



## **WORK PLAN**

# **November 2008 to April 2009**

**Key to Status:**

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

## CARTAC WORK PLAN: November 2008 – April 2009 CAPITAL MARKET DEVELOPMENT COMPONENT

Summary Report:

The work plan reflects demand for TA from the region. It mainly reflects demand for TA in developing or maintaining a sound regulatory framework and includes several projects with regional impact. The plan also includes projects to establish advisory groups to serve as a platform for delivering and managing region-wide TA and training.

Dates	Country/Donor	Description	Key Capacity Objectives Addressed
<b>Regional</b>			
Nov 2008	Regional	Provide training support for CGSR Annual Conference and meeting or regional securities regulators.	CMD 3,5,8
Nov 2008	CARICOM	Explore CARTAC collaboration with CARICOM in support of COFAP decision to develop Common Securities Legislation.	CMD 1,3,4,7
Nov 2008	ECCU	Provide training for two examiners at USSEC November Institute	CMD 2,3,5
Nov 2008 – Feb 2009	Regional	Work with USSEC, CFTC and Bahamas securities regulator on regional Capital Markets Development Workshop to be held in March 2009. Identify host and begin planning for next regional CMD Workshop for late 2009.	CMD 7,8
Nov 2008 –	Regional	Provide TA to develop and implement guidelines or a common code and	CMD 3,4,7

**Capital Market Development key capacity objectives**

Initial objectives, subject to revision:

- 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.

**CARTAC WORK PLAN: November 2008 – April 2009  
CAPITAL MARKET DEVELOPMENT COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
Mar 2009		practice for cross-border takeovers and mergers within the region.	
Nov 2008 – Mar 2009	Regional	Provide TA to develop a framework for establishing and operating a system of mutual recognition and reliance and a regional training system for regulators.	CMD 3,4,5,7,8
Dec 2008 – Apr 2009	Regional	Conduct survey of training needs of regional securities regulators.	CMD 5,7,8
January 2009	Regional	Hold first meeting of CARTAC Stock Exchange Advisory Group to facilitate identification of projects and provision of TA for regional capital market development.	CMD 3,7,8
Nov 2008 – Apr 2009	ECCU	Provide TA for review and preparation of amendments and new securities regulations.	CMD 1,2,4,7
Nov 2008 – Apr 2009	ECCU	Provide peripatetic consultant to securities regulator on examinations and other policies and procedures.	CMD 2,4,5,8
<b>Country Specific</b>			
Nov 2008 – Mar 2009	The Bahamas	Complete TA project to advise on draft regulations to accompany the draft Securities Industry Bill, with explanatory notes, and identify areas requiring the preparation of rules or further regulations.	CMD 2,4,7

**Capital Market Development key capacity objectives**

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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.

**CARTAC WORK PLAN: November 2008 – April 2009  
CAPITAL MARKET DEVELOPMENT COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>	<b>Key Capacity Objectives Addressed</b>
Nov 2008 – Mar 2009	Barbados	Provide TA to prepare for open market operations and develop primary dealer guidelines in the context of capital account liberalisation.	CMD 7
Nov – Dec 2008	Belize	Complete CMD diagnostic assessment.	CMD 4,7
Dec 2008	Belize	Provide attachment for senior staff of central bank and ministry of finance to another regional jurisdiction to observe preparations for instituting market-based monetary policy implementation.	CMD 7
Jan – Apr 2009	Belize	Provide TA to advise on development of securities legislation for the protection of investors.	CMD 2,4,7
Jan – Mar 2009	Guyana	Provide TA to conduct a diagnostic study on the government securities market.	CMD 7
Jan – Mar 2009	Jamaica	Provide TA for securities regulator to develop capability for stress testing of securities dealers.	CMD 2,4

**Capital Market Development key capacity objectives**

Initial objectives, subject to revision:

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

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**CARTAC WORK PLAN: November 2008 – April 2009**  
**FINANCIAL SECTOR SUPERVISION COMPONENT**

Summary Report:

The work plan reflects the financial sector needs of the region. The work plan includes AML projects to be held in conjunction with the Caribbean Financial Action Task Force (CFATF), projects with the Caribbean Group of Banking Supervisors (CGBS) and the Caribbean Association of Insurance Regulators (CAIR) as well as a project to move forward with the development of credit bureaus in the region. The emphasis for the next six months continues to be on enhancing supervision in the insurance and credit union sectors as well as development of single regulatory units in the ECCU. The need for further supervisory enhancements in the off-shore sector is recognized and work has begun in this arena.

