



CARTAC WORK PLAN

November 2007 – April 2008

Key to Status:

- | | |
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| "Ongoing" | Agreed and under implementation |
| "Confirmed" | Agreed with authorities and/or by steering committee |
| "Under discussion" | Proposed, under discussion with authorities |
| "Completed" | Activity completed |
| "Planned" | To be discussed with authorities |

CARTAC WORK PLAN: November 2007 – April 2008 MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT

Summary Report:

Training Programmes

Over the next six months, CARTAC will organise two training programmes. A regional course on *Macroeconomic Management and Fiscal Policy Issues (MFP)* will be conducted in collaboration with the IMF Institute. The course aims at deepening participants' understanding of fiscal policy issues and their implications for macroeconomic management. The course will cover 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. At the country level, CARTAC will organise a *Macroeconomic Statistics for Economists Course* in Guyana. This course will examine the main macroeconomic accounting systems, key concepts and definitions, the relationship among the accounts and the harmonisation of the systems. The course is expected to enhance participants' understanding of macroeconomic statistics and thereby strengthen their analytical and technical capabilities in macroeconomic analysis and management. A seminar is planned for economists at the Eastern Caribbean Central Bank aimed at improving participants' understanding and skills in analysing and projecting the monetary sector.

Follow-up Missions

CARTAC will continue to organise follow-up missions aimed at building capacity in financial programming within the ministries of finance and central banks. As a result, a number of follow-up financial programming missions will be organised across the Eastern Caribbean Currency Union (ECCU). In Suriname, further assistance will be provided as part of an ongoing programme aimed at building analytical capacity and improving data quality in the Ministry of Finance.

**CARTAC WORK PLAN: November 2007 – April 2008
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Regional				
April	Regional Course	CARTAC, in collaboration with the IMF Institute, will stage a regional <i>Macroeconomic Management and Fiscal Policy Issues Course</i> . Invitations will be extended to all CARTAC member countries and central banks.	Confirmed	MAC 5
November	ECCB	Conduct a seminar on analysing and projecting the monetary sector.	Confirmed	MAC 5
December	ECCB	Represent CARTAC at the ECCB's 10 th Annual Development Conference from December 3-4 2007.	Confirmed	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 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 in collaboration.

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.

**CARTAC WORK PLAN: November 2007 – April 2008
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Country Specific				
February	Anguilla	Continue to work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under discussion	MAC 1,2,3
November	Antigua & Barbuda	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Confirmed	MAC 1,2,3
March	Dominica	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under Discussion	MAC 1,2,3
March	Grenada	Continue to work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Confirmed	MAC 1,2,3
November	Guyana	Organise a <i>Macroeconomic Statistics for Economists Course</i> . The course will examine the main macroeconomic accounting systems, key concepts and definitions, the relationship among the accounts as well as the harmonisation of the systems.	Confirmed	MAC 5

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MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
February	Montserrat	Continue to work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under discussion	MAC 1,2,3
January	St Kitts & Nevis	Provide assistance to the authorities in establishing quarterly targets based on the 2008 annual budget.	Confirmed	MAC 1,2,3
December	St Lucia	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under Discussion	MAC 1,2,3
April	Suriname	Continue to provide assistance to the government aimed at building databases and improving systems that are essential for macroeconomic management.	Under Discussion	MAC 1,2,3

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CARTAC WORK PLAN: November 2007 – April 2008

PUBLIC FINANCE MANAGEMENT COMPONENT

Summary Report:

Region-wide assistance will continue to focus on training and education and on facilitating inter-country networks to promote the active exchange of knowledge and experience between (and within) countries. Such activity is expected to continue to produce benefits across the region. More specifically, across-region support will be delivered through training with courses on internal audit and on revenue modelling and forecasting. Presentation and training materials for a basic government accounting course will be delivered in 2008 Q1. A strategic outlook and budgeting awareness workshop will be developed before the end of the semester. This course is to familiarize politicians and senior bureaucrats with the importance of strategic planning and its impact and relationship with the budget cycle. A regional workshop on pension management will concentrate on providing practical solutions to minimize future pension liabilities. Direct support will continue to be given to the Caribbean Public Finance Association (CaPFA) for development and delivery of workshops and sponsorship of board meetings until the Association attracts new sponsors and identifies other funding sources. CARTAC contributions to PFM reform are likely to continue to involve coordination with other assistance providers and with donors to meet specific country and regional needs.

