



## **ACTIVITY REPORT**

**November 2008 – April 2009**

**CARTAC ACTIVITY REPORT: November 2008 – April 2009**  
**CAPITAL MARKET DEVELOPMENT COMPONENT**

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
November 2008	Regional	Sponsored attendance of regional regulators at CGSR annual conference and meeting of regional securities regulators in Barbados.	CMD 3,5,8
November 2008	Regional	Follow-up work for regional CMD training workshop on Unregulated Investment Schemes conducted in Jamaica in collaboration with the IMF, USSEC, CFTC, USAID and the Jamaican securities regulator: arranging video editing, website posting (permissions from presenters), results of securities regulators' wrap-up meeting to decide on action plan, etc.	CMD 7,8
November 2008	CARTAC	Prepared for and attended Steering Committee meeting in the Bahamas. Presentation made on the regional seminar on unregulated investment schemes.	N/A
November 2008	ECCU	Provided training for two examiners at USSEC Securities Enforcement course in Washington, DC.	CMD 5,8
December 2008	CARTAC	Attended briefing meetings at IMF HQ with MCM, WHD and LEG in Washington, DC.	N/A
January 2009	Regional	Organised and participated in meeting of the CARTAC Securities Regulatory Advisory Group in Montego Bay to discuss terms of reference for the development of a Regional Cross-border Takeovers Protocol. Prepared and	CMD 3,4,7

**CMD Key Capacity Objectives**

- CMD 1 – Evaluating financial regulation and supervision and making recommendations;
- CMD 2 – Advising on licensing, inspection methods and financial institution resolution;
- CMD 3 – Advising on cross-border supervision, cooperation and information exchange;
- CMD 4 – Making recommendations on legislation and operational upgrades to strengthen regulation and supervision;
- CMD 5 – Training, including seminars, workshops and on-the-job training;
- CMD 6 – Advising on compliance with AML/CFT;
- CMD 7 – Advising on capital markets development, including practical steps to overcome impediments for the development of capital markets, financial sector supervision, inspection methods and financial institutions resolution;
- CMD 8 – Training on capital markets issues, including through seminars, workshops and on-the-job training.

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		circulated draft TOR to participating regulators. Discussed TOR and timing with potential STX.	
January 2009	Regional	Began research, writing, reviewing and editing as a coauthor with WHD and MCM staff on a working paper on recent experiences of Ponzi schemes in the Caribbean.	CMD 1
January 2009	ECCU	Reviewed and discussed TA needs and participation in regional takeovers project with securities regulator.	CMD 3,4,7
February 2009	Regional	Continued research, writing, reviewing and editing as a coauthor with WHD and MCM staff on a working paper on recent experiences of Ponzi schemes in the Caribbean.	CMD 1
February 2009	CARTAC	Participated in meeting with representative of think-tank CAPRI and CARTAC programme coordinator on CAPRI activities and possibilities of CARTAC support for CAPRI.	N/A
February 2009	CARTAC	Participated in meeting with CIDA representatives on CARTAC's work plan.	CMD 1
February 2009	ECCU	Reviewed and approved training and attachment requests for 2009 from securities regulator.	CMD 5,8
March 2009	Regional	Participated in CARTAC-sponsored regional CAIR meeting of insurance	FSS

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	Insurance Supervision	regulators hosted by CBTT in Port of Spain to share information and discuss regulatory actions arising from the failure of CLICO-British American.	CMD 3
March 2009	ECCU	Met with the securities regulator in St. Kitts & Nevis to discuss TA needs. Participated in CARTAC country strategy meeting with the governor of the ECCB in St. Kitts & Nevis.	CMD 1,7
March 2009	ECCU	Finalised TOR for project to review framework for securities regulation; identified STX and agreed timetable with securities regulator and STX; began contract process for STX.	CMD 1,2,4,7
March 2009	ECCU	Arranged training for one staff member of the securities regulator at the USSEC's Spring Institute in Washington, DC.	CMD 5,8
April 2009	Regional	Project started for development of a Regional Cross-border Takeovers Protocol involving the six securities regulators within CARICOM. Prepared information packages and coordinated schedules for missions to Barbados, Jamaica and Trinidad & Tobago in May.	CMD 3,4,7
April 2009	Regional	Reviewed comments from Executive Directors, LEG and departmental reviewers and make changes to working paper on Ponzi schemes in the Caribbean in collaboration with MCM and WHD; finalise for release.	CMD 4

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April 2009	Regional CARICOM	Attended and participated in a meeting of senior officials arranged by the CARICOM Secretariat to discuss the final draft of the CARICOM Financial Services Agreement in Port of Spain.	CMD 4
April 2009	ECCU	Prepared TOR on peripatetic project on operational procedures and training in consultation with the securities regulator. Identified STX and initiated contract process.	CMD 2,4,5,8
April 2009	ECCU	Amended draft TOR on project to review framework for securities regulation in consultation with STX and the securities regulator based on identification of additional regulations to be covered; adjusted contract to reflect additional time and work required. Project started.	CMD 1,2,4,7
April 2009	ECCU	Reviewed and responded to request for change to training and attachments approvals for staff of the securities regulator staff.	CMD 5,8
<b>Country Specific</b>			
January 2009	Bahamas	Reviewed and approved request for attachment of staff of securities regulators to the T&T securities regulator to assess Market Watch, a market surveillance system.	CMD 3,4,5
February 2009	Bahamas	Discussed TA needs with securities regulator; request subsequently received for TA to review the securities regulator's fee structure, to reorganise its	CMD 2,4

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March 2009	Bahamas	<p>examination department and to develop new capital requirements.</p> <p>Reviewed progress on project on securities regulations; consulted with authorities and consultant to amend timetable in order to complete the project. Reviewed draft advice on provisions and comments, responded to comments of SCB and STX. Extended STX contract to allow project completion on new timetable.</p>	CMD 2,4,7
April 2009	Bahamas	Reviewed comments on draft regulations and conducted conference call with authorities and STX to go over final comments and issues on the securities regulations project. Resolved with authorities outstanding issues relating to instructions for STX on rule-making procedure. Completed the project after reviewing final documents delivered by STX.	CMD 2,4,7
April 2009	Bahamas	Followed up with securities regulator and established dates in May for attachment to review TTSEC market surveillance system (MarketWatch).	CMD 3,4,5
January 2009	Belize	Reviewed and discussed comments on CMD diagnostic assessment with Belize authorities.	CMD 4,7
March 2009	Belize	Reviewed CMD diagnostic assessment project report and followed up with the authorities to urge them to adopt an action plan arising from the report's recommendations. Discussed timing of and need for remaining TA items requested.	CMD 4,7

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April 2009	Haiti	Assumed responsibility for insurance request from Haiti; reviewed request to assist with the development of a modern insurance regulatory framework and developed suggested approach for consideration by the Haitian authorities.	FSS
December 2008	Jamaica	Prepared draft TOR for project to develop stress testing framework for securities dealers; sought to identify expert.	CMD 2,4
January 2009	Jamaica	Followed up with securities regulator, obtained comments and finalised TOR for development of stress testing framework for securities dealers. Identified STX and negotiated timing and contract.	CMD 2,4
February 2009	Jamaica	Met with FSC in Kingston to discuss its TA needs; requests subsequently received and approved for assistance in improving the regulation of collective investment schemes, regulating hedge funds and documenting supervisory operations in the FSC's securities, insurance and pensions activities.	CMD 4 FSS
February 2009	Jamaica	Participated in CARTAC country strategy meeting with the Ministry of Finance in Kingston.	CMD 7
February 2009	Jamaica	Discussed possible terms of reference for CMD diagnostic and strategy development for Jamaica with the securities regulator; request for TA anticipated but not received.	CMD 7

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February 2009	Jamaica	Contracted STX and scheduled meetings for mission to Kingston for project to develop stress testing framework for securities dealers. Participated in mission to Kingston with STX.	CMD 2,4
February 2009	Jamaica	Reviewed and approved request for an attachment of two FSC Jamaica staff members to Central Bank of Trinidad & Tobago to learn from its National Financial Literacy Programme. Made arrangements for the attachment to take place in April.	CMD 7,8
March 2009	Jamaica	Followed up with consultant on progress on project to develop stress testing framework for securities dealers; adjusted the timetable for completion and discussed with the securities regulator.	CMD 2,4
April 2009	Jamaica	Developed suggested approach to project on regulation of collective investment schemes and hedge funds and discussed with securities regulator and MCM. Identified STX and arranged start date acceptable to the authorities in July.	CMD 2,4,7
April 2009	Jamaica	Reviewed and approved request for attachment of staff of the securities regulator to the ECSRC to observe launch of Investor Awareness programme. Reviewed preliminary material for investor education in ECCU and ECSRC's action plan.	CMD 3,5,8
February 2009	Trinidad & Tobago	Presented and led discussions on the international and regional environment with management of securities regulator at retreat to develop its strategic plan.	CMD 4

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## CARTAC ACTIVITY REPORT: November 2008 – April 2009 FINANCIAL SECTOR SUPERVISION COMPONENT

### Summary Report:

**Insurance supervision continued to receive top priority in capacity building.** The capacity building plan as determined by the CARTAC Insurance Advisory in June, 2008 began to be implemented in December, 2008 with workshops on three of the International Association of Insurance Supervisors (IAIS) core training modules. The Caribbean Association of Insurance Regulators (CAIR) was rejuvenated with a conference kick-off immediately following the December, 2008 workshops. CAIR has since taken over the administrative function through the establishment of a fully-functioning and staffed Secretariat at the FSC-Jamaica and has contributed to other insurance training projects in the region as well as coordinating communication between insurance regulators. CARTAC arranged for the World Bank to provide to all CARTAC member countries the IAIS Core Curriculum Modules so that each supervisory entity can establish self- or group-training programmes. A Workshop on Analyzing Reinsurance Treaties was held for the eight ECCU countries and will later be held for the rest of the region. CARTAC and CAIR coordinated a regulators' meeting to discuss the appropriate supervisory response to the problematic insurance companies Clico and British American that both have an extensive presence in the Caribbean; since that meeting, work-out options continue and progress is shared among the regulators. CARTAC is also engaging in capacity building for insurance supervision for individual countries, to include the drafting of an Insurance Act for Belize and establishment of a supervisory framework for risk-based capital and actuarial standards for Trinidad & Tobago. **Results of the capacity building programmes for insurance supervision are:** (1) focused training plans, (2) a marked increase in communication and collaboration among insurance supervisors in the region, (3) leaders in insurance supervision (Jamaica and St. Lucia) actively assisting other countries in the region in capacity building, (4) reassessments of legal frameworks are underway, and (5) better supervisory techniques are being created as a result of CARTAC and CAIR training programmes.