At the last Steering Committee meetings, the FSS Adviser noted that over half of the CARTAC member countries did not have access to the International Association of Insurance Supervisors' (IAIS) Core Curriculum Training Modules (36 training modules plus five case studies). The authorities in Trinidad & Tobago in conjunction with CARTAC arranged for all of the IAIS non-member countries to have access to the insurance training modules through the World Bank.

**CARTAC WORK PLAN: November 2008 – April 2009**  
**FINANCIAL SECTOR SUPERVISION COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>
<b>Regional</b>		
December, 2008	CARTAC Member Countries (Insurance Supervision)	CAIR/CARTAC/World Bank Insurance Supervision Workshop focusing on reinsurance, solvency and ratio analysis for non-life insurance companies.
December, 2008	CARTAC Member Countries (Insurance Supervision)	CAIR Conference focusing on captive insurance companies, reinsurance, global warming, catastrophe modeling and IFRS 4.
November, 2008 and February, 2009	ECCU (SRU)	Continue with quarterly meetings of the senior management staff of the single regulatory units (SRU) to discuss the on-going development and developmental needs of the SRUs.
March, 2009	Regional (Banking)	Hold a meeting to bring the relevant parties together to determine the best methodology to establish a credit bureau in each country or on a regional basis. Hold a workshop for the private sector to explain the function of a credit bureau, the benefits to commercial banks, and obtain commitments from the commercial banks to contribute data to the credit bureaus.
March, 2009	Regional (Banking)	Hold a workshop for the senior managers of commercial banks on Basel II and its implementation in the region.

**Financial sector supervision 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 WORK PLAN: November 2008 – April 2009**  
**FINANCIAL SECTOR SUPERVISION COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>
April, 2009	Regional (Insurance)	A workshop on analysing reinsurance treaties using specific treaties with major insurance companies in the Caribbean.
April, 2009	Regional (Banking)	Workshop to be held in conjunction with the Caribbean Group of Banking Supervisors on IT Examinations at Commercial Banks.
<b>Country Specific</b>		
January, 2009	Anguilla (SRU/AML/Off-shore)	A program on Terrorist Financing Typologies and Training, development of the organizational structure for the SRU, assistance in reviewing the supervisory framework for off-shore trust and mutual funds, and training on insurance examinations.
January, 2009	Antigua & Barbuda (SRU)	Expert to work with the authorities on the organizational structure and policy development for the single regulatory unit.
On-going	The Bahamas (Credit Unions)	Continue current project to develop a supervisory framework for credit union supervision.
January, 2009	The Bahamas (Banking)	Work with the authorities to develop an on-line communication system and regulatory reporting system between the Central Bank and the commercial banks.
February, 2009	The Bahamas (Banking)	Assess the current supervisory framework for the Banking Supervision Department and make suggestions on improvements in line with international standards.
November,	Barbados	Development of a supervisory framework for pension fund supervision.

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FINANCIAL SECTOR SUPERVISION COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Description</b>
2009	(Pension Funds)	
November, 2009	Bermuda (Banking)	Training on Pillar II of Basel II.
January, 2009	Grenada (SRU)	Hold a workshop on Corporate Governance for the public and private financial sector.
March, 2009	Guyana (Banking)	Training and development of a regulation on the market risk capital charge.
April, 2009	Jamaica (Insurance)	Development of a supervisory framework for implementation of a Fit and Proper Test for entities supervised by the Financial Services Commission (insurance, securities, and pension funds).
January, 2009	Montserrat (Off-shore)	Training on examination of off-shore banks.
January, 2009	St. Vincent & the Grenadines (AML)	A program on AML training for off-shore supervision and enhancement of the supervisory framework for off-shore trusts and mutual funds.
November, 2009	Trinidad & Tobago and Haiti (Credit Unions)	Hold a Credit Union Supervision workshop in Trinidad and Tobago.

**Financial sector supervision key capacity objectives**

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## **CARTAC WORK PLAN: November 2008 – April 2009 MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

### Summary Report:

#### **Training Programmes**

Over the next six months, CARTAC will organise two training programmes.

1. A regional course on *Macroeconomic Management and Fiscal Policy Issues (MFP)* with emphasis on debt sustainability will be organised in collaboration with the IMF Institute. The course is scheduled for February 23-March 6, 2009 in the Bahamas. 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.
2. At the country level, CARTAC will organise a *Macroeconomic Statistics for Economists Course* in Bermuda. 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.

#### **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). Strategic meetings will also be organised with some member countries to discuss current gaps which could be addressed through the MAC TA programme.

#### **Other**

In the new semester, CARTAC will finalise a manual to guide regional economists in the preparation of consistent macroeconomic projections based on feedback received during the two pilot missions. It is expected that local financial programming teams will use the manual to update their respective financial programmes on a quarterly basis. CARTAC will also continue discussions with senior ministry of finance officials on ways to improve the effectiveness of the TA received.