In summary, the expected activities during the period include:

- a. Regional assistance:
 - Workshop program – Two region-wide workshops/meetings to be held during the semester: a Pension management workshop and another to be determined.
 - Training courses – A beginner level internal audit training course (5 days) will be delivered. Anguilla, The Bahamas, Grenada and St Kitts & Nevis have made requests. The advanced internal audit course (5 days) has been requested by Dominica, Grenada, St Lucia and St Vincent & the Grenadines. A seven-day training course on revenue modelling and forecasting has been requested and scheduled for the Cayman Islands, the Dominican Republic, Grenada, Haiti and the Turks & Caicos Islands. The development of training materials for a basic government accounting course as requested at the AGs last meeting in Feb. 07. The curriculum has been developed by a Sub-committee of six AGs and the PFM adviser.
 - Debt management – Jamaica was originally chosen as the pilot site for the development of debt management procedures for the front, middle and back offices. Due to delays to their debt management reorganization, the pilot may have to be moved to another country. Once developed, the procedures will be given to other member countries for adaptation to their environment.
 - Regional networking and inter country communication and cooperation - ongoing support for CaPFA and the Accountants General Group.
- b. Individual country assistance:
 - Budget development – Antigua & Barbuda (budget review), Belize (MTBF, multi-tear and performance budgeting), Guyana (budget formulation and preparation), Suriname (budget formulation and preparation) and Trinidad & Tobago (budget formulation and preparation).
 - Revenue Forecasting – British Virgin Islands, Cayman Islands, Dominican Republic, Grenada, Haiti and Turks & Caicos Islands.
 - Budget implementation including cash management and commitment control - Antigua & Barbuda (treasury reforms) and St Kitts (treasury review).
 - Audit – St Kitts & Nevis (review of external and internal audit functions and organizations)
 - Internal Audit – Anguilla , The Bahamas, Belize, Dominica, Grenada, St Kitts & Nevis, St Lucia and St Vincent & the Grenadines.
 - Pension – Haiti and Montserrat (pension review)

October 2007.

**CARTAC WORK PLAN: November 2007 – April 2008
PUBLIC FINANCE MANAGEMENT COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Regional				
Nov - Apr	EU Public Expenditure and Financial Accountability (PEFA)	The EU has commissioned PEFA assessments in the context of their financial assistance in various CARTAC member countries. Diagnostics may generate TA request from the countries. St Kitts and Nevis have requested a review of their Treasury functions.	Forecast	PFM 1 - 6
Nov - Apr	Regional – Caribbean Public Finance Association (CaPFA) Support	Organization of up to two region wide workshops/meetings (Pension management workshop and another TBD) in conjunction with CaPFA. Other ongoing support including sponsorship of Board meetings.	Ongoing	PFM 1 - 6
Nov - Apr	Regional – Revenue Forecasting	Technical assistance will be provided to six countries on revenue modelling and forecasting.	Scheduled	PFM 2 - 4 & 6
Jan - Apr	Regional – Budget	Development of a two day workshop on strategic planning and budget development	Forecast	PFM 2 - 6

PFM key capacity objectives

- PFM1: Improving state fiscal management **legislative framework** and adherence to it
 PFM2: Increasing efficiency of the **budget preparation process**. Upgrade its capacity to produce realistic, sustainable fiscal policy
 PFM3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a **comprehensive annual budget**)
 PFM4: Increasing quality of **fiscal data and information** used for budget preparation, execution management and reporting
 PFM5: Increasing **transparency** of PEM systems and improved managerial accountability for the delivery of fiscal policy objectives
 PFM6: Increasing the technical knowledge, skills and capabilities of officials at all levels working in the PEM system (**human resource capacity building**)

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PUBLIC FINANCE MANAGEMENT COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Feb - Apr	Regional – Debt Management	Development of debt management procedures using Jamaica as the pilot site for distribution to other member countries.	Forecast	PFM 2 - 6
Feb - Apr	Regional – Government Accounting	From request emanating from the last AG's meeting, development of a training and presentation material for a basic government accounting course to be delivered by the interested member countries.	Planned	PFM 3, 4 & 6
Feb - Apr	Regional – Pension Management	Region wide workshop on pension management	Planned	PFM 1 - 6
Nov - Apr	Public Sector Investment Program	Assistance with PSIP reforms upon request from countries	Forecast	PFM 2 -4 & 6
Nov - Apr	Various	Introductory visit program. The Bahamas, British Virgin Islands and Turks and Caicos Islands will be visited as a result of other PFM activities.	Planned	PFM 1 -6

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PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Country Specific				
Nov	Anguilla	Participation to the Internal Audit training in St Kitts (5 days - beginner level)	Scheduled	PFM 3, 4 & 6
Nov	Anguilla	Review of internal and external audit functions	Scheduled	PFM 3, 4 & 6
Jan - Feb	Antigua & Barbuda	Continuation of TA to the Treasury following a CARTAC review (Aug. 06).	Scheduled	PFM 2 – 6
Nov	Antigua & Barbuda	Review of the budget management process	Scheduled	PFM 2 -4 & 6
Mar	The Bahamas	Internal audit training (5 days – beginner level)	Scheduled	PFM 3, 4 & 6
Jan -Apr	Belize	Assistance with budget management (MTBF, multi-year and programme budgeting)	Planned	PFM 2 & 6
Feb - Apr	Belize	Internal audit training (5 days – advanced level)	Planned	PFM 3, 4 - 6
Mar - Apr	British Virgin Islands	Revenue Modelling and Forecasting TA (7 days)	Planned	PFM 2 – 4 & 6

