized central bank training.	In-conjunction with ST1	May 5 - 9, 2025	Nield/ 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	Training - Topics in Macroeconomics Foundation - Selected Topics in Central Banking for Banco Central de Timor-Leste	5	-	5	1	5	-	5	1	5	-	5	100%	Sep 1 - 5, 2025	In-country	Relevant staff have completed Financial Development & Financial Inclusion customized training.	In-conjunction with ST1	Sep 29 - Oct 3, 2025	Nield / ICD - Aleman Casco	
	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 (Phase II)	12	-	12	1	12	-	12	1	12	-	12	1	100%	May 12 - 23, 2025	In-country	A stable "production" MPT is in use for policy and analysis purposes. Competence to independently enhance MPT is demonstrated.		May 12 - 23, 2025	Nield/ Beaumont
	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 (Phase II)	12	-	12	1	-	-	-	-	-	-	-	-	0%	Cancelled		Competence to independently enhance MPT is demonstrated. Demonstrate that the OPM is being regularly maintained.		Oct 6 - 17, 2025	Nield
Debt Management	Formulate and implement a medium-term debt management strategy (MTDS)	Timor-Leste	Enhanced capacity in MTDS formulation and implementation	Medium-Term Debt Management Strategy Development and Implementation	12	17	29	1	-	-	-	-	-	-	-	0%	Rescheduled		1. Staff trained in MTDS AT and framework 2. Staff shows competence through presentations, discussions or practical exercises on debt management strategy formulation and implementation		Jul 21 - Aug 1, 2025	Vilanova/ Vaugeois	
<b>TOTAL</b>					<b>105</b>	<b>130</b>	<b>235</b>	<b>14</b>															

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

60	45	105	9
43	17	60	5
72%	38%	57%	56%

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

48	27	75	7
80%	60%	71%	78%
46%	21%	32%	50%