**CARTAC WORK PLAN: November 2008 – April 2009  
MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
<b>Regional</b>				
December 2008	Regional	Update and finalise the case study to be used in the delivery of the <i>Financial Programming and Policies</i> (FPP) course. CARTAC will plan to deliver the FPP in the region in 2009.	Confirmed	MAC 5
December 2008	Regional	Revise the first draft of the manual based on feedback received during the pilot missions to St Kitts & Nevis and St. Vincent & the Grenadines.	Confirmed	MAC 1,2,3
January 2009	Regional	Liaise with the University of the West Indies and regional central banks to plan the second internship programme aimed at improving the analytical skills of economics graduates.	Confirmed	MAC
February 2009	Regional	A <i>Macroeconomic Management and Fiscal Policy Issues Course</i> will be held in the Bahamas from February 23 – March 06, 2009. All CARTAC member countries will be invited. This course will be organised in collaboration with the IMF Institute.	Confirmed	MAC 5

**Macroeconomic Programming & Policy Analysis key capacity objectives**

MAC 1: 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.

MAC 2: 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.

MAC 3: Advice provided to the government on the impact of various policy measures in collaboration.

MAC 4: Advice provided in the development of systems for the improvement of macroeconomic management.

MAC 5: Regional seminars, workshops and courses in macroeconomic projections and policy analysis staged in collaboration with various partners.

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MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
<b>Country Specific</b>				
January	Anguilla	MAC strategic meeting with senior Ministry of Finance officials to discuss current gaps which could be addressed through MAC technical assistance to the Government.	Under discussion	MAC
April	Antigua & Barbuda	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under discussion	MAC 1,2,3
February	Belize	MAC strategic meeting with senior Central Bank of Belize officials to discuss current gaps which could be addressed through MAC technical assistance.	Confirmed	MAC
January	Bermuda	Deliver a <i>Macroeconomic Statistics for Economists</i> course. 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.	Confirmed	MAC 5

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MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
March	Cayman Islands	As a follow-up to the <i>Macroeconomic Statistics for Economists: An Introduction to Macroeconomic Statistical Systems</i> course, CARTAC will continue to work with local economists/economic statisticians to build capacity in economic analysis and reporting.	Confirmed	MAC 1,2,3
January	Dominica	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Confirmed	MAC 1,2,3
March	Dominica	Work with local economists to build capacity in economic analysis. This TA is expected to enhance participants' skills in economic analysis which is expected to improve the quality of reports to senior Ministry of Finance officials.	Under discussion	MAC
April	Grenada	Continue work with the Ministry of Finance to build capacity in macroeconomic analysis, forecasting and performance monitoring.	Under discussion	MAC 1,2,3
November	Montserrat	MAC strategic meeting with senior Ministry of Finance officials to discuss current gaps which could be addressed through MAC technical assistance to the Government.	Confirmed	MAC
November	St. Lucia	Continue to work with the Ministry of Finance	Confirmed	MAC 1,2,3

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MACROECONOMIC PROGRAMMING & POLICY ANALYSIS COMPONENT**

<b>Dates</b>	<b>Country/ Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
April	St. Lucia	to build capacity in macroeconomic analysis, forecasting and performance monitoring. Assist the authorities in preparing quarterly fiscal targets based on the 2009 budget to be presented in December 2008. This exercise is expected to enhance the authorities' on-going efforts of monitoring performance relative to its targets.	Under discussion	MAC 1,2,3
February	St Vincent & the Grenadines	Assist the authorities in preparing quarterly fiscal targets based on the 2009 budget to be presented in December 2008. This exercise is expected to enhance the authorities' on-going efforts of monitoring performance relative to its targets.	Confirmed	MAC 1,2,3
February	Suriname	MAC strategic meeting with senior Ministry of Finance officials to discuss current gaps which could be addressed through MAC technical assistance to the government.	Under discussion	MAC
December	IMF Headquarters	Represent Programme Coordinator at a seminar organised by the IMF Institute to discuss training.	Confirmed	MAC

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## **CARTAC WORK PLAN: November 2008 – April 2009**

### **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 various topics. Presentation and training materials for a basic government accounting course have been finalized and will be piloted in Barbados before roll-out to other regions. Internal audit, revenue modeling and forecasting and workshops on Strategic Planning Awareness for politicians will continue to be delivered. A regional workshop on public finance management will concentrate on sharing experiences, practical solutions and expanding the AGs and Budget Directors network. The workshop should lead to more collaboration and requests for attachments between the countries. 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. The EU through their St Vincent agreement has directed 500,000 Euros for support for the country through CARTAC. This amount is to provide specific TA expertise in support of capacity building in the macro-fiscal area to enhance economic management and to implement public finance management reforms for St Vincent & the Grenadines.