PFM key capacity objectives

- PFM1: Improving state fiscal management **legislative framework** and adherence to it
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PUBLIC FINANCE MANAGEMENT COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Nov	Cayman Islands	Revenue Modelling and Forecasting TA (7 days)	Scheduled	PFM 2 – 4 & 6
Nov	Dominica	Participation to the Internal audit training in St Lucia (5 days – advanced level)	Scheduled	PFM 3, 4 - 6
Dec	Dominican Republic	Revenue Modelling and Forecasting TA (7 days)	Scheduled	PFM 2 – 4 & 6
Jan	Grenada	Participation to the Internal audit training in St Vincent (5 days – advanced level)	Scheduled	PFM 3, 4 - 6
Feb	Grenada	Revenue Modelling and Forecasting TA (7 days)	Scheduled	PFM 2 – 4 & 6
Mar - Apr	Guyana	Budget formulation and preparation TA	Planned	PFM 2 – 4 & 6
Feb - Mar	Haiti	Revenue Modelling and Forecasting TA (7 days)	Planned	PFM 2 – 4 & 6
Dec - Apr	Haiti	Pension review	Planned	PFM 3, 4 - 6
Jan - Apr	Jamaica	Development of debt management procedures for front, middle and back offices	Forecast	PFM 2 - 6

PFM key capacity objectives

- PFM1: Improving state fiscal management **legislative framework** and adherence to it
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 PFM3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a **comprehensive annual budget**)
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PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Dec	Montserrat	Pension review	Planned	PFM 3, 4 - 6
Nov	St Lucia	Internal audit training (5 days – advanced level)	Scheduled	PFM 3, 4 - 6
Jan - Feb	St Kitts & Nevis	Review of treasury functions	Planned	PFM 1 – 6
Nov	St Kitts & Nevis	Review of external and internal audit functions and organizations	Scheduled	PFM 3, 4 - 6
Nov	St Kitts & Nevis	Internal audit training (5 days – beginner level)	Scheduled	PFM 3, 4 - 6
Jan	St Vincent & the Grenadines	Internal audit training (5 days – advanced level)	Scheduled	PFM 3, 4 - 6
Jan	Suriname	TA requested for budget formulation and preparation.	Planned	PFM 2 – 4 & 6
Feb - Apr	Trinidad & Tobago	Budget formulation and preparation TA	Planned	PFM 2 – 4 & 6

PFM key capacity objectives

- PFM1: Improving state fiscal management **legislative framework** and adherence to it
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CARTAC WORK PLAN: November 2007 – April 2008
PUBLIC FINANCE MANAGEMENT COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Nov	Turks & Caicos	Revenue Modelling and Forecasting TA (7 days)	Scheduled	PFM 2 – 4 & 6

PFM key capacity objectives

- PFM1: Improving state fiscal management **legislative framework** and adherence to it
- PFM2: Increasing efficiency of the **budget preparation process**. Upgrade its capacity to produce realistic, sustainable fiscal policy
- PFM3: Improving coverage of expenditures, revenues and financing in the annual state budget (i.e. a **comprehensive annual budget**)
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CARTAC WORK PLAN: November 2007 – April 2008 STATISTICS COMPONENT

Summary Report:

The priorities of the Statistics sub-sector remain unchanged for the six-month period November 2007 to April 2008. CARTAC will pursue the twin objectives of consolidating ongoing work and expanding TA delivery in countries that to date have not benefited from CARTAC's services to any great extent. Hands-on TA, ad hoc advice, in-country training activities and professional attachments will continue to focus primarily on improving the compilation of national accounts and price statistics. At the same time attention will be paid to enhancing country capacity to produce comprehensive and reliable balance of payments statistics, monetary and financial statistics and government finance statistics.

During the period, the Statistics sub-sector proposes to undertake 23 TA missions to 14 countries (Antigua & Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, St Kitts & Nevis, St Lucia, St Vincent & the Grenadines, Suriname, Trinidad & Tobago and the Turks & Caicos Islands). A fairly significant amount of work was deferred either from the period May-October 2007 or from earlier dates in the current period, as difficulties were encountered in conducting some of the missions. Most of these difficulties stemmed from delays in recruiting experts and the occurrence of overriding priorities in member countries.

Work will continue on the project to strengthen tourism statistics in the OECS. Initial missions have already been undertaken to St Vincent & the Grenadines and Dominica. During November and December, the mission team will visit Grenada, St Lucia, St Kitts & Nevis and Antigua & Barbuda. The action plans prepared as part of the mission tasks will guide the scheduling of further rounds of missions to the countries.