**The programme to develop credit bureaus in the region is off to a very strong start.** CARTAC held a meeting with the public and private sector key players. The IFC is the lead organization in this project. A roadmap was developed with the initial focus of the project to be aimed at Guyana, Barbados, the ECCU, Trinidad & Tobago and Jamaica. Already, meetings have occurred in Guyana and Barbados, and Guyana asked to be placed on the fast-track programme. The Government of Barbados is also supportive and is identifying the Ministry and individuals in the government that will have primary responsibility for collaboration with the IFC and CARTAC. **Results to date are that a draft Credit Bureau Law is under discussion in Guyana, and in Barbados, the Minister of State for Finance is arranging the groundwork for the foundation for the project.**

**The Caribbean Financial Literacy web site was launched in February, 2009.** The web site address is: [www.financialliteracycaribbean.com](http://www.financialliteracycaribbean.com). The purpose of the web site is to: (1) raise the importance to the governments and supervisors of working toward financial literacy and (2) encourage governments and supervisors to develop financial literacy education programmes.

**The development of Single Regulatory Units in the ECCU continues to make notable progress.** The focus for the past six months has been on the development of legal frameworks for St. Lucia and Antigua & Barbuda and the collection of industry comments on regulatory reporting forms developed for each nonbanking sector. Assistance in the examination of off-shore banks as well as the development of policy and procedures for the supervision of off-shore banks occurred for St. Vincent & the Grenadines as well as Montserrat. Frameworks to enhance the supervision of off-shore trusts and off-shore mutual funds are in process for Anguilla and St. Vincent & the Grenadines. **Results of capacity building for the Single Regulatory Units in the ECCU are:** (1) clear supervisory responsibilities set forth in the legal framework, (2) greater attention to the supervision of off-shore entities, (3) enhanced off-site supervisory capacity through the establishment of regulatory reporting forms, and (4) more focused mandates given that the problems at Clico and British American were magnified in the ECCU as well as the international reputational risk associated with the failure through alleged fraud of an off-shore bank in Antigua & Barbuda with a spill-over impact to a domestic Antiguan bank.

## CARTAC ACTIVITY REPORT: November 2008 – April 2009 FINANCIAL SECTOR SUPERVISION COMPONENT

### Summary Report continued:

**Banking supervision capacity building remains on a steady track.** The Caribbean Group of Banking Supervisors (CGBS) is the capacity-building group for the region and CARTAC coordinates closely with the CGBS for regional training programmes. CARTAC will sponsor three of the regional training programmes for banking supervision in 2009; one of these programmes, The Toronto Centre Crisis Preparedness Workshop, was completed in April, 2009. For individual countries, projects included training on market risk and the development of a market risk capital charge regulation for Guyana; an assessment of the strength and weaknesses of banking supervision in The Bahamas as well as expert advice on a system to automate bank regulatory reporting forms. In Bermuda, training on Basel II, Pillar II allowed the authorities to move forward with implementation of Basel II on January 1, 2009. For the ECCB, a project continues in the area of risk-profiling of banks to be used as a check and balance against on-site examination findings. **Results of capacity building for the banking supervision sector are:** (1) a clear understanding of strengths and weaknesses when handling a crisis through simulation, (2) movement of specific countries toward compliance with the Basel Core Principles of Banking, and (3) improved management information systems.

**Credit Union supervision capacity building remains in the country-specific areas.** Training was provided to Trinidad & Tobago, Haiti and The Bahamas. Each of the supervisors in these countries has taken steps in the past six months to improve the supervision of credit unions, obtain compliance with laws and regulations, and clarify supervisory authority. **Expected results are:** (1) a weeding-out of problematic credit unions over the next three years, (2) a reduction in excessive or concentrated risk-taking activities, and (3) a curtailment of investments that fail to comply with existing laws.

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FINANCIAL SECTOR SUPERVISION COMPONENT

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
November, 2008	Regional ( <b>AML Supervision</b> )	Represented CARTAC at the <b>CFATF Plenary</b> held in St. Kitts & Nevis.	FIN 2, 7
November, 2008	ECCU ( <b>Single Regulatory Units</b> )	A meeting of the <b>Heads of the Single Regulatory Units</b> took place in Antigua where discussions were held on progress on the development of the single regulatory units as well as the supervisory practices put in place in the last three months.	FIN 2, 3, 7
December, 2008	Regional ( <b>Insurance Supervision</b> )	The Caribbean Association of Insurance Regulators (CAIR) was revived with the <b>CAIR/CARTAC/World Bank Workshop and Conference</b> . The 3-day workshop covered ratio analysis for non-life insurance companies, solvency analysis, and reinsurance analysis. The one-day conference covered captive insurance, reinsurance, global warming, catastrophe modelling, solvency, and criteria necessary for effective supervision. The conference was followed by the Annual General Meeting of CAIR.	FIN 2, 7
February, 2009	ECCU ( <b>Insurance Supervision</b> )	A 3-day workshop was held on <b>Analysis of Reinsurance Treaties</b> . The workshop used real reinsurance treaties in the region and assessed the risks against the local insurance companies associated with the treaties.	FIN 2, 7
February, 2009	Regional ( <b>Credit Bureau Development</b> )	CARTAC coordinated and held a <b>Credit Bureau Roadmap Development Meeting</b> in Trinidad with participation from the IFC, World Bank, CARICOM, CAIB, the Central Bank of Trinidad & Tobago, Trans Union, and Experian. The	FIN 1, 2

**FIN Key Capacity Objectives**

- FIN 1: Comprehensive legislation and regulations in place
- FIN 2: Supervisory procedures in line with internationally accepted standards
- FIN 3: Comprehensive and standardized reporting requirements established
- FIN 4: Appropriate laws and procedures in place for dealing with insolvent institutions
- FIN 5: Establish deposit protection mechanism, preferably on regional basis
- FIN 6: Adequate anti-money laundering measures in place
- FIN 7: Improved technical knowledge, skills and capabilities of officials responsible for financial sector supervision and regulation (human resource capacity building).

CARTAC ACTIVITY REPORT: November 2008 – April 2009  
FINANCIAL SECTOR SUPERVISION COMPONENT

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
		grouped discussed the development of a regional credit bureau with initial work to focus on Guyana, Barbados, the ECCU, Trinidad & Tobago, and Jamaica. Since the meeting, the IFC, the lead on this project, has begun working with the authorities in Guyana, Barbados, and the ECCU.	
February, 2009	Regional (Financial Literacy)	Launched the CARTAC Caribbean Financial Literacy web page: <a href="http://www.financialliteracycaribbean.com">www.financialliteracycaribbean.com</a>	FIN 7
March, 2009	Regional (Insurance Supervision)	At the request of insurance regulators, CARTAC arranged a meeting of the insurance regulators to discuss a resolution strategy for the intervened <b>Clico and British American operations</b> . The meeting ended with a Steering Committee to implement the decisions made by the insurance supervisors. Since the meeting, the Steering Committee and CAIR have been communicating with the insurance supervisors on the progress made by the Steering Committee.	FIN 7
March, 2009	Regional (Banking Supervision)	CARTAC sponsored the <b>Toronto Centre Financial Crisis Preparedness Workshop</b> for the Caribbean Group of Banking Supervisors. The 3-day workshop included a computer simulation of a banking crisis where the participants had to respond to the events.	FIN 7
<b>Country Specific</b>			
January, 2008 and continuing	Anguilla, St. Vincent and The Grenadines (Off-shore)	An expert is working with the authorities on enhancing the framework for the <b>supervision of off-shore trust and off-shore mutual funds</b> .	FIN 1, 2, 7

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- FIN 4: Appropriate laws and procedures in place for dealing with **insolvent institutions**
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	Supervision)		
April, 2009	Bahamas, The (Banking Supervision)	An expert is working the authorities on the specifications for the vendor proposals to <b>automate regulatory report filings</b> .	FIN 2
January to March, 2008	Bahamas, The (Banking Supervision)	An expert assessed the strength and weaknesses of the banking supervision department in light of the <b>proposal to move to risk-based supervision</b> . The expert also set forth a road map for implementation of risk-based supervision based on the work already accomplished by the authorities as well as the findings identified during the mission.	FIN 7
November, 2008 and continuing	Bahamas, The (Credit Union Supervision)	An expert works with the authorities on <b>improving the supervision of the 18 credit unions</b> in The Bahamas. The primary focus is on pre-examination planning, execution of on-site examinations, report writing, follow-up on examination findings, and implementation of supervisory action based on the on-site examination findings. Work also includes measure to consolidated the credit union industry and/or weeding out problem institutions.	FIN 7
December, 2008 to March, 2009	Belize (Insurance Supervision)	An expert worked with the authorities on the development of a new <b>Insurance Act</b> . The draft Insurance Act has been completed and is being circulated by the authorities to the industry for comments.	FIN 1
November, 2008	Bermuda (Banking Supervision)	An expert worked with the authorities on the <b>implementation of Basel II, Pillar II</b> . Subsequently, Basel I was officially implemented in Bermuda on January 1, 2009.	FIN 2, 7
February, 2009	Dominica	Sponsored attendance of the Head of the FIU to the <b>Advanced Financial Crime</b>	FIN 6

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FINANCIAL SECTOR SUPERVISION COMPONENT

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January, 2008	(AML Supervision) Dominica (Single Regulatory Units)	<b>Prevention Symposium</b> held in Antigua.  The FSS Adviser participated in the <b>interviews for the new Director of the Financial Services Unit.</b>	FIN 7
November, 2008 and continuing	ECCB (Banking Supervision)	An expert works with the authorities to develop a <b>risk-profiling model</b> for the 39 commercial banks under the supervision of the ECCB.	FIN 7
March, 2009	Grenada (Banking and Nonbanking Supervision)	CARTAC held a one-day <b>Workshop on Corporate Governance</b> at the request of the supervisory authorities in Grenada. Participants in the workshop were private sector managers from banks, insurance companies, credit unions, securities firms, and money services businesses.	FIN 7
April, 2009	Guyana (Banking Supervision)	An expert worked with the authorities on market risk training and the <b>development of a market risk capital charge regulation.</b> Once implemented, this will bring Guyana into full compliance with Basel I.	FIN 1, 2, 7
November, 2008	Haiti, Trinidad & Tobago (Credit Union Supervision)	A 5-day <b>Credit Union Supervision Workshop</b> was held in Trinidad for credit union supervisors from Haiti and Trinidad & Tobago. The purpose of the workshop was to provide training and experiences from credit union supervisors/experts from Canada and the U.S. In Trinidad & Tobago, credit unions supervision was recently added to the supervisory responsibilities of the Central Bank; in Haiti, the supervisors were seeking the experiences of other countries as they continue to improve their supervisory framework.	FIN 1, 2, 7

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February, 2009	Montserrat (Off-shore Supervision)	An expert assisted the authorities in the <b>examination of four of its off-shore banks</b> , to include letters of corrective action for deficiencies found during the on-site examinations.	FIN 7
December, 2008	St. Lucia (Single Regulatory Unit)	An expert worked with the authorities on identifying the policy issues that need to be addressed prior to <b>drafting the law for the establishment of a single regulatory unit</b> . The expert also made recommendations as to what the appropriate policy response should be to the issues.	FIN 1
November, 2008 and continuing	St. Vincent & the Grenadines (Off-shore Banking Supervision)	An off-shore banking supervision expert works with the authorities to develop policies and procedures for the supervision of off-shore banks and to assist in the <b>examination of off-shore banks</b> .	FIN 2, 7
February, 2009 and continuing	Trinidad & Tobago (Insurance Supervision)	An expert is working with the authorities over this year to (1) implement <b>risk-based capital</b> for insurance companies and (2) develop <b>actuarial standards</b> for the region.	FIN 2, 7

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## MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

### Summary Report:

#### **Training Programmes**

Over the last six months, CARTAC's MAC programme organised two training courses.