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 general PFM conference and a Smartstream User Group meeting.
  - Training courses/workshops – The newly developed Basic Government Accounting course will be piloted in Barbados. Internal audit training courses (5 days) are planned to be delivered in the British Virgin Islands, Jamaica and Suriname. A seven day training course on revenue modeling and forecasting has been planned for Antigua & Barbuda and the Dominican Republic.
  - Regional networking and inter country communication and cooperation - ongoing support for CaPFA, the Smartstream User Group and a general PFM conference for Accountants General and Budget Directors or their equivalents.
- b. Individual country assistance:
  - Strategic Planning – Workshops to be held for Antigua & Barbuda, St. Kitts & Nevis and St Vincent & the Grenadines (PEFA Action Plan)
  - Budget development - Haiti (budget formulation and preparation), St Vincent & the Grenadines (MTBF, multi-tear and performance budgeting), St Lucia (performance budgeting) and Suriname (budget formulation and preparation).
  - Revenue Forecasting – Antigua & Barbuda and the Dominican Republic.
  - Treasury - Barbados (FMIS and basic government accounting pilot) and St Lucia (cash management forecast).
  - Internal Audit – British Virgin Islands, Jamaica and Suriname.
  - Pension – Montserrat (reform) and St Kitts & Nevis (reform).

April 2008.

**CARTAC WORK PLAN: November 2008 – April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
<b>Regional</b>				
Nov - Apr	EU Public Expenditure and Financial Accountability (PEFA)	<ul style="list-style-type: none"> <li>The EU has commissioned PEFA assessments in the context of their financial assistance in various CARTAC member countries. Diagnostics may generate TA requests from the countries. TA has been requested to assist with the development of country's PEFA Action Plan.</li> </ul>	Forecast	PFM 1 - 6
Nov - Apr	Regional – Caribbean Public Finance Association (CaPFA) Support	<ul style="list-style-type: none"> <li>Organization of up to two region wide workshops/meetings (A general PFM conference and a Smartstream User meeting) in conjunction with CaPFA.</li> <li>Other ongoing support including sponsorship of Board meetings.</li> </ul>	Ongoing	PFM 1 - 6
Nov - Apr	Regional – Revenue Forecasting	<ul style="list-style-type: none"> <li>Technical assistance will be provided to two countries on revenue modeling and forecasting.</li> </ul>	Planned	PFM 2 - 4 & 6
Nov - Apr	Regional – Strategic Planning	<ul style="list-style-type: none"> <li>Delivery of a one day workshop on strategic planning for politicians in two countries</li> </ul>	Planned	PFM 2 - 6

**Public Finance Management 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: Improving quality of **fiscal data and information** used for budget preparation, execution management and reporting
- PFM 5: Increasing **transparency** of PEM 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 WORK PLAN: November 2008 – April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
Nov - Apr	Regional – Government Accounting	<ul style="list-style-type: none"> <li>Finalization of the development of the training and presentation material for the basic government accounting course. Pilot testing of the course in one country.</li> </ul>	Planned	PFM 3, 4 & 6
Nov - Apr	Regional – Pension Management	<ul style="list-style-type: none"> <li>Technical assistance will be provided to two countries.</li> </ul>	Planned	PFM 1 - 6
Nov - Apr	Public Sector Investment Program	<ul style="list-style-type: none"> <li>Assistance with PSIP reforms upon request from countries</li> </ul>	Forecast	PFM 2 -4 & 6
<b>Country Specific</b>				
Nov - Apr	Antigua & Barbuda	<ul style="list-style-type: none"> <li>Revenue Modeling and Forecasting TA (7 days)</li> </ul>	Forecast	PFM 2 – 4 & 6
Nov - Feb	Barbados	<ul style="list-style-type: none"> <li>IFMIS support with attachments</li> </ul>	Planned	PFM 1 - 6
Nov - Feb	Barbados	<ul style="list-style-type: none"> <li>Pilot for the Basic Government Accounting course</li> </ul>	Planned	PFM 3, 4 & 6
Nov - Apr	British Virgin Islands	<ul style="list-style-type: none"> <li>Internal audit training (5 days – beginner level)</li> </ul>	Planned	PFM 3, 4 & 6
Nov - Apr	Dominican	<ul style="list-style-type: none"> <li>Revenue Modeling and Forecasting TA (7 days)</li> </ul>	Planned	PFM 2 – 4 & 6