Three regional training courses are scheduled for the period under review. A two-week seminar on government finance statistics, sponsored by CARTAC and the IMF, will take place in St Kitts & Nevis in November/December 2007. A CARTAC/IMF national accounts workshop will be held in Barbados in February 2007 while a one-week training course in export-import price index methodology is planned for March 2008. In other training activity, the Bahamas, Grenada, Guyana, Haiti, Trinidad & Tobago and the Turks & Caicos Islands will benefit from professional attachments or specific training programmes.

CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Regional				
November 2007	CARICOM	<p>Standing Committee of Caribbean Statisticians (SCCS): 32nd Meeting - CARTAC participation</p> <p>Suriname will host the 32nd meeting of the SCCS. Discussions will centre on issues related to the compilation, harmonization and dissemination of statistics on national accounts, merchandise trade, tourism satellite accounts and international trade in services.</p>	Confirmed	STA1 & STA6
November/December 2007	IMF/CARTAC	<p>Government finance statistics (GFS): Training</p> <p>In association with the IMF, CARTAC will conduct a two-week regional seminar in St Kitts & Nevis to train officials mainly from Ministries of Finance, Central Banks and National Statistical Offices in GFS compilation based on the analytical framework set out in the <i>Government Finance Statistics Manual (GFSM) 2001</i>. The seminar will focus on providing GFS compilers with hands-on training in using the methodology of the <i>GFSM 2001</i> as the basis for fiscal analysis, as well as for data reporting and dissemination.</p>	Confirmed	STA1, STA5 & STA6

Statistics key capacity objectives

STA1: Well-defined **institutional framework**

STA2: System of **National Accounts** 1993 (SNA 93) in place

STA3: International standards applied for **external sector statistics**

STA4: International standards applied for **monetary and financial statistics**

STA5: Timely, accurate, and comprehensive **government finance statistics**

STA6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (**human resource capacity building**).

CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
February 2008	IMF/CARTAC	National accounts: Workshop The two-week regional workshop will be held in Barbados. Training is to be conducted by CARTAC and the Statistics Department of the IMF, and target compilers from national statistical offices and other national and regional organizations. The workshop will focus as far as possible on practical approaches and problem solving.	Under discussion	STA1, STA2 & STA6
March 2008	CARTAC	Price statistics: Export-import price indices (XMPIs) - Training course This regional training course will focus on XMPI concepts, uses, compilation techniques and data dissemination.	Planned	STA1, STA3, STA5 & STA6
Country Specific				
December 2007	Antigua & Barbuda	National accounts: Strengthening tourism statistics An initial consultant mission will be undertaken to implement a project to assist in strengthening tourism supply and demand statistics. The mission will formulate an action plan prioritizing the tasks to be undertaken in producing and disseminating improved tourism statistics, the timing and duration of the tasks as well as the	Confirmed	STA1, STA2, STA3 & STA6

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STATISTICS COMPONENT

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		resources required for their accomplishment. In carrying out its work, the mission will collaborate with the Statistics Division, national tourism authorities and other stakeholders in the public and private sectors.		
November 2007	Bahamas	National accounts: Supply and use table (SUT) The consultant mission will finalize work on the SUT, which started in August 2005.	Ongoing	STA1, STA2 & STA6
February 2008	Bahamas	Price statistics: Export-import price indices (XMPIs) – Professional attachment CARTAC will finance the attachment of a staff member from the Department of Statistics to STATIN, Jamaica for training in XMPI compilation and dissemination.	Under discussion	STA1, STA2, STA3 & STA6
November 2007	Barbados	National accounts: Indicators of GDP at current prices This is follow-up to the consultant mission undertaken in July 2006. In the absence of adequate primary data, the consultant explored with staff of the Barbados Statistical Service the use of administrative data in developing indicators for deriving estimates of GDP at current prices.	Ongoing	STA1, STA2 & STA6

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January 2008	Barbados	National accounts: Quarterly national accounts A consultant mission will initiate a project to assist the Barbados Statistical service in the compilation of quarterly national accounts.	Under discussion	STA1, STA2 & STA6
April 2008	Barbados	Price statistics: Export-import price indices (XMPIs) A follow-up consultant mission will review the work undertaken by the Barbados Statistical Service on XMPI data collection since July 2006..	Ongoing	STA1, STA2, STA3 & STA6
April 2008	Belize	National accounts: Supply and use table (SUT) This first consultant mission will implement plans to improve national accounts compilation through the development of an SUT. Several missions will be required to complete the project.	Under discussion	STA1, STA2 & STA6
January 2008	Dominica	National accounts: Supply and use table (SUT) A consultant mission will be undertaken to finalize work on the SUT, which started in November 2004.	Ongoing	STA1, STA2 & STA6
February 2008	Grenada	Price statistics: Export-import price indices (XMPIs) – Professional attachment	Confirmed	STA1, STA2, STA3 & STA6