1. A regional course on *Macroeconomic Management and Fiscal Policy Issues* (MFP), with emphasis on debt sustainability, was organised in collaboration with the IMF Institute. The course, which was delivered in Nassau, The Bahamas from February 23 – March 6, 2009, had as its main objective the deepening of participants' understanding of fiscal policy issues and their implications for macroeconomic management. It covered the interrelationships between fiscal variables and macroeconomic aggregates as well as the design and implementation of fiscal policy as an instrument to achieve macroeconomic adjustment, growth and poverty reduction. The thirty-eight (38) participants, from ministries of finance and central banks across the region, provided positive feedback at the end of the course.
2. CARTAC delivered a *Macroeconomic Statistics for Economists: An Introduction to Macroeconomic Statistical Systems* course in Belize. The course examined the main macroeconomic accounting systems, key concepts and definitions, the relationship among the accounts and the harmonisation of the systems. The course was expected to enhance participants' understanding of macroeconomic statistics and thereby strengthen their analytical and technical capabilities in macroeconomic analysis and management. CARTAC received positive feedback from the group of twenty-two (22) participants from The Bahamas (8), Belize (8) and St. Lucia (6).

#### **MAC Follow-up Missions**

At the sub-regional level of the Eastern Caribbean Currency Union (ECCU), a number of follow-up missions were conducted aimed at building capacity in financial programming. The live financial programming exercises incorporated the short- and medium-term targets of the respective governments while focussing on the transfer of knowledge and skills to local economists and statisticians to ensure sustainability of the exercise.

#### **Other**

Over the last semester, a number of strategic meetings were organised with member governments to discuss their technical assistance needs, with a view to developing country-specific strategies.

CARTAC ACTIVITY REPORT: November 2008 – April 2009  
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

Date	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
March 2009	Regional	CARTAC, in collaboration with the IMF Institute, organised a <i>Macroeconomic Management and Fiscal Policy Issues</i> course in Nassau, The Bahamas, from February 23 – March 06, 2009. The thirty-eight (38) participants, from ministries of finance and central banks across the region, provided positive feedback at the end of the course.	MAC 5
March 2009	ECCB	Participated in a strategic meeting between senior officials from the Eastern Caribbean Central Bank (ECCB) and CARTAC aimed at discussing the technical assistance needs of the Bank.	MAC
November 2008	CARTAC	Participated in CARTAC’s Steering Committee meeting in Nassau, The Bahamas.	MAC
November 2008/ February 2009	CARTAC	Work began on the planning of a regional CARTAC/INS course on <i>Macroeconomic Management and Fiscal Policy Issues</i> . Invitations were extended to all member countries. The course was scheduled for February 23 – March 06, 2009 in Nassau, The Bahamas.	MAC 5
November 2008/ January 2009	CARTAC	Planning commenced for a <i>Macroeconomic Statistics for Economists: An Introduction to Macroeconomic Statistical Systems Course</i> scheduled for January 12 – 16, 2009	MAC 5
December 2008	CARTAC	Attended IADB/IMF/World Bank/UWI Caribbean Academics Conference on “Challenges of Integration” in Barbados.	MAC
December 2008	CARTAC	Represented the Programme Coordinator at a seminar organised by the IMF Institute to discuss training in Latin America and the Caribbean.	MAC
December 2008	CARTAC	Initial discussions were held with Dr. DeLisle Worrell, Executive	MAC 6

**MAC Key Capacity Objectives**

- MAC1: Members of staff of the Macroeconomic Units of the Ministries of Finance and the Research Departments of the Central Bank form a Financial Programming team and are trained to undertake internally consistent macroeconomic projections for the balance of payments and the fiscal, monetary and national accounts for baseline and alternative scenarios.
- MAC2: Members of staff of the Macroeconomic Units of the Ministries of Finance and the Research Departments of the Central Bank trained to assess the impact of policy changes.
- MAC3: Advice provided to the government on the impact of various policy measures.
- MAC4: Advice provided in the development of systems for the improvement of macroeconomic management.
- MAC5: Regional seminars, workshops and courses in macroeconomic projections and policy analysis staged in collaboration with various partners.
- MAC6: Professional attachments and internships.

CARTAC ACTIVITY REPORT: November 2008 – April 2009  
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

Date	Country/Donor	Description	Key Capacity Objectives Addressed
January 2009	The Bahamas Belize St. Lucia	<p>Director, Caribbean Centre for Money and Finance (CCMF) on opportunities for collaboration between CCMF and CARTAC.</p> <p>Delivered a course on <i>Macroeconomic Statistics for Economists: An Introduction to Macroeconomic Statistical Systems</i> hosted by the Central Bank of Belize (CBB). The main objective of the course was to enhance participants' understanding of macroeconomic statistics with a view to strengthen their analytical and technical capabilities in macroeconomic analysis.</p> <p>The course was officially opened by CARTAC's Programme Coordinator while the CBB's Governor and Deputy Governor as well as the Financial Secretary, Ministry of Finance, Belize also addressed the group.</p> <p>At the end of the course, CARTAC received positive feedback from the group of twenty-two (22) participants from The Bahamas (8), Belize (8) and St. Lucia (6).</p>	MAC 5
April 2009	Regional	Liaised with the University of the West Indies, Cave Hill Campus, regional central banks and the CCMF to organise CARTAC's second internship programme aimed at improving the analytical skills of economics graduates.	
April 2009	Regional	Continued dialogue with the IMF Institute to discuss the region's training needs.	MAC 5
April 2009	Regional	Provided feedback to the IMF Institute on candidates who applied for the <i>Financial Programming and Policies Course</i> in Washington, DC.	MAC 5

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CARTAC ACTIVITY REPORT: November 2008 – April 2009  
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

Date	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Country Specific</b>			
March 2009	Anguilla	The Programme Coordinator and MAC Adviser met with senior Ministry of Finance officials to discuss their technical assistance needs in the area of macroeconomic programming with a view to developing a country-specific programme.	MAC
January 2009	Belize	The Programme Coordinator and MAC Adviser met with Governor Ysaguirre, Central Bank of Belize (CBB), Financial Secretary Waight, Ministry of Finance, and other senior officials from the CBB to discuss their technical assistance needs in the area of macroeconomic programming with a view to developing a country-specific programme.	MAC
February 2009	Belize	Continued to liaise with the Executive Director, Caribbean Centre for Money and Finance (CCMF), to finalise the technical details of the CARTAC/CCMF/CBB professional attachment. An economist from the CBB was identified for the attachment which is scheduled from May 04 – June 30, 2009.	MAC 6
March 2009	Belize	Finalised the research topic for the upcoming professional attachment for one economist from the Central Bank of Belize at the Caribbean Centre for Money and Finance (CCMF). Work commenced on the administrative arrangements for the attachments with assistance from the CCMF.	MAC 6
April 2009	Belize	Finalised the administrative arrangements for the upcoming professional attachment for one economist from the Central Bank of Belize at the Caribbean Centre for Money and Finance (CCMF).	MAC
January 2009	Dominica	Preparations began for the follow-up MAC mission to Dominica to assist the Authorities in updating their macroeconomic framework in preparation for the budget.	MAC 1,2,3

**MAC Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 – April 2009**  
**MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

Date	Country/Donor	Description	Key Capacity Objectives Addressed
February 2009	Dominica	Completed a follow-up mission to train local economists and statisticians to prepare real and fiscal sector projections which are expected to form the basis for budget discussions. The mission was conducted during the period February 02 – 13, 2009.	MAC 1,2,3
April 2009	Guyana	At the invitation of the Bank of Guyana, the Programme Coordinator and the MAC Adviser met with Governor Williams, Deputy Governor Ganga and Operations Manager, Mr. Leslie Glenn to discuss the Bank's technical assistance needs in the macroeconomic programming area.	MAC
February 2009	Jamaica	Participated in a strategic meeting between senior Ministry of Finance officials and CARTAC aimed at discussing technical assistance needs with a view to developing a country-specific strategy.	MAC
March 2009	St. Kitts & Nevis	The Programme Coordinator and MAC Adviser met with Financial Secretary, Mrs. Harris, and Deputy Financial Secretary, Ms. Manning-Walters, to discuss their technical assistance needs in the area of macroeconomic programming with a view to developing a country-specific programme.	MAC
November/December 2008	St. Lucia	Conducted a follow-up financial programming mission to train local economists and statisticians to prepare real and fiscal sector projections which were expected to form the basis for budget discussions.	MAC 1,2,3
April 2009	St. Lucia	Conducted a follow-up mission to train new officers assigned to the local team. The mission focused on reviewing and documenting the methodology for preparing GDP projections.	MAC1,2
March 2009	St. Vincent & the Grenadines	Provided assistance to the authorities in preparing quarterly fiscal targets based on the 2009 budget. This exercise is expected to enhance the Authorities' on-going efforts to monitor performance relative to targets (the budget). The mission was conducted from March 30 – April 01, 2009.	MAC

**MAC Key Capacity Objectives**

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- MAC6: Professional attachments and internships.