**Public Finance Management 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 PEM 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 WORK PLAN: November 2008 – April 2009  
PUBLIC FINANCE MANAGEMENT COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
	Republic			
Nov - Apr	Haiti	<ul style="list-style-type: none"> <li>Budget formulation and preparation TA</li> </ul>	Planned	PFM 2 – 4 & 6
Nov - Apr	Jamaica	<ul style="list-style-type: none"> <li>Internal audit training (5 days – beginner level)</li> </ul>	Forecast	PFM 3, 4 & 6
Nov	Montserrat	<ul style="list-style-type: none"> <li>Assistance with their pension reform</li> </ul>	Scheduled	PFM 2 – 4 & 6
Nov - Apr	St Kitts & Nevis	<ul style="list-style-type: none"> <li>Pension TA follow up mission</li> </ul>	Scheduled	PFM 1 - 6
May - Oct	St Kitts & Nevis	<ul style="list-style-type: none"> <li>Delivery of the one day Strategic Planning workshop for politicians.</li> </ul>	Planned	PFM 1 – 6
Jan	St Lucia	<ul style="list-style-type: none"> <li>Cash Management Forecast TA</li> </ul>	Planned	PFM 3, 4 & 6
Nov - Apr	St Lucia	<ul style="list-style-type: none"> <li>Budget formulation and preparation TA (Program budgeting)</li> </ul>	Planned	PFM 2 – 4 & 6
Nov - Dec	St Vincent & the Grenadines	<ul style="list-style-type: none"> <li>TA to assist the country in the development of their PEFA Action Plan</li> </ul>	Planned	PFM 1 – 6
Nov - Apr	St Vincent & the Grenadines	<ul style="list-style-type: none"> <li>Budget formulation and preparation TA (EU funding)</li> </ul>	Planned	PFM 2 – 4 & 6
Mar	Suriname	<ul style="list-style-type: none"> <li>TA requested for budget formulation and preparation.</li> </ul>	Planned	PFM 2 – 4 & 6

**Public Finance Management 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 PEM 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 WORK PLAN: November 2008 – April 2009**  
**PUBLIC FINANCE MANAGEMENT COMPONENT**

Dates	Country/Donor	Activities	Status	Key capacity objectives addressed
Feb	Suriname	<ul style="list-style-type: none"> <li>Internal audit training (5 days – advanced level)</li> </ul>	Scheduled	PFM 3, 4 & 6