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April 2008	Grenada	<p>At the request of the Central Statistical Office, CARTAC will fund the attachment of a staff member to the Statistics department of St Lucia for training in XMPI compilation and dissemination.</p> <p>National accounts: Supply and use table (SUT) Preliminary work on the SUT was undertaken in October/November 2006. This mission will implement plans to improve national accounts compilation through the development of the table. Several missions will be required to complete the project.</p>	Ongoing/ Planned	STA1, STA2 & STA6
November 2007	Guyana	<p>National accounts: Professional attachment CARTAC will fund a two-week attachment of three members of staff of the Bureau of Statistics to the Central Statistical Office of Trinidad & Tobago for training in rebasing the national accounts.</p>	Confirmed	STA1, STA2, STA3, STA5 & STA6
November 2007	Guyana	<p>National accounts: Improvement of annual estimates This is a follow up to the mission undertaken in October 2007. The Adviser will review progress made in collecting survey and administrative data for rebasing the</p>	Ongoing/ Planned	STA1, STA2 & STA6

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STATISTICS COMPONENT

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January 2008	Guyana	<p>national accounts.</p> <p>Price statistics: Export-import price indices (XMPIs) At the request of the Bureau of Statistics, this consultant mission will review available data sources for generating an XMPI series that is consistent with international best practice.</p>	Under discussion	STA1, STA2, STA3 & STA6
February 2008	Guyana	<p>National accounts: Improvement of annual estimates A follow-up mission to the one undertaken in November 2007 will review progress in collecting survey and administrative data for rebasing the national accounts.</p>	Ongoing/ Planned	STA1, STA2 & STA6
November/December 2007	Haiti	<p>External sector statistics: Seminar on external debt statistics CARTAC will finance the participation of two members of staff, one each from the Ministry of Economy and Finance and the Bank of the Republic of Haiti in a two-week seminar to be conducted by the IMF at the Joint Africa Institute in Tunisia.</p>	Confirmed	STA1, STA3, STA5 & STA6
December 2007	Haiti	<p>National Accounts: Plan for improving source data This consultant mission is a follow up to mission</p>	Ongoing	STA1, STA2 & STA6

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**CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
November 2007	St Kitts & Nevis	<p>undertaken in August 2007 to assist the Haitian Institute of Statistics and Information to develop a coherent set of short-term indicators of economic activity.</p> <p>National Accounts: Review A mission comprising a short-term expert, a representative from the ECCB and the CARTAC Statistics Adviser will visit St Kitts and Nevis to explore the possibility of preparing separate GDP estimates for St Kitts and Nevis.</p>	Confirmed	STA1, STA2 & STA6
December 2007	St Kitts & Nevis	<p>National accounts: Strengthening tourism statistics An initial consultant mission will be undertaken to implement a project to assist in strengthening tourism supply and demand statistics. The mission will formulate an action plan prioritizing the tasks to be undertaken in producing and disseminating improved tourism statistics, the timing and duration of the tasks as well as the resources required for their accomplishment. In carrying out its work, the mission will collaborate with the Statistics Division, national tourism authorities and other stakeholders in the public and private sectors.</p>	Confirmed	STA1, STA2, STA3 & STA6

Statistics key capacity objectives

STA1: Well-defined **institutional framework**

STA2: System of **National Accounts** 1993 (SNA 93) in place

STA3: International standards applied for **external sector statistics**

STA4: International standards applied for **monetary and financial statistics**

STA5: Timely, accurate, and comprehensive **government finance statistics**

STA6: Improved technical knowledge, skills and capabilities of statistics officials at all levels (**human resource capacity building**).

**CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
November 2007	St Lucia	<p>National accounts: Strengthening tourism statistics</p> <p>An initial consultant mission will be undertaken to implement a project to assist in strengthening tourism supply and demand statistics. The mission will formulate an action plan prioritizing the tasks to be undertaken in producing and disseminating improved tourism statistics, the timing and duration of the tasks as well as the resources required for their accomplishment.</p> <p>In carrying out its work, the mission will collaborate with the Statistics Department, national tourism authorities and other stakeholders in the public and private sectors.</p>	Confirmed	STA1, STA2, STA3 & STA6
January 2008	St Vincent & the Grenadines	<p>National accounts: Supply and use table (SUT)</p> <p>A consultant mission will be undertaken to finalize work on the SUT, which started in November 2003..</p>	Ongoing	STA1, STA2 & STA6
November 2007	Suriname	<p>Exploratory TA mission</p> <p>The LTE will follow up with the authorities on possible technical assistance in the areas of national accounts, and balance of payments and government finance statistics.</p>	Planned	STA1, STA3 & STA6
November	Suriname	<p>National accounts: Methodologies and procedures</p>	Planned	STA1, STA2 &

Statistics key capacity objectives

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STA2: System of **National Accounts** 1993 (SNA 93) in place

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STA4: International standards applied for **monetary and financial statistics**