CARTAC ACTIVITY REPORT: November 2008 – April 2009  
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

Date	Country/Donor	Description	Key Capacity Objectives Addressed
April 2009	St. Vincent & the Grenadines	At the request of the Authorities, the March MAC mission was extended. The second part of the mission (April 2 – 7, 2009) focussed on working with the local team to update the country’s macroeconomic framework. The results of the exercise are expected to inform the preparation of the Ministry’s Strategic Outlook which will be included in the upcoming budget call.	MAC

**MAC Key Capacity Objectives**

- MAC1: Members of staff of the Macroeconomic Units of the Ministries of Finance and the Research Departments of the Central Bank form a Financial Programming team; and are trained to undertake internally consistent macroeconomic projections for the balance of payments and the fiscal, monetary and national accounts for baseline and alternative scenarios.
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- MAC6: Professional attachments and internships.

# CARTAC ACTIVITY REPORT: November 2008 - April 2009

## MACRO-FISCAL MANAGEMENT COMPONENT

### Summary Report:

The position of Macro-Fiscal Adviser was instituted in March 2009. Until then, short-term or peripatetic assignments have been carried out as part of the PFM adviser's mandate. Most activities that were carried out in this reporting period had already been in an advanced planning stage by the outgoing PFM adviser. Similarly, a number of activities were carried out in collaboration with the incoming PFM adviser. Close ongoing coordination is envisaged with the MAC and PFM advisers given that our mandates, activities and interests are complementary and have common points of interest.

A half-day Strategic Budgeting Awareness workshop was delivered to a cadre of Permanent Secretaries and other senior officials in St. Kitts & Nevis, as part of a broader mission focused on the promotion of Strategic Budgeting and Risk Management. This is an example of activities that were carried out jointly with the PFM adviser. A Ministerial-level workshop is planned for the coming months in St. Kitts & Nevis. Similar workshop presentations are at various planning stages in Anguilla, the Bahamas, Barbados, the Cayman Islands, Jamaica, St. Lucia and Grenada.

A Latin America and Caribbean (LAC) meeting of Debt Managers organized by the Inter American Development Bank (IADB) was held in April in Montevideo, Uruguay. The meeting focused on the impact of the recent economic downturn on the fiscal positions, debt sustainability and debt ratings of LAC countries, and the prospects of a "thawing" of international credit markets in the near- or medium-term. CARTAC sponsored the participation of representatives from seven countries: The Bahamas, Barbados, the Dominican Republic, Haiti, Jamaica, Suriname and Trinidad & Tobago; Belize and Guyana were unable to attend.

The PFM conference held in Barbados in April – coordinated under the PFM adviser – encompassed a number of macro-fiscal elements in strategic budgeting and fiscal risk management (e.g. top-down budget planning anchored on sustainable fiscal targets; MTBF, revenue forecasts and targets; Debt Sustainability Analyses and Debt Target Development; and supporting institutions and processes as key success factors). The Suriname delegation presented their experience of having prepared revenue forecasts, an MTBF and a Debt Sustainability Analysis in their country, with the assistance of CARTAC. At the request of Anguilla, Barbados, Belize, Grenada, Guyana, Montserrat, Suriname, and Trinidad & Tobago, follow-up needs-assessment and applied training missions are planned in the coming months: in some cases entirely with a macro-fiscal agenda; in others there is a broader macro-fiscal-PFM agenda.

A Revenue Modeling and Forecasting workshop was held in the Dominican Republic in February – having a senior Peruvian Ministry of Finance official (Spanish-speaking) as co-trainer, helped ensure that any communications barriers would be minimized; that mission was followed by a request for advice on how to set up a macro-fiscal unit in the Ministry of Finance.

Assistance was also provided to the following individual countries:

- **Dominican Republic:** The Revenue Modeling and Forecasting workshop was delivered to 14 participants in the period January 19 – 29, 2009.
- **St. Kitts & Nevis:** A follow-up mission – during which the CARTAC PFM Adviser had assisted the authorities in drafting a PEFA Action Plan – comprising the incoming and outgoing PFM advisers and the MF advisers, assisted the authorities to prioritize their PEFA Action Plan activities.

# CARTAC ACTIVITY REPORT: November 2008 - April 2009

## MACRO-FISCAL MANAGEMENT COMPONENT

### Summary Report continued:

- **St. Kitts & Nevis.** The incoming PFM and MFM advisers participated in an additional mission, focussed on preparation of a document to Cabinet requesting Ministers' reaffirmation of their commitment to the country's transition to strategic budgeting; delivery of a half-day Strategic Budgeting workshop for Permanent Secretaries and other senior officials; and assisting the unit supporting the State Enterprise Oversight Board to analyze and interpret financial reports, to alert the Board to emerging issues and advise the Board on corrective measures and action the Ministry of Finance should take to minimize the related fiscal risks. A request for further assistance in this area is expected from the authorities.
- **St. Vincent & the Grenadines.** Participated in a follow-up mission in March 2009 to assist in articulating a priority-based PEFA action plan intended to achieve EU-funded PFM reforms in the context of an EU Budget Support programme. Prepared a near-term action plan specifying specific technical assistance initiatives in the macro-fiscal area. One or more follow-up missions are envisaged – assuming that EU funding is available.

CARTAC ACTIVITY REPORT: November 2008 - April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
Nov 2008	Regional	A Smartstream User Group Conference was convened in St. Vincent & the Grenadines in Nov 18-20. Suriname was also invited (attended) to the conference as they are currently considering options for a new FMIS	PFM 2-6
February - April 2009	CIDA	The adviser attended a CIDA/Smear IT component meeting in Ottawa, Feb. 25-27. CIDA also convened a workshop with 12 member countries to discuss the results of its IT systems study (undertaken by CARTAC). This was convened on the day following the PFM conference	PFM 1-6
March 2009	Joint Donor PFM Network	The adviser participated in the first meeting of a joint donor PFM and Macro network convened in Barbados	PFM 1-6
March - April 2009	CARTAC	Mr. Lepage provided guidance and briefings to the new PFM Adviser during the period. It was also agreed that the areas of revenue forecasting, debt and pensions would be covered by the new macro adviser.	PFM 1-6
April 2009	Regional	15 Countries attended a PFM conference on 20-21 April. The theme for the conference was “ <i>Consolidation</i> ” - through strategic budgeting, cash management, reporting and PFM reform in countries. A number of countries requested further TA and training at the conference	PFM 1-6

**PFM Key Capacity Objectives**

- PFM 1: Improving state, fiscal, management **legislative framework** and adherence to it
- PFM 2: Increasing efficiency of the **budget preparation process**. Upgrade its capacity to produce realistic, sustainable fiscal policy
- PFM 3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a **comprehensive annual budget**)
- PFM 4: Increasing quality of **fiscal data and information** used for budget preparation, execution management and reporting
- PFM 5: Increasing **transparency** of PFM systems and improved managerial accountability for the delivery of fiscal policy objectives
- PFM 6: Increasing the technical knowledge, skills and capabilities of officials at all levels working in the PEM system (**human resource capacity building**)

CARTAC ACTIVITY REPORT: November 2008 - April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Country Specific</b>			
Nov 2009	Bahamas	The advanced internal audit course was delivered to 15 participants on Nov 3-7	PFM 1-6
March 2009	Bahamas	TA for the revision and improvements to their internal audit manual, March 9-13. The improvements will be distributed across the region	PFM 1, 3-6
Nov-April 2009	Barbados	Work continued on developing the Accounting Workshop material. After discussions it was decided to rename the workshop <i>Introductory Public Financial Management</i> to reflect the broader level of content. The workshop was introduced to the region at the PFM conference resulting in a number of countries requesting delivery later in the year. The course will be piloted in Barbados in June	PFM 1-6
Feb 2009	Jamaica	A joint CARTAC adviser meeting was held on Feb 5 2009 with the authorities	PFM 2-6
Jan 2009	St. Lucia	A mission took place to follow up the recommendations of the earlier CARTAC report on the budget development process, Jan 12-23. Performance budgeting was a key focus	PFM 2
Jan 2009	St. Lucia	Development of a draft cash management forecast model Jan, 14-15	PFM 2-6
March 09	St. Kitts & Nevis	Development of a cash management forecast model was provided	PFM 2-6
March 09	St. Vincent & the Grenadines	A budget system review was conducted March 16-27. This provides a sound basis for further TA in this area. Discussions also took place with the authorities regarding broadening out the PFM TA agenda, to better reflect the areas requiring strengthening in the Authority's PFM action plan (which in turn was developed following the PEFA review)	PFM 1-6

**PFM Key Capacity Objectives**

- PFM 1: Improving state, fiscal, management legislative framework and adherence to it
- PFM 2: Increasing efficiency of the budget preparation process. Upgrade its capacity to produce realistic, sustainable fiscal policy
- PFM 3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a comprehensive annual budget)
- PFM 4: Increasing quality of fiscal data and information used for budget preparation, execution management and reporting
- PFM 5: Increasing transparency of PFM systems and improved managerial accountability for the delivery of fiscal policy objectives
- PFM 6: Increasing the technical knowledge, skills and capabilities of officials at all levels working in the PEM system (human resource capacity building)

CARTAC ACTIVITY REPORT: November 2008 - April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
Nov 2008	Suriname	An invitation to the Smartstream user group meeting in St. Vincent & the Grenadines in Nov was extended to Suriname, as they are currently considering options in relation to a replacement FMIS	PFM 2-6
Feb 2009	Suriname	Advanced Internal Audit Workshop Feb 16-20, 2009.	PFM 1-6

**PFM Key Capacity Objectives**

- PFM 1: Improving state fiscal management **legislative framework** and adherence to it
- PFM 2: Increasing efficiency of the **budget preparation process**. Upgrade its capacity to produce realistic, sustainable fiscal policy
- PFM 3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a **comprehensive annual budget**)
- PFM 4: Increasing quality of **fiscal data and information** used for budget preparation, execution management and reporting
- PFM 5: Increasing **transparency** of PFM systems and improved managerial accountability for the delivery of fiscal policy objectives
- PFM 6: Increasing the technical knowledge, skills and capabilities of officials at all levels working in the PFM system (**human resource capacity building**)

## CARTAC ACTIVITY REPORT: November 2008 - April 2009

### STATISTICS COMPONENT

#### Summary Report:

During the past six months the work programme in **national accounts** has concentrated in three areas: work with countries and training staff in national accounting methods and procedures, develop Supply and Use Tables (SUTs), and rebase the national accounts to a more recent and relevant time period. Several countries have new staff working on the national accounts and CARTAC provided needed training through country missions (3) or attachments of staff (1) to other statistical offices. Technical assistance missions (3) for developing SUTs will enable countries to improve the quality and consistency of their national accounts as well as producing estimates of GDP by the production, expenditure, and income approaches. The National Accounts Statistical Adviser is also coordinating activities with ECCB to assist countries in rebasing their national accounts to a more current base year (2 recent missions). Recent surveys conducted in countries throughout the ECCU can provide needed source data for this exercise.