**Public Finance Management 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 PEM 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 WORK PLAN: November 2008 – April 2009  
STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
<b>Regional</b>				
March 2009	CARTAC	<p><b>National accounts: Strengthening tourism statistics – Workshop</b></p> <p>CARTAC plans to conduct a one-week regional workshop on tourism statistics, in collaboration with the Caribbean Tourism Organization, the CARICOM Secretariat, the OECS Secretariat and ECCB. It is proposed that the workshop should involve all relevant agencies including national statistical offices, immigration personnel, Ministries of Tourism, Tourist Boards and Hotel and Tourism Associations. The focus would be on promoting better understanding and treatment of key tourism concepts in order to ensure harmonized and internationally acceptable approaches to tourism measurement.</p>	Planned	STA1, STA2, STA3 & STA6
April 2009	CARTAC/ IMF	<p><b>Government finance statistics (GFS): Training</b></p> <p>In association with the IMF, CARTAC plans to conduct a two-week regional seminar to train officials mainly from Ministries of Finance, central banks and national statistical offices in GFS compilation and dissemination.</p>	Planned	STA1, STA3 & STA6
<b>Country Specific</b>				
November 2008	Anguilla	<p><b>Price statistics: Export-import price indices (XMPIs)</b></p> <p>This consultant mission is a follow-up to the mission</p>	Ongoing/ In progress	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 WORK PLAN: November 2008 – April 2009**  
**STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
		conducted in June 2008. The mission will review the survey data collected and revise the spreadsheets set up for compiling the indices.		
January 2009	Anguilla	<b>National accounts: Supply and use table (SUT)</b> This follow-up mission by the Statistics Adviser will continue the project for developing the supply and use table.	Ongoing/ Planned	STA1, STA2 & STA6
November 2008	Bahamas	<b>Price statistics: Export-import price indices (XMPIs) – Professional attachment</b> CARTAC will finance the attachment of two staff members from the Department of Statistics to STATIN, Jamaica for training in XMPI compilation and dissemination.	Confirmed/ In progress	STA1, STA2, STA3 & STA6
November 2008	Barbados	<b>National accounts: Indicators of GDP at current prices</b> This is a follow-up to the consultant mission undertaken in July 2008, to assist the Barbados Statistical Service in developing indicators for deriving estimates of GDP at current prices.	Ongoing/ In progress	STA1, STA2 & STA6
November 2008	Barbados	<b>National accounts: Professional attachment (2)</b> CARTAC will fund a two-week attachment of two members of staff of the Barbados Statistical Service to the Central Statistical Office of Trinidad & Tobago for	Confirmed	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**
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**CARTAC WORK PLAN: November 2008 – April 2009**  
**STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
November 2008	Barbados	training in national accounts compilation and rebasing. <b>Price statistics: Export-import price indices (XMPIs)</b> A follow-up consultant mission will review the work undertaken by the Barbados Statistical Service on XMPI data collection since July 2006.	Ongoing/ Confirmed	STA1, STA2, STA3 & STA6
February 2008	Barbados	<b>National Accounts: Indicators of economic activity</b> In response to a request from the Barbados Statistical Service (BSS), a consultant mission will assist staff of BSS in developing a set of short-term indicators of economic activity.	Planned	STA1, STA2 & STA6
January 2009	Belize	<b>National accounts: Supply and use table (SUT)</b> This is a follow up to the consultant mission undertaken in April/May 2008 to assist the Statistical Institute of Belize in improving national accounts compilation through the development of a supply and use table.	Ongoing/ Planned	STA1, STA2 & STA6
December 2008	Bermuda	<b>National accounts: Supply and use table (SUT)</b> The Statistics Adviser will undertake 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. It is expected that work on the SUT will be completed during this mission.	Ongoing/ Confirmed	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**
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**CARTAC WORK PLAN: November 2008 – April 2009  
STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
February 2009	British Virgin Islands	<b>Price statistics: Export-import price indices (XMPPIs)</b> Follow up to the consultant mission conducted during September 2006 when the project to assist the Development Planning Unit in compiling XMPPIs was initiated. Delays in implementation have been due to difficulties in processing the trade data.	Ongoing/ Planned	STA1, STA2, STA3 & STA6
November 2008	Grenada	<b>National accounts: Professional attachment</b> CARTAC will fund a two-week attachment of a member of staff of the Central Statistical Office to the Central Statistical Office of Trinidad & Tobago for training in national accounts compilation and rebasing.	Confirmed	STA1, STA2 & STA6
January 2009	Grenada	<b>National accounts: Supply and use table (SUT)</b> This is a follow-up consultant mission to implement plans to improve national accounts compilation through the development of a supply and use table.	Ongoing/ Planned	STA1, STA2 & STA6
February 2009	Grenada	<b>Price statistics: Improvement of CPI compilation</b> At the request of the Central Statistical Office a consultant mission will visit Grenada to review the data collected from the Survey of Living Conditions (SLC)/ Household Budget Survey (HBS) and make recommendations regarding the compilation of a CPI basket.	Planned	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**
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**CARTAC WORK PLAN: November 2008 – April 2009  
STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
November 2008	Jamaica	<b>Price statistics: Export-import price indices (XMPIs)</b> This is a follow up to the consultant mission undertaken in October 2007. The mission will review the work completed by STATIN since the last visit and update the XMPI work plan, as necessary.	Ongoing/ In progress	STA1, STA2, STA3 & STA6
December 2008	St Kitts & Nevis	<b>National Accounts: Development of NA capability</b> At the request of the authorities, this 2-week consultant mission will assist the Department of Statistics and Economic Planning of Nevis in (1) identifying relevant data and data sources; and (2) data vetting and applying appropriate data compilation procedures and techniques. The mission will also provide basic training in national accounting concepts, definitions and classifications.	Confirmed	STA1, STA2 & STA6
February 2009	St Kitts & Nevis	<b>Price statistics: Export-import price indices (XMPIs)</b> This follow-up consultant mission will review the work accomplished by the assist the Statistics Department in developing the XMPI project.	Planned	STA1, STA2, STA3 & STA6
February 2009	St Lucia	<b>National accounts: Strengthening tourism statistics</b> This is a follow-up consultant mission to the one undertaken in November 2007, to address the implementation of the action plan devised during the earlier mission	Ongoing/ Planned	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**