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CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
2007		A consultant mission will assist the General Bureau of Statistics in strengthening the national accounts statistics.		STA6
November 2007	Suriname	External sector statistics: Balance of payments The consultant mission will assist the authorities in establishing procedures for collecting and compiling reliable balance of payments data.	Planned	STA1, STA3 & STA6
March 2008	Suriname	Government finance statistics (GFS) The objective of this consultant mission is to assist the authorities in compiling the GFS according to the accounting principles and classifications set out in the IMF's <i>Government Finance Statistics Manual, 2001</i> .	Planned	STA1, STA5 & STA6
December 2007	Trinidad & Tobago	National accounts: In-house training The Central Statistical Office has requested support for in-country training of staff in national accounting concepts, data sources, classifications and compilation methodologies, in the context of annual and quarterly GDP. A consultant mission will conduct the training which will also focus on developing the full sequence of accounts for three institutional sectors: non-financial enterprises, households and non-profit institutions serving	Confirmed	STA1, STA2 & STA6

Statistics key capacity objectives

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STA2: System of **National Accounts** 1993 (SNA 93) in place

STA3: International standards applied for **external sector statistics**

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CARTAC WORK PLAN: November 2007 – April 2008
STATISTICS COMPONENT

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
February 2008	Trinidad & Tobago	<p>households. The main reference text for the training sessions will be the <i>System of National Accounts 1993</i>.</p> <p>National accounts: Supply and use table (SUT) A consultant mission will assist the Central Statistical Office in initiating its second round of SUT compilation.</p>	Under discussion	STA1, STA2 & STA6
January 2008	Turks & Caicos Islands	<p>External sector statistics: Balance of payments At the request of the Department of Economic Planning & Statistics a consultant mission will assist the authorities in establishing procedures for strengthening the balance of payments data.</p>	Under discussion	STA1, STA3 & STA6
February 2008	Turks & Caicos Islands	<p>Price statistics: Export-import price indices (XMPIs) – Professional attachment CARTAC will finance the attachment of a staff member to the Statistics Department of St Lucia for training in XMPI compilation and dissemination.</p>	Under discussion	STA1, STA2, STA3 & STA6

Statistics key capacity objectives

STA1: Well-defined **institutional framework**

STA2: System of **National Accounts** 1993 (SNA 93) in place

STA3: International standards applied for **external sector statistics**

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CARTAC WORK PLAN: November 2007 – April 2008

TAX & CUSTOMS COMPONENT

Summary Report:

During the next eight months CARTAC proposes to continue our *priority focus* on: (1) VAT systems (pre and post TA) in seven countries (Antigua & Barbuda, Belize, Dominica, Grenada, St. Vincent & the Grenadines, St. Lucia and St. Kitts & Nevis); (2) assisting in building collection enforcement and enhanced and payroll audit capacity within a number of countries; (3) three revenue administration assessment missions (St. Kitts & Nevis; St. Vincent & the Grenadines and Barbados); (4) five revenue administration follow-up missions (Belize, Dominica, Dominican Republic, Trinidad & Tobago and the British Virgin Islands); and (5) customs short term assistance (Grenada, St. Vincent & the Grenadines and St. Lucia). Further assistance in coordination with UNCTAD in carrying out the migration to ASYCUDA ++ and World in a number of OECS countries.

At the regional level, assist: (1) FAD/CARTAC revenue administration backstopper; (2) two CARTAC VAT advisers to assist region and specific countries; (3) CARICOM to establish a Customs Regional IT Service Centre; (4) revenue administration organizational reforms with a particular focus on Trinidad & Tobago, Belize and ECCB countries; (5) regional tax administration IT workshop to address the future; (6) ECCB on the continued progress on the establishment of a sub regional court (tribunal) for tax appeals. We will continue to explore ways to enhance cooperation with CARICOM and ECCB.

**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
Regional				
November 2007 – February 2008	Grenada St. Vincent & the Grenadines	Regional Project - Collections Enforcement Programs – Complete the technical assistance commenced on strengthening collection enforcement. TA – 5 person weeks (2 for Grenada and 3 for St. Vincent and the Grenadines)	On going	Tax 1, Tax 4, Tax 5, Tax 7
November 2007 – June 2008	Barbados Dominica Trinidad & Tobago	Expansion of Regional Project - Collections Enforcement Programs - Provide diagnostic and training (classroom and hands-on) TA regarding each country's collection enforcement operations. TA – 4 person weeks per country or total of 16 person weeks	Planned	Tax 1, Tax 4, Tax 5, Tax 7
January 2008 – April 2008	All	Comparison of Collection Enforcement legislations and regulations within region. TA – 3 weeks	Planned	Tax 1, Tax 4 Tax 5, Tax 7
January 2008 – June 2008	St. Vincent & the Grenadines Barbados	Expansion of Regional project – Enhanced Audit Training Program – Provide detailed classroom training on enhanced audit techniques to strengthen direct and indirect tax audit capacity. TA – 6 person weeks per country or total of 12	Planned	Tax 2, Tax 5, Tax 7

Tax administration key capacity objectives

TAX1: Well drafted legislation

TAX2: Adequate revenue sources

TAX3: Appropriate tariff structure

TAX4: Simple and efficiently managed tax administration procedures

TAX5: Effective tax compliance

TAX6: Modern customs procedures for trade facilitation

TAX7: Improved technical knowledge, skills and capabilities of officials at all levels working in the tax system (**human resource capacity building**).