In the area of **price statistics**, technical assistance has occurred in two areas: development of export-import price indices (XMPPIs) and revising country Consumer Price Indices (CPIs) to a more recent market basket. There were 8 consultant missions to assist countries with projects for introducing XMPPIs. Many were follow-up missions as a result of the XMPI training conducted in July 2008. Once completed, XMPPIs will improve the analysis of inflationary development and improve the quality of national accounts by providing needed deflators for export and imports. The Price Statistics Adviser met with ECCB staff twice to discuss a programme for revising the CPIs in the ECCU countries over the next year, improving CPI methods and procedures, and developing a harmonized CPI for the region.

CARTAC and the IMF Statistics Department sponsored a training course in **government finance statistics (GFS)** held in Barbados and attended by 31 participants from 13 countries. CARTAC also sponsored a GFS course in Haiti for 32 Haitian statisticians and economists from several ministries and funded two participants from the Central Bank of Haiti for the IMF's **monetary and financial statistics** course at the Joint Africa Institute in Tunisia.

Both STA advisers attended the CARICOM meeting of economic statistics experts and provided input to the planning process for improvements to national accounts and price statistics in the region.

**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Key capacity objectives addressed</b>
<b>Regional</b>			
March 2009	ECCU/OECS	National accounts statistics: Rebasing the national accounts in the ECCU At the request of the Eastern Caribbean Central Bank (ECCB), a consultant mission visited the ECCB's Agency Office in Antigua for briefing by the Deputy Director of the Statistics Department of the ECCB prior to undertaking missions to assist ECCU countries in rebasing the national accounts.	STA1, STA2 & STA6
April 2009	CARTAC/ CARICOM	Meeting of Economic Statistics Experts: Assessment of Methods in the Production and Compilation of Key Economic Statistics – Review and revise the CARICOM Economic Statistics Action Plans (CESAPs). Held in Georgetown, Guyana.	STA1, STA2 & STA6
April 2009	CARTAC/ IMF	Government finance statistics (GFS): Training In association with the IMF, CARTAC sponsored a two-week regional seminar to train officials mainly from Ministries of Finance, and national statistical offices in GFS compilation and dissemination.	STA1, STA3 & STA6
April 2009	ECCU	Price statistics: Revising the Consumer Price Index (CPI) in the ECCU The Price Statistics Adviser held discussions with ECCB staff on revising CPIs in ECCU countries, improving the methods and procedures used, and developing a harmonized CPI for the ECCU region. A preliminary timetable was proposed.	
<b>Country Specific</b>			
November 2008	Anguilla	Price statistics: Export-import price indices (XMPIs) This consultant mission is a follow-up to the mission conducted in June 2008. The	STA1, STA2, STA3 & STA6

**Statistics Key Capacity Objectives**

- STA 1: Well-defined **institutional framework**
- STA 2: System of **National Accounts** 1993 (SNA 93) in place
- STA 3: International standards applied for **external sector statistics**
- STA 4: International standards applied for **monetary and financial statistics**
- STA 5: Timely, accurate, and comprehensive **government finance statistics**
- STA 6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (**human resource capacity building**).

**CARTAC ACTIVITY REPORT: November 2008 - April 2009  
STATISTICS COMPONENT**

Dates	Country/Donor	Activities	Key capacity objectives addressed
December 2008	Anguilla	<p>mission reviewed data collected by the Department of Statistics (DOS) as well as the collection forms used for recruiting establishments and obtaining data for the XMPI survey. The weighting structure for the XMPIs was updated with balance of payments data for calendar year 2007. The mission also reviewed data sources available for hotels and restaurants, and selected a sample of establishments. Spreadsheets for traded goods and for tabulating data for selected hotels and restaurants were developed.</p> <p>National accounts: Supply and use table (SUT)</p> <p>This follow-up mission by the Statistics Adviser continued the project to develop the 2003 Supply and Use Table (SUT). The mission derived independent estimates of household consumption expenditure at the product level, based on detailed data from the Survey of Living Conditions carried out in 2002.</p>	STA1, STA2 & STA6
November 2008	Bahamas	<p>Price statistics: Export-import price indices (XMPIs) – Professional attachment</p> <p>CARTAC financed the attachment of two staff members from the Department of Statistics to STATIN, Jamaica for training in XMPI compilation and dissemination.</p>	STA1, STA2, STA3 & STA6
January 2009	Bahamas	<p>Price statistics: Export-import price indices (XMPIs)</p> <p>This was a follow-up to the consultant mission carried out in June 2008. The mission continued developing with the Department of Statistics (DOS), export and import price indices (XMPIs) for goods and major services. Most of the price data is collected through direct price surveys as recommended in the international standards.</p>	STA1, STA2, STA3 & STA6
November 2008	Barbados	<p>National accounts: Indicators of GDP at current prices</p> <p>This is a follow-up to the consultant mission undertaken in July 2008, to assist the</p>	STA1, STA2 & STA6

**Statistics Key Capacity Objectives**  
 STA 1: Well-defined institutional framework  
 STA 2: System of National Accounts 1993 (SNA 93) in place  
 STA 3: International standards applied for external sector statistics  
 STA 4: International standards applied for monetary and financial statistics  
 STA 5: Timely, accurate, and comprehensive government finance statistics  
 STA 6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (human resource capacity building).

# CARTAC ACTIVITY REPORT: November 2008 - April 2009

## STATISTICS COMPONENT

Dates	Country/Donor	Activities	Key capacity objectives addressed
November 2008	Barbados	<p>Barbados Statistical Service in developing indicators for deriving estimates of GDP at current prices. The mission reviewed the data tabulations for each industry, focusing on the methodological aspects of the work as well as guiding the statisticians in tabulating the raw data from surveys and administrative sources.</p> <p>National accounts: Professional attachment (2)</p> <p>CARTAC funded a two-week attachment of two members of staff of the Barbados Statistical Service to the Central Statistical Office of Trinidad &amp; Tobago for training in national accounts compilation and rebasing.</p>	STA1, STA2 & STA6
November 2008	Barbados	<p>Price statistics: Export-import price indices (XMPIs)</p> <p>A follow-up consultant mission to the July 2006 mission reviewed data sources available to the BSS for compiling XMPIs and developed a work plan for introducing the indices.</p>	STA1, STA2, STA3 & STA6
January 2009	Barbados	<p>National Accounts: Indicators of economic activity</p> <p>This consultant mission was a follow-up to the mission undertaken in November 2008. The mission provided assistance to the Barbados Statistical Service (BSS) for the historical revision of GDP at current prices for 1990-2007. The objective is to develop an integrated set of estimates of gross output, intermediate consumption and value added for all industries in light of the Supply and Use tables (SUT) compiled for 2000.</p>	STA1, STA2 & STA6
March 2009	Barbados	<p>National Accounts: Indicators of economic activity</p> <p>In response to a request from the Barbados Statistical Service (BSS), a consultant mission assisted staff of BSS in developing a set of short-term indicators of</p>	STA1, STA2 & STA6

**Statistics Key Capacity Objectives**

- STA 1: Well-defined **institutional framework**
- STA 2: System of **National Accounts** 1993 (SNA 93) in place
- STA 3: International standards applied for **external sector statistics**
- STA 4: International standards applied for **monetary and financial statistics**
- STA 5: Timely, accurate, and comprehensive **government finance statistics**
- STA 6: Improved technical knowledge, skills and capabilities of statisticians officials at all levels (**human resource capacity building**).

**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Key capacity objectives addressed</b>
March 2009	Barbados	<p>economic activity.</p> <p>Price statistics: Export-import price indices (XMPIs)</p> <p>A follow-up consultant mission reviewed the work undertaken by the Barbados Statistical Service on XMPI. The mission reviewed the sample, identified the process for selecting transactions within establishments, updated the weights, set up a compilation spreadsheet, and updated the work plan for the project.</p>	STA1, STA2, STA3 & STA6
December 2008	Bermuda	<p>National accounts: Supply and use table (SUT)</p> <p>The Statistics Adviser undertook the third in a series of three missions to assist the Department of Statistics in developing the SUT as a framework for identifying possible compilation errors and data deficiencies in the national accounts statistics.</p>	STA1, STA2 & STA6
April 2009	Cayman Islands	<p>National accounts statistics: Review</p> <p>In response to a request from the Director of the Economics and Statistics Office the National Accounts Statistics Adviser reviewed of the preliminary national accounts and balance of payments estimates.</p>	STA1, STA2 & STA6
November 2008	Grenada	<p>National accounts: Professional attachment</p> <p>CARTAC funded a two-week attachment of a member of staff of the Central Statistical Office to the Central Statistical Office of Trinidad &amp; Tobago for training in national accounts compilation and rebasing.</p>	STA1, STA2 & STA6
January 2009	Grenada	<p>National accounts: Supply and Use Table (SUT)</p> <p>This is a follow-up consultant mission to implement plans to improve national accounts compilation through the development of a supply and use table. The mission defined the structure and main characteristics of the SUT; advised on the</p>	STA1, STA2 & STA6

**Statistics Key Capacity Objectives**  
STA 1: Well-defined institutional framework  
STA 2: System of National Accounts 1993 (SNA 93) in place  
STA 3: International standards applied for external sector statistics  
STA 4: International standards applied for monetary and financial statistics  
STA 5: Timely, accurate, and comprehensive government finance statistics  
STA 6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (human resource capacity building).