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**CARTAC WORK PLAN: November 2008 – April 2009  
STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
March 2009	St Vincent & the Grenadines	<b>National accounts: Strengthening tourism statistics</b> This is a follow-up consultant mission to the one undertaken in October 2007, to address the implementation of the action plan devised during the earlier mission	Ongoing/ Planned	STA1, STA2, STA3 & STA6
November 2008	Suriname	<b>Price statistics: Export-import price indices (XMPPIs)</b> This follow-up consultant mission will review the data collected by the General Bureau of Statistics during July-September, 2008 and assist in finalizing the weighting structure for the indices.	Ongoing/ Confirmed	STA1, STA2, STA3 & STA6
March 2009	Suriname	<b>National accounts: Methodologies and procedures</b> This follow-up consultant mission will assist the General Bureau of Statistics in improving the methodologies and procedures for compiling national accounts statistics.	Ongoing/ Planned	STA1, STA2 & STA6
November/December 2008	Trinidad & Tobago	<b>National accounts: Supply and use table (SUT)</b> A consultant mission will assist the Central Statistical Office in initiating the second round of its SUT compilation programme.	Confirmed	STA1, STA2 & STA6
January 2009	Trinidad & Tobago	<b>Price statistics: Export-import price indices (XMPPIs)</b> The follow-up consultant mission will review the work accomplished by the Central Statistical Office since the XMPI mission of November 2007.	Ongoing/ Planned	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**
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**CARTAC WORK PLAN: November 2008 – April 2009**  
**STATISTICS COMPONENT**

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
April 2009	Turks & Caicos Islands	<p><b>Price statistics: Consumer price index (CPI)</b>                      A follow-up consultant mission will continue to assist the Department of Economic Planning &amp; Statistics in computing a new CPI.</p>	Ongoing/ Planned	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**).

Summary Report:

During the next six months, CARTAC proposes to continue our priority focus in the following manner:

Regional - workshops, courses, studies, and partnerships with CARICOM, CIDA and ECCB as reflected below. Regional Estimated TA = Tax 34; Customs 29; HQCB 26; Total TA – 89 weeks

Countries – (1) Pre-VAT implementation programs in Grenada, St. Lucia, and St. Kitts & Nevis; (2) Post-VAT programs in Antigua & Barbuda, Belize, Dominica and St. Vincent & the Grenadines; (3) Customs assistance in Grenada, St. Lucia, St. Vincent & the Grenadines and Dominica; (4) selected TA for Jamaica, Dominican Republic, Barbados, Montserrat, etc. Country Estimated TA = Tax 97; Customs 43; Total TA - 140 weeks

Estimated Total TA for period = Regional 89 weeks, Country 140 weeks = 229 weeks

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
<b>REGIONAL</b>				
Nov. 2008 – Apr. 2009	CARTAC	<b>HQBC backstopper at FAD</b> – to work on CARTAC regional activities. TA – 26 person weeks	Ongoing	ALL
Nov. 2008 – Apr. 2009	CARTAC CARICOM	<b>CARICOM Customs Bill and Regulation</b> – to work with CARICOM on finalizing and drafting draft custom bill and related regulations. TA – 16 weeks	Ongoing	ALL
Feb. 2009	CARTAC	<b>CARICOM seminar / workshop on CARICOM Customs Bill</b> – 14 countries to attend for 1 week	Discussion	ALL

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
	CARICOM			
Nov. 2008 – Apr. 2009	CARTAC CIDA	<b>Revenue and PFM IT Study</b> – completion of study and related activities linked with CIDA program. TA – 6 weeks	Ongoing	ALL
Nov. 2008 – Feb. 2009	CARTAC ECCB CARICOM	<b>Insurance Concepts Course / Workshop</b> – completion of course and delivery of workshop. TA - 6 weeks	Ongoing	ALL
Nov. 2008 – Apr. 2009	CARTAC ECCB CARICOM	<b>CARICOM Tax Treaty workshop</b> – Development and delivery of a regional workshop on the CARICOM treaty. TA – 8 weeks	Ongoing	TAX 5, TAX 7
Nov. 2008	CARTAC	<b>Basic Accounting Course for tax and customs</b> – Initial delivery of course in Dominica. TA - 4 weeks	Ongoing	TAX 5, TAX 7
Nov. 2008 – Apr. 2009	CARTAC CCLEC	<b>Regional Project – Basic Customs Post Clearance Audit manual and course</b> – Initial delivery of course in St. Vincent & the Grenadines and St. Lucia. TA estimated – 12 weeks	Ongoing	ALL
Nov. 2008	CARTAC	<b>Regional Project – Basic VAT Introductory Course</b> – Initial delivery of course in St. Kitts & Nevis – 3 weeks	Ongoing	ALL