**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
		person weeks		
January 2008 – April 2008	World Bank CIDA IADB	Regional Project – Information Technology for Tax Administrations Workshop – Regional workshop to discuss future IT needs of the tax administrations in the region and options for the way forward. TA - 4 person weeks	Planned	Tax 2, Tax 4
November 2007 – April 2008	ECCB CARICOM	Regional Project – Regional Customs Service Centre – Support CARICOM's initiative to establish a regional customs service centre with short term technical assistance. TA estimated – 12 person weeks	Planned	Tax 4, Tax 5, Tax 6, Tax 7
December 2007 – June 2008	CARICOM	Draft Custom Law – Assist in the completion of the draft law so that countries may start the adopt new customs laws linked to the CARICOM version. TA estimated – 4 person weeks	Planned	Tax 1, Tax 6
January 2008 – June 2008	CARICOM	Regional Project – Development and delivery of a regional workshop on the CARICOM treaty. TA estimated – 3 person weeks	Proposed	Tax 5, Tax 7

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
January 2008 – June 2008	CARTAC Dominica	Regional Project – Auditing standard IT accounting packages - Development and deliver of classroom training on techniques to audit standard information technology accounting packages commonly used by taxpayers	Under discussion	Tax 5, Tax 7
Country Specific				
November 2007 – April 2008	Antigua & Barbuda	PIT capacity building – Personal Income Tax (PIT) was introduced in April 2005, CARTAC review mission completed in October 2007. Peripatetic technical assistance to build capacity and policy review to address issues. TA – 7 person weeks	Under discussion	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – June 2008	Antigua & Barbuda	Post-ABST implementation - Short term experts after implementation of Antigua and Barbuda Sales Tax (ABST) (audit training, credit/refund cv's and risk assessment system, rulings). TA – 8 person weeks	On going	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
December 2007 – March 2008	Barbados	Assessment Mission – Review, assess and provide recommendations on Custom and VAT administrations. TA – 3 person weeks	Planned	All

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
November 2007 – June 2008	Belize	Post-GST implementation - Short term experts after implementation of General Sales Tax (GST) (follow up review, audit trainings, supervisory training, performance measurement, rulings function). TA – 6 person weeks	On going	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – June 2008	Belize	Modernization of Income Tax and General Sales Tax Departments – Technical assistance linked to the recommendations of the February 2007 FAD/CARTAC mission to strengthen the organizations. TA – 8 person weeks	Planned	Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – June 2008	British Virgin Islands	Follow-up mission on PAYE assessment and recommendations - short term experts to assist with PAYE tax policy and audit operations in the field. TA – 6 person weeks		
November 2007 – April 2008	Dominica	Post-VAT implementation - Short term experts after implementation of Value Added Tax (VAT) (Excise Tax follow up review, audit training and rulings function). TA – 5 person weeks	On going	Tax 1, Tax 4, Tax 5, Tax 7
February 2008 – June 2008	Dominica	Regional Project - Collections Enforcement Programs – Tasks as reflected in the regional section of this report. TA –	On going	Tax 1, Tax 4, Tax 5, Tax 7

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
		4 person weeks		
November 2007 – October 2008	Dominica	Modernization of Inland Revenue Division – Technical assistance linked to the recommendations of the January 2007 FAD/CARTAC mission to strengthen the organization. TA – 4 person weeks	Planned	Tax 2, Tax 4, Tax 5, Tax 7
January 2008	Dominica	Regional Project – Auditing standard IT accounting packages - Delivery of first training on techniques to audit standard information technology accounting packages commonly used by taxpayers	Under discussion	Tax 5, Tax 7
April 2008	Dominican Republic	Follow-up tax administration mission – link with TA needs in the area of enforcement. TA – 2 person weeks	Planned	Tax 4, Tax 5
November 2007 – April 2008	Grenada CIDA/CCF	VAT pre-implementation – Peripatetic expert assistance and short term experts to assist with implementation of VAT (forms, guides, advisory visits, manuals, excise preparations, basic tax training). TA – 18 person weeks	On going	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – February 2008	Grenada CIDA	Regional Project - Collections Enforcement Programs – Tasks as reflected in the regional section of this report. Will link with World Bank Program. TA – 2 person weeks	On going	Tax 1, Tax 4, Tax 5, Tax 7