CARTAC ACTIVITY REPORT: November 2008 - April 2009  
STATISTICS COMPONENT

Dates	Country/Donor	Activities	Key capacity objectives addressed
November 2008	Jamaica	<p>use of the data collected by the 2007/2008 HBS; analyzed the responses to the 2006 survey of establishment; evaluated the work being done to improve and update the business register; and advised on the estimation of the imputed rentals for owner occupied dwellings and the treatment of non-profit institutions.</p> <p>Price statistics: Export-import price indices (XMPPIs)</p> <p>This follow-up consultant mission reviewed the work completed by STATIN since the last visit on 22-26 October 2007. The mission reviewed the unit value indices compiled for XMPPIs using Customs' data for 2003–2005 and updated the work plan for introducing the indices.</p>	STA1, STA2, STA3 & STA6
January 2009	Haiti	<p>Government finance statistics (GFS): Training</p> <p>At the request of the IMF, CARTAC cooperated with STA and the Haitian authorities in financing the in-country seminar for 32 participants, drawn from the Ministry of Economy and Finance, Bank of the Republic of Haiti and the Haitian Statistics and Information Technology Institute. The seminar comprised lectures and exercises and was organized around the methodology presented in the <i>Government Finance Statistics Manual 2001</i>.</p>	STA1, STA5 & STA6
March 2009	Haiti	<p>Monetary and financial statistics (MFS): Training</p> <p>CARTAC funded two participants from the Republic Bank of Haitian for the three-week course conducted by the IMF at the Joint Africa Institute in Tunisia (March 23-April 10).</p>	STA1, STA4 & STA6
December 2008	St. Kitts & Nevis	<p>National Accounts: Development of NA capability</p> <p>At the request of the authorities, this consultant mission assisted the Department of Statistics and Economic Planning (DSEP) of Nevis in (i) identifying relevant data and data sources; and (ii) data vetting and applying appropriate data</p>	STA1, STA2 & STA6

**Statistics Key Capacity Objectives**

- STA 1: Well-defined institutional framework
- STA 2: System of National Accounts 1993 (SNA 93) in place
- STA 3: International standards applied for external sector statistics
- STA 4: International standards applied for monetary and financial statistics
- STA 5: Timely, accurate, and comprehensive government finance statistics
- STA 6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (human resource capacity building).

CARTAC ACTIVITY REPORT: November 2008 - April 2009  
STATISTICS COMPONENT

Dates	Country/Donor	Activities	Key capacity objectives addressed
April 2009	St. Kitts & Nevis	<p>compilation procedures and techniques. The mission also provided basic training in national accounting concepts, definitions and classifications</p> <p>Price statistics: Consumer price index (CPI)</p> <p>At the request of the Statistical Office the Price Statistic Adviser reviewed the data collected from the Survey of Living Conditions (SLC)/ Household Budget Survey (HBS) and make recommendations regarding the compilation of a CPI basket.</p>	STA1, STA2 & STA6
March/April 2009	St. Vincent & the Grenadines	<p>National accounts statistics: Tourism statistics strengthening – Training</p> <p>CARTAC funded a Senior Statistician of the Statistical Office to attend the Fifth International Conference on Tourism Statistics, Bali, Indonesia on 30 March – 2 April 2009. The Conference discussed the implementation of the revised <i>International Recommendations for Tourism Statistics 2008</i>.</p>	STA1, STA2, STA3 & STA6
November 2008	Suriname	<p>Price statistics: Export-import price indices (XMPPIs)</p> <p>This follow-up consultant mission reviewed the data collected by the General Bureau of Statistics (GBS) during July-September, 2008, assisted staff in finalizing the weighting structure for the indices and updated the work plan of future activities.</p>	STA1, STA2, STA3 & STA6
February 2009	Suriname	<p>National accounts: Methodologies and procedures</p> <p>This follow-up consultant mission assisted the GBS in improving the methodologies and procedures for compiling national accounts statistics. The consultant worked with staff of GBS to improve the survey questionnaires used for basic data collection and rebasing the GDP by industry on an annual and quarterly basis and made recommendations on procedures for improving the</p>	STA1, STA2 & STA6

**Statistics Key Capacity Objectives**

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- STA 3: International standards applied for external sector statistics
- STA 4: International standards applied for monetary and financial statistics
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CARTAC ACTIVITY REPORT: November 2008 - April 2009  
STATISTICS COMPONENT

Dates	Country/Donor	Activities	Key capacity objectives addressed
November/December 2008	Trinidad & Tobago	<p>quality and quantity of survey response.</p> <p>National accounts: Supply and use table (SUT)</p> <p>A consultant mission visited the Central Statistics Office (CSO) to evaluate the suitability of available data for preparing a supply and use table (SUT) for 2005; review – and continue – the preparatory work done by the CSO; prepare a work plan for SUT development; and undertake staff training on data analysis and SUT issues.</p>	STA1, STA2 & STA6
March 2009	Trinidad & Tobago	<p>Price statistics: Export-import price indices (XMPIs)</p> <p>The follow-up consultant mission reviewed the work accomplished by the Central Statistical Office (CSO) since the mission of 22-26 October 2007. The mission assisted CSO in reviewing the data collected as well as the collection forms used for recruiting establishments and obtaining data for the XMPI survey. The mission developed spreadsheets for entering weights and transaction data collected and assisted staff in editing and entering the data.</p>	STA1, STA2, STA3 & STA6

**Statistics Key Capacity Objectives**

- STA 1: Well-defined **institutional framework**
- STA 2: System of **National Accounts** 1993 (SNA 93) in place
- STA 3: International standards applied for **external sector statistics**
- STA 4: International standards applied for **monetary and financial statistics**
- STA 5: Timely, accurate, and comprehensive **government finance statistics**
- STA 6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (**human resource capacity building**).

# CARTAC ACTIVITY REPORT: November 2008 - April 2009

## TAX & CUSTOMS COMPONENT

### Summary Report:

During the period CARTAC tax and customs has undertaken:

Regional TA – 70.5 weeks:

- (1) revenue administration and PFM Regional IT study to assess the current IT environment regarding tax, customs, treasury, expenditure and budget functions linked with CIDA programme;
- (2) development of a regional Collections Enforcement manual for tax;
- (3) development of a regional Audit manual for tax;
- (4) development of a regional Insurance Concepts course;
- (5) development of a regional Revenue Authority Toolkit;
- (6) development of a regional Custom Post Clearance Audit manual and course;
- (7) development of a regional Introductory VAT course for general staff;
- (8) funding of a HQBC for FAD / CARTAC;
- (9) draft Canada Revenue Agency (CRA) and Canada Border Services Agency (CBSA) MOUs re use of intellectual property and staff.

Country TA – 111.5 weeks:

- 1) The Bahamas – TA needs assessment. TA – 0.5 wks
- 2) Barbados – delivery of sessions 3 Enhanced Audit Course, IT Accounting Systems Course, and collections enforcement assistance. TA – 3 wks
- 3) Belize – assistance with review GST (VAT) revenue performance, peripatetic support for GST collections enforcement. TA – 4 wks
- 4) British Virgin Islands – assistance with Corporate Strategic Business Plan. TA – 2 wks
- 5) Dominica – assistance with Corporate Strategic Business Plan, customs risk management and customs draft bill, follow-up FAD revenue administration mission and delivery of Basic Accounting Course for tax and customs. TA 21 wks
- 6) Dominican Republic – assistance in audit compliance. TA – 4 wks
- 7) Grenada – assistance with Corporate Strategic Business Plan, collections enforcement, new CARICOM Customs Tariff Schedule, VAT preparation, customs draft bill and peripatetic support for Customs reforms. TA – 19 wks
- 8) Jamaica – TA needs assessment. TA – 0.5 wks
- 9) Montserrat – assistance with Corporate Strategic Business Plan. TA – 4 wks
- 10) St. Kitts & Nevis – assistance with VAT preparations and customs risk management, peripatetic support for collections enforcement and audit, delivery of IT Accounting Systems Course. TA – 23.5 wks
- 11) St. Lucia – assistance VAT preparations, customs risk management, collections enforcement. TA – 12.5 wks
- 12) St. Vincent & the Grenadines – customs reform peripatetic support, follow-up FAD revenue administration mission and customs risk management. TA – 16.5 wks.
- 13) Trinidad & Tobago – delivery of IT Accounting Systems Course. TA – 1 wk.

**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
November 2008	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC's Tax and Customs programme and build capacity. TA – 4 weeks	All
November 2008	Regional	CARTAC continued work on the regional IT study. TA –1 week	All
November 2008	Regional	CARTAC advisers (Dawe, Crawford, Edwards-Dowe) attended CARTAC Steering Committee meeting in The Bahamas. TA – 0.5 week	All
November 2008	Regional	CARTAC advisers (Dawe, Crawford) participated in the video conference of the Comptrollers of Inland Revenue and Customs of the ECCU. TA – 0.5 week	All
November 2008	Regional	CARTAC continued work on the preparation of the course material for the Basic Introductory VAT Training course. – TA 1 week	All
November 2008	Regional	CARTAC continued work on the Basic Insurance Concepts course to be delivered in May 2009. TA – 2 weeks	All
December 2008	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC Tax and Customs programme and build capacity. TA – 4 weeks	All
December 2008	Regional	CARTAC advisers (Dawe, Crawford, Edwards-Dowe) attended their semi-annual meeting with IMF to discuss the Tax and Customs Programmes and technical assistance needs. TA – 3 weeks	All

**Tax & Customs Key Capacity Objectives**

- TAX 1: Well drafted legislation
- TAX 2: Adequate revenue sources
- TAX 3: Appropriate tariff structure
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- TAX 5: Effective tax compliance
- TAX 6: Modern customs procedures for trade facilitation
- TAX 7: Improved technical knowledge, skills and capabilities of officials at all levels working in the tax system (human resource capacity building).

**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
December 2008	Regional	CARTAC continued work on the Basic Insurance Concepts course to be delivered in May 2009. TA – 1 week	TAX 7
December 2008	Regional	CARTAC (David Tait) expert commenced work on the Post Clearance Audit Manual for Customs. TA – 2 weeks	TAX 6
January 2009	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC Tax and Customs programme and build capacity. TA – 4 weeks	All
January 2009	Regional	CARTAC continued work on the regional IT study. TA – 2 week	All
January 2009	Regional	CARTAC continued work on the Basic Insurance Concepts course to be delivered in May 2009. TA – 1 week	TAX 7
January 2009	Regional	CARTAC (David Tait) expert commenced work on the Post Clearance Audit Manual for Customs. TA – 2 week	TAX 6
January 2009	Regional	CARTAC (Kidd and Crandall) experts worked on the Revenue Authority Toolkit to be delivered to the ECCB. TA – 4 weeks	All
February 2009	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC Tax and Customs programme and build capacity. TA – 4 weeks	All
February 2009	Regional	CARTAC continued work on the regional IT study. TA – 2.5 weeks	All