<b>Dates</b>	<b>Country/Donor</b>	<b>Activities</b>	<b>Status</b>	<b>Key capacity objectives addressed</b>
Nov. 2008 – Apr. 2009	CARTAC ECCB	<b>Regional National Revenue Authority Toolkit</b> – Preparation of nine modules (toolkit) to assist countries regarding the aspects of national revenue authorities. TA – 7 weeks	Ongoing	ALL
<b>Country Specific</b>				
Nov. – Apr. 2009	Anguilla	No identified or planned TA	-	-
Nov. – Apr. 2009	Antigua & Barbuda	No identified or planned TA	-	-
Nov. – Apr. 2009	Bahamas	No identified or planned TA although the CARTAC team will meet with MOF during November 2008 regarding possible assistance in Customs	-	-
Nov. – Apr. 2009	Barbados	<b>Targeted training</b> – short term experts to deliver final session in Enhanced Audit course. TA – 2 weeks <b>Customs</b> - assistance with Customs draft bill and regulations. TA – 4 weeks	Ongoing	TAX 2, TAX 4, TAX 5,
Dec. 2008	Belize	<b>Post-GST implementation</b> - short term expert to complete GST revenue review. TA – 2 weeks	Ongoing	TAX 2, TAX 5
Nov. – Apr.	Bermuda	No identified or planned TA	-	-

Dates	Country/Donor	Activities	Status	Key capacity objectives addressed
2009				
Nov. – Dec. 2008	British Virgin Islands	<b>Corporate Strategic Business Plan</b> – short term experts to assist authorities in the preparation of the plan. TA – 2 weeks	Ongoing	ALL
Nov. – Apr. 2009	Cayman Islands	No identified or planned TA	-	-
Nov. – Apr. 2008	Dominica	<b>Post-VAT implementation</b> - Short term expert to assist with Corporate Strategic Business Plan and delivery of basic accounting course. TA – 7 weeks  <b>Custom</b> – Short term experts to assist with enforcement program and risk assessment profiles. TA – 8 weeks	Ongoing	TAX 1, TAX 4, TAX 5, TAX 7
Nov. – Apr. 2008	Dominican Republic	<b>Follow-up tax administration mission</b> – support for the audit function. TA – 6 person weeks	Ongoing	TAX 4, TAX 5
Nov. – Apr. 2008	Grenada  CIDA/CCF	<b>VAT pre-implementation</b> – short term experts to assist in restarting VAT implementation (forms, guides, advisory visits, manuals, excise preparations, basic tax training). TA – 16 weeks  <b>Corporate Strategic Business Plan</b> – short term experts to assist authorities in the preparation of the plan. TA – 2 weeks  <b>Customs</b> – peripatetic expert to assist with reforms and short term expert to support upgrade of tariff schedule to	Ongoing	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7

Dates	Country/Donor	Activities	Status	Key capacity objectives addressed
Nov. – Apr. 2009	Guyana	CARICOM 2007 schedule. TA – 13 weeks No identified or planned TA	-	-
Nov. – Apr. 2009	Haiti	No identified or planned TA	-	-
Nov. – Apr. 2008	Jamaica	<b>Modernization of Jamaica Tax Administration</b> – Technical assistance linked to the recommendation of the September 2006 and October 2008 FAD/CARTAC missions and identified reform priority's to strengthen the JTA organization. TA – 10 weeks	Under discussion	ALL
Nov. 2008	Montserrat	<b>Regional project</b> – assistance with development of Corporate Strategic Business Plans. TA – 4 person week	Ongoing	TAX 4, TAX 7
Nov. – Apr. 2009	St. Kitts & Nevis	<b>VAT pre-implementation</b> – short term experts to assist for VAT implementation (set up of plan, legislation, basic training, guides, excise preparations, basic tax training). TA – 16 weeks <b>Targeted training</b> – short term experts to deliver IT accounting course and provide assistance with revenue sharing agreement. TA – 4 weeks	Ongoing	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
Nov. – Apr.	St. Lucia	<b>VAT pre-implementation</b> – short term experts to assist for	Ongoing	TAX 1, TAX 2,

Dates	Country/Donor	Activities	Status	Key capacity objectives addressed
2009		<p>VAT implementation (set up of plan, legislation, basic training, guides, excise preparations, basic tax training). TA – 22 weeks</p> <p><b>Customs modernization</b>— Short term experts to assist on specific topics (post release audit, completion of risk management TA, and overtime management). TA – 8 weeks</p>		TAX 4, TAX 5, TAX 7
Nov. – Apr. 2009	St. Vincent & the Grenadines	<p><b>Post-VAT implementation</b> - Short term expert to deliver IT accounting training, and short CARTAC follow-up review. TA – 4 weeks</p> <p><b>Customs</b> - peripatetic expert to assist with reforms and short term expert with risk profiles and start of post clearance audit. TA – 10 weeks</p>	Ongoing	TAX 1, TAX 2, TAX 4, TAX 5, TAX 7
Nov. – Apr. 2009	Suriname	No identified or planned TA	-	-
May – October 2008	Trinidad & Tobago	No identified or planned TA	-	-
Nov. – Apr. 2009	Turks & Caicos	No identified or planned TA	-	-