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
November 2007 – April 2008	Grenada	Customs modernization — Peripatetic expert assistance and short term experts to assist on specific topics over the next year (strategic and implementation plan, post release audit, valuation, anti-smuggling, intelligence and analysis, organization structure, manuals, broker license regime, law and HS). Assistance linked to the implementation of new Customs reform plan in 2007-2008. TA estimated – 16 person weeks	On going	Tax 1, Tax 2, Tax 3, Tax 6, Tax 7
November 2007 – April 2008	Haiti	Possible Customs Follow-up Mission – Subject to security situation, follow up mission to March 2007 customs mission to review strategic plan. TA - 2 person weeks	Planned	All
November 2007 April 2008	Jamaica	Modernization of Jamaica Tax Administration – Technical assistance linked to the recommendation of the September 2006 FAD/CARTAC mission to strengthen the JTA organization. TA – 8 person weeks	Under discussion	All
January 2008 – May 2008	Montserrat	Strengthen audit and collection enforcement operations – Short term experts. TA – 4 person weeks	Planned	Tax 4, Tax 5
November	St. Kitts &	Assessment (Diagnostic) Mission – Authorities have requested a CARTAC/FAD assessment mission of revenue	Under	All

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
2007	Nevis	administrations (Inland Revenue and Customs) to provide recommendations for full reform, including VAT implementation. TA – 3 person weeks	discussion	
November 2007 – June 2008	St. Kitts & Nevis	VAT pre-implementation – Following Nov. 2007 CARTAC/FAD assessment mission, short term experts to assist with implementation of VAT (project management, forms, guides, manuals, customs IT, forms and processes, excise preparations). TA estimated - 16 person weeks	Under discussion	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – June 2008	St. Lucia	VAT pre-implementation – Following September 2007 CARTAC/FAD assessment mission - Short term experts to assist with implementation of VAT (project management, forms, guides, manuals, customs IT, forms and processes, excise preparations). TA estimated – 18 person weeks	Under discussion	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – April 2008	St. Lucia	Tax modernization – Short term expert to assist with introduction of performance measurement at IRD. TA – 4 person weeks	Under discussion	Tax 4
November 2007 – September	St. Lucia	Customs modernization — Short term experts to assist on specific topics over the next year (post release audit, overtime management supervisory training). TA – 6 person weeks	Under discussion	Tax 2, Tax 3, Tax 6, Tax 7

Tax administration key capacity objectives

TAX1: Well drafted legislation

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TAX3: Appropriate tariff structure

TAX4: Simple and efficiently managed tax administration procedures

TAX5: Effective tax compliance

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
2008				
January 2008	St. Vincent & the Grenadines	Assessment (Diagnostic) Mission - Authorities have requested a full CARTAC/FAD assessment mission of revenue administrations (Inland Revenue and Customs) to provide recommendations on operations and processes and next step reforms following VAT implementation.. TA – 3 person weeks	Under discussion	All
November 2007 – April 2008	St. Vincent & the Grenadines	Post-VAT implementation - Short term experts after implementation of VAT (follow up review, audit training, rulings, revenue impact review, excise follow up). TA – 7 person weeks	On going	Tax 1, Tax 2, Tax 4, Tax 5, Tax 7
November 2007 – April 2008	St. Vincent & the Grenadines	Regional Project - Collections Enforcement Programs – Tasks as reflected in the regional section of this report. TA – 3 person weeks	On going	Tax 1, Tax 4, Tax 5, Tax 7
November 2007 – August 2008	St. Vincent & the Grenadines	Customs modernization — Peripatetic expert assistance and short term experts to assist on specific topics over the next year (post release audit, valuation, anti-smug intelligence and analysis, organization structure, manuals, broker license regime, law and HS). Assistance linked to the implementation	On going	Tax 1, Tax 2, Tax 3, Tax 6, Tax 7

Tax administration key capacity objectives

TAX1: Well drafted legislation

TAX2: Adequate revenue sources

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**CARTAC WORK PLAN: November 2007 – April 2008
TAX & CUSTOMS COMPONENT**

Dates	Country and other donor involved (if any)	Activities	Status	Key capacity objectives addressed
		of new Customs reform plan in 2007-2008. TA estimated – 16 person weeks		
January 2008 - December 2008	St. Vincent & the Grenadines	Regional Project – Enhanced Audit Training Program – Tasks as reflected in the regional section of this report. TA – 6 person weeks	Planned	Tax 1, Tax 4, Tax 5, Tax 7
April 2008	Trinidad & Tobago	Revenue administration follow-up mission - linked to the formation of the Revenue Authority. TA – 3 person weeks	Planned	All

Tax administration key capacity objectives

- TAX1: Well drafted **legislation**
TAX2: Adequate **revenue sources**
TAX3: Appropriate **tariff structure**
TAX4: Simple and efficiently managed **tax administration procedures**
TAX5: Effective **tax compliance**
TAX6: Modern customs procedures for **trade facilitation**
TAX7: Improved technical knowledge, skills and capabilities of officials at all levels working in the tax system (**human resource capacity building**).