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
February 2009	Regional	CARTAC advisers (Dawe and Lepage) and experts (Beynon, Sansom, Menhard) delivered presentation to CIDA in Ottawa, Canada regarding the recently completed CARTAC Regional IT study. TA – 2 weeks	All
February 2009	Regional	CARTAC adviser (Dawe) attended meetings with officials of Canada Border Service Agency (CBSA) in Ottawa to discuss the memorandum of understanding with CARTAC regarding the delivery of CBSA training courses and access to CBSA training course material. TA – 0.5 week	All
February 2009	Regional	CARTAC commenced work on a new regional collections manual. TA – 1 week	TAX 7
February 2009	Regional	CARTAC commenced work on a new regional audit manual. TA – 1 week	TAX 6
February 2009	Regional	CARTAC (Kidd and Crandall) experts completed work on the Revenue Authority Toolkit to be delivered to the ECCB. TA – 2 weeks	All
February 2009	Regional	CARTAC expert (David Tait) completed two additional modules for the Customs Post Clearance Audit course. TA – 2 weeks	All
March 2009	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC Tax and Customs programme and build capacity. TA – 4 weeks	All
March 2009	Regional	CARTAC advisers (Brian Dawe, David Crawford, Denise Edwards-Dowe) attended CARTAC's Strategic Planning meeting with the Eastern Caribbean Central Bank	All

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
		(ECCB). TA – 0.5 week	
March 2009	Regional	CARTAC continued work on a new regional collections manual. TA – 1 week	TAX 7
March 2009	Regional	CARTAC continued work on a new regional audit manual. TA – 1 week	TAX 6
March 2009	Regional	CARTAC continued work on the customs post clearance audit course and revenue authority toolkit. TA - 2 weeks	All
April 2009	Regional	CARTAC funded a second FAD backstopper (Ms. Keene) to support CARTAC Tax and Customs programme and build capacity. TA – 4 weeks	All
April 2009	Regional	CARTAC continued work on the regional IT study and prepared presentation for CIDA Regional IT workshop. TA – 7 weeks	All
April 2009	Regional	CARTAC advisers (Dawe, Edwards-Dowe, Crawford) and experts (Menhard, Sansom, Beynon) participated in CIDA's one day Regional IT Workshop and presented CARTAC's Regional IT Study findings to senior ministry of finance official of the participating countries. TA – 1 week	All
April 2009	Regional	CARTAC continued work on the selection process regarding a new Customs long term adviser	All
April 2009	Regional	CARTAC continued work on a new regional collections manual. TA – 1 week	TAX 7
April 2009	Regional	CARTAC continued work on a new regional audit manual. TA – 1 week	TAX 6

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
April 2009	Regional	CARTAC continued work on the customs post clearance audit course. TA - 1 week	All
<b>Country Specific</b>			
November 2008	The Bahamas	CARTAC advisers (Dawe, Crawford, Edwards-Dowe) attended CARTAC's Strategic Planning meeting with the authorities. TA – 0.5 week	All
November 2008	Barbados	CARTAC expert (Glen Schmidt) completed the six weeks Enhanced Audit Training course for IRD and CED (VAT) auditors. TA – 1 week	TAX 4, TAX 5, TAX 7
December 2008	Barbados	CARTAC expert (David Asselstine) delivered the IT Accounting Course for Auditor to staff of IRD and CED (VAT Division). TA – 1 week	TAX 4, TAX 5, TAX 7
January 2009	Barbados	CARTAC expert (Maria Mihaly) completed a one week follow-up mission to provide collections enforcement support for CED VAT Office. TA - 1 week	TAX 4, TAX 5, TAX 7
February 2009	Belize	CARTAC expert (Eric Hutton) completed a 2 week follow-up mission to assess the revenue performance of the General Sales Tax which was introduced on July 1, 2006. TA – 2 weeks	TAX 2
March 2009	Belize	CARTAC expert (Desmond Wyllis) commenced the first peripatetic assistance mission to support the DGST collections enforcement programme. TA – 1.5 weeks	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
April 2009	Belize	CARTAC expert (Desmond Wyllis) completed the first peripatetic assistance mission to support the DGST collections enforcement programme. TA – 0.5 week	TAX 1, TAX 2, TAX 4, TAX 5,

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
			TAX 7
November 2008	British Virgin Islands	CARTAC expert (Debra Adams) completed the third of three missions to assist with the development of Corporate Strategic Business Plans for CD and IRD. A draft CSBP was prepared for IRD. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	Dominica	CARTAC experts (Ruby Howard, Maureen Kidd) delivered a Corporate Strategic Business Planning Workshop to staff of MOF, IRD and CED. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	Dominica	CARTAC expert (Jerome Johnson) delivered the first of a two part Basic Accounting Course for Tax and Customs. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	Dominica	CARTAC advisers participated in the first two days (Dawe) and the last two days (Edwards-Dowe) of the Part 1 of the New Basic Accounting Course for Tax and Customs. TA – 1 week	TAX 4, TAX 5, TAX 6, TAX 7
December 2008	Dominica	CARTAC expert (Maureen Kidd) completed the second of three missions to assist with the development of Corporate Strategic Business Plans for IRD and CED. A draft CSBP was prepared for IRD. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7
December 2008	Dominica	CARTAC experts (Mark Connolly, Terence Leonard) completed a one week mission to review the Customs enforcement programme. TA – 2 weeks	TAX 6
January 2009	Dominica	CARTAC expert (Jerome Johnson) delivered the second of a two part Basic Accounting Course for Tax and Customs. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7
January 2009	Dominica	CARTAC expert (Maureen Kidd) commenced the third of three missions to assist with	TAX 4, TAX 5,

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009  
TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
		the development of Corporate Strategic Business Plans for IRD and CED. A draft CSBP was prepared for CED. TA – 1.5 weeks	TAX 6, TAX 7
January 2009	Dominica	CARTAC expert (Brian Brimble) participated in the Fiscal Affairs Department's Revenue Administration follow-up mission to review the tax and customs operations. TA – 1.5 weeks	TAX 6
February 2009	Dominica	CARTAC expert (Maureen Kidd) completed the third of three missions to assist with the development of Corporate Strategic Business Plans for IRD and CED. A draft CSBP was prepared for CED. TA – 0.5 week	TAX 4, TAX 5, TAX 6, TAX 7
February 2009	Dominica	CARTAC expert (Brian Brimble) completed a follow-up mission with FAD to review the tax and customs operations. TA – 0.5 week	TAX 6
February 2009	Dominica	CARTAC adviser (Brian Dawe) participated in the last three days of the FAD Revenue Administration follow-up mission TA – 0.5 week	All
March 2009	Dominica	CARTAC experts (Mark Connolly and Terence Leonard) completed a second mission to assist the CED with the development of their risk assessment and profiling system and provide training to CED staff. TA – 4 weeks	TAX 2, TAX 4, TAX 6, TAX 7
March 2009	Dominica and Grenada	CARTAC experts (Jan Forest, Rob Tait and Grenville John) worked with Dominica and Grenada authorities in Grenada to develop new Customs laws for the two countries. Drafts Customs legislations based on the draft CARICOM law were prepared for the two countries. TA – 3 week	TAX 1, TAX 6
December	Dominican Republic	CARTAC expert (Jorge Trujillo) completed the fourth peripatetic support for the audit	TAX 4, TAX 5,

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
2008		function at the Direccion General de Impuestos Internos. TA – 1 week	TAX 7
April 2009	Dominican Republic	CARTAC expert (Jorge Trujillo) completed the fifth peripatetic support for the audit function at the Direccion General de Impuestos Internos. TA – 3 week	TAX 4, TAX 5, TAX 7
November 2008	Grenada	CARTAC expert (Stew Scott) completed the third of three missions to assist with the development of Corporate Strategic Business Plans for CED and IRD. A draft CSBP was prepared for IRD. TA – 1 week	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	Grenada	CARTAC experts (Maria Mihaly, Desmond Wyllis) completed a one week follow-up mission to provide collections enforcement support for IRD. TA - 2 weeks	TAX 4, TAX 5, TAX 7
November 2008	Grenada	CARTAC expert (Rob Tait) commenced the fifth peripatetic assistance mission to review the overall status of the Customs administration modernization programme and costing of Customs Modernization Strategy. TA – 1.5 weeks	TAX 6
November 2008	Grenada	CARTAC expert (Griffin Carmichael) began the first mission to assist the authorities with the preparation of the new CARICOM Customs Tariff Schedule. TA – 1 week	TAX 6
December 2008	Grenada	CARTAC expert (Rob Tait) completed the fifth peripatetic assistance mission to review the overall status of the Customs administration modernization programme and costing of Customs Modernization Strategy. TA – 0.5 week	TAX 6
December 2008	Grenada	CARTAC expert (Griffin Carmichael) continued the first mission to assist the authorities with the preparation of the new CARICOM Customs Tariff Schedule. TA – 2 weeks	TAX 3, TAX 6
January 2009	Grenada	CARTAC adviser (Denise Edwards-Dowe) completed a two-day mission to assess the	All

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
January 2009	Grenada	status of the VAT Implementation Project and assist with the preparation of a revised work plan for VAT implementation on February 1, 2010. TA – 0.5 week	
February 2009	Grenada	CARTAC expert (Gloria Reid) completed a three-day mission to assist the authorities with the preparation of a floor plan for the new IRD VAT Office. TA – 0.5 week	TAX 6
February 2009	Grenada	CARTAC expert (Rob Tait) completed the sixth peripatetic assistance mission to review the overall status of the Customs administration modernization programme, costing of Customs Modernization Strategy and discuss customs policies to be included in the new customs act. TA – 2 weeks	All
March 2009	Grenada	CARTAC facilitated a one day information session in Grenada for the authorities to discuss VAT Implementation experiences with tax administrators from Belize (Cynthia Castillo), Dominica (Belinda Charles) and St. Vincent and the Grenadines (Kelvin Pompey). CARTAC adviser (Edwards-Dowe) participated in the session. TA – 1 week	TAX 1, TAX 6
March 2009	Grenada	CARTAC expert (Rob Tait) commenced the seventh peripatetic assistance mission to review the overall status of the Customs administration modernization programme, costing of Customs Modernization Strategy and customs preparations for VAT implementation. TA – 0.5 week	TAX 6
March 2009	Grenada	CARTAC expert (Griffin Carmichael) commenced the second mission to assist the authorities with the preparation of the new CARICOM Customs Tariff Schedule. TA – 1.5 weeks	TAX 3, TAX 6

**Tax & Customs Key Capacity Objectives**

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**CARTAC ACTIVITY REPORT: November 2008 - April 2009**  
**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
March 2009	Grenada	CARTAC adviser (Denise Edwards-Dowe) met with the authorities to review the status of the VAT Implementation Project. TA – 0.5 week	All
April 2009	Grenada	CARTAC expert (Rob Tait) completed the seventh peripatetic assistance mission to review the overall status of the Customs administration modernization programme, costing of Customs Modernization Strategy and customs preparations for VAT implementation. TA – 0.5 week	TAX 6
April 2009	Grenada	CARTAC expert (Griffin Carmichael) completed the second mission to assist the authorities with the preparation of the new CARICOM Customs Tariff Schedule. TA – 0.5 week	TAX 3, TAX 6
April 2009	Grenada	CARTAC adviser (Denise Edwards-Dowe) met with the authorities to review the status of the VAT Implementation Project and provide support to the Project Team. TA – 0.5 week	All
April 2009	Grenada	CARTAC expert (Donald Collins) commenced the first peripatetic assistance mission to support the IRD collections enforcement programme. TA – 1 week	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
February 2009	Jamaica	CARTAC advisers (Brian Dawe, David Crawford, Denise Edwards-Dowe) attended CARTAC's Strategic Planning meeting with the authorities. TA – 0.5 week	All
November 2008	Montserrat	CARTAC experts (Ruby Howard, Debra Adams) delivered a Corporate Strategic Business Planning Workshop to staff of IRD and CED. TA – 2 weeks	TAX 4, TAX 5, TAX 6, TAX 7

**Tax & Customs Key Capacity Objectives**

- TAX 1: Well drafted legislation
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**TAX & CUSTOMS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
November 2008	Montserrat	CARTAC expert (Debra Adams) completed the second of three missions to assist with the development of Corporate Strategic Business Plans for CED and IRD. A draft CSBP was prepared for CED. TA – 1 week	TAX 4, TAX 5, TAX 6, TAX 7
December 2008	Montserrat	CARTAC expert (Debra Adams) completed the third of three missions to assist with the development of Corporate Strategic Business Plans for CED and IRD. A draft CSBP was prepared for IRD. TA – 1 week	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	St. Kitts & Nevis	CARTAC expert (Annette Weekes) delivered the Basic VAT Course to VAT Implementation Project Team and staff of MOF, IRD and Customs. TA – 1 week	All
November 2008	St. Kitts & Nevis	CARTAC adviser (Denise Edwards-Dowe) participated in the first 2 1/2 days of the new Basic VAT Course. TA – 0.5 week	All
December 2008	St. Kitts & Nevis	CARTAC expert (David Asselstine) delivered the IT Accounting Course for Auditor to staff of IRD. TA – 1 week	TAX 4, TAX 5, TAX 7
December 2008	St. Kitts & Nevis	CARTAC facilitated a four day professional attachment for the VAT Implementation Team of St. Kitts & Nevis to review VAT Implementation and administration in Dominica. TA – 5.5 weeks	All
January 2009	St. Kitts & Nevis	CARTAC expert (Eric Hutton) and CARTAC adviser (Denise Edwards-Dowe) completed a three-day mission to assist with the completion of the IMF Legal Department (LEG) VAT Policy and Administration Questionnaire. TA – 1 week	All
January 2009	St. Kitts & Nevis and	CARTAC advisers (David Crawford, Denise Edwards-Dowe) participated in a one-week LEG VAT Legislation drafting session in St. Kitts for the St. Lucia and St. Kitts & Nevis	All

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TAX & CUSTOMS COMPONENT**

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
	St. Lucia	authorities. Draft VAT legislations were prepared for St. Lucia and St. Kitts & Nevis. TA – 2 weeks	
February 2009	St. Kitts & Nevis	CARTAC adviser (Denise Edwards-Dowe) participated in a one day meeting with IT staff of the Ministry of Finance in Nevis and St. Kitts to discuss IT preparations for VAT implementation. TA – 0.5 week	All
March 2009	St. Kitts & Nevis	CARTAC experts (Desmond Wyllis and Donald Collins) delivered the CARTAC Collections Enforcement Training course to IRD staff and commenced the first peripatetic assistance mission to support the IRD collections enforcement programme. TA – 4 weeks	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
March 2009	St. Kitts & Nevis	CARTAC expert (Glen Schmidt) commenced the first peripatetic assistance mission to support the IRD audit programme. TA – 3 weeks	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
March 2009	St. Kitts & Nevis	CARTAC advisers (Brian Dawe and Denise Edwards-Dowe) participated in the first two days of the missions to assist with IRD’s collections enforcement and audit programmes. TA – 1 week	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
March 2009	St. Kitts & Nevis	CARTAC adviser (Denise Edwards-Dowe) provided VAT implementation support to the Tax Reform Team. TA – 0.5 week	All
March 2009	St. Kitts & Nevis	CARTAC adviser (Denise Edwards-Dowe) participated in a St. Kitts & Nevis Tax Reform Team VAT presentation to the Federal Cabinet of Ministers and the Nevis Island Administration Cabinet. TA – 0.5 week	All

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Dates	Country/Donor	Description	Key Capacity Objectives Addressed
April 2009	St. Kitts & Nevis	CARTAC facilitated a four day professional attachment for the Tax Reform Team of St. Kitts & Nevis to review VAT Implementation and administration in Barbados. TA – 1 week	All
April 2009	St. Kitts & Nevis	CARTAC experts (Mark Connolly, Gregory Goathe) commenced a first mission to assist the CED with the development of their risk assessment and profiling system and provide training to CED staff. TA – 2 weeks	TAX 2, TAX 4, TAX 6, TAX 7
November 2008	St. Lucia	CARTAC adviser (David Crawford) met with the VAT Implementation Team to review the progress of the VAT implementation programme. TA – 0.5 week	All
November 2008	St. Lucia	CARTAC adviser (David Crawford) met with the Operations Committee for VAT and the VAT Implementation Team to discuss the VAT implementation programme. TA – 0.5 week	All
December 2008	St. Lucia	CARTAC expert (Annette Weekes) delivered the Basic VAT Course to VAT Implementation Project Team and staff of MOF, IRD, Customs and key Ministries. TA – 1 week	All
December 2008	St. Lucia	CARTAC adviser (David Crawford) participated in the last day of the new Basic VAT Course. TA – 0.5 week	All
December 2008	St. Lucia	CARTAC facilitated a one day information session in St. Lucia for the authorities to meet with tax administrators from Belize (Cynthia Castillo), Dominica (Belinda Charles) and St. Vincent and the Grenadines (Kelvin Pompey) to discuss VAT Implementation experiences. CARTAC advisers (Crawford, Dowe) attended the session. TA – 0.5 week	All

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December 2008	St. Lucia	CARTAC expert (John Michael Foers) completed a two week mission to assist with the development of a communications strategy for VAT implementation. TA - 2 weeks	All
January 2009	St. Lucia	CARTAC expert (Eric Hutton) completed a three-day mission to assist with the completion of the IMF Legal Department (LEG) VAT Policy and Administration Questionnaire and review the VAT Rate Study with the authorities. TA – 1 week	All
January 2009	St. Lucia	CARTAC adviser (David Crawford) completed a 2 day mission to assess the status of the VAT Implementation Project and met with the VAT Operations Committee to review progress and next steps. TA – 0.5 week	All
January 2009	St. Lucia	CARTAC expert (Mark Connolly) commenced a third mission to assist the CED with the development of their risk assessment and profiling system and provide training to CED staff. TA – 1 week	TAX 6
February 2009	St. Lucia	CARTAC expert (Maria Mihaly) completed a one week follow-up mission to provide collections enforcement support for IRD. TA – 1 week	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
February 2009	St. Lucia	CARTAC expert (Mark Connolly) completed a third mission to assist the CED with the development of their risk assessment and profiling system and provide training to CED staff. TA – 1 week	TAX 6
February 2009	St. Lucia	CARTAC facilitated a three day professional attachment for the St. Lucia VAT Implementation Team to review VAT Implementation and administration in Dominica. TA – 1 week	All

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<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
March 2009	St. Lucia	CARTAC adviser (David Crawford) participated in the VAT Operations Committee meeting to discuss progress and review the first draft of the VAT presentation to Cabinet Ministers and to discuss with the Comptroller of IRD the recent mission on Collections Enforcement. TA – 0.5 week	All
April 2009	St. Lucia	CARTAC facilitated a four day professional attachment for the St. Lucia VAT Implementation Team to review VAT Implementation and administration in Belize. TA – 1 week	All
April 2009	St. Lucia	CARTAC adviser (David Crawford) met with the authorities to review the status of the VAT Implementation Project and provide support to the Project Team. TA – 0.5 week	All
November 2008	St. Vincent & the Grenadines	CARTAC expert (Mark Connolly) completed a third mission to assist the CED with the development of their risk assessment and profiling system and provide training to CED staff. TA – 2 weeks	TAX 6
November 2008	St. Vincent & the Grenadines	CARTAC expert (Gloria Reid) commenced the seventh peripatetic assistance mission to review the progress of the on-going Customs modernization programme and assist with the implementation of the customs administration modernization strategy and business plans. TA – 1 week	TAX 6
November 2008	St. Vincent & the Grenadines	CARTAC experts (Maria Mihaly, Desmond Wyllis) completed a one week follow-up mission to provide collections enforcement support for IRD. TA - 2 weeks	TAX 4, TAX 5, TAX 7
December 2008	St. Vincent & the Grenadines	CARTAC expert (Gloria Reid) completed the seventh peripatetic assistance mission to review the progress of the on-going Customs modernization programme and assist with	TAX 6

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<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
		the implementation of the customs administration modernization strategy and business plans. TA – 1 week	
January 2009	St. Vincent & the Grenadines	CARTAC expert (Brian Brimble) participated in the Fiscal Affairs Department's Revenue Administration follow-up mission to review the tax and customs operations. TA – 1.5 weeks	TAX 6
January 2009	St. Vincent & the Grenadines	CARTAC advisers (Brian Dawe and David Crawford) participated in last two days of the Fiscal Affairs Department's Revenue Administration follow-up mission. TA – 1 week	All
February 2009	St. Vincent & the Grenadines	CARTAC expert (Gloria Reid) completed the eighth peripatetic assistance mission to review the progress of the on-going Customs modernization programme and assist with the implementation of the customs administration modernization strategy and business plans. TA – 2 weeks	TAX 6
April 2009	St. Vincent and the Grenadines	CARTAC expert (Gloria Reid) completed the ninth peripatetic assistance mission to review the progress of the on-going Customs modernization programme and assist with the implementation of the customs administration modernization strategy and business plans. TA – 2 weeks	TAX 6
April 2009	St. Vincent and the Grenadines	CARTAC experts (Jerome Johnson, Adria Sonson) commenced the delivery of the Basic Accounting Training course for Tax and Customs. TA – 4 weeks	TAX 4, TAX 5, TAX 6, TAX 7
November 2008	Trinidad & Tobago	CARTAC expert (David Asselstine) delivered the IT Accounting Course for Auditor to staff of the Board of Inland Revenue. TA – 1 week	TAX 4, TAX 5, TAX 7

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