



*"Supporting Economic Performance in the Caribbean by
Strengthening Capacity"*

CARTAC Topic Area Logical Framework (May 2013)

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

FSS: Strengthen Financial Sector Regulation, Supervision and Capital Markets and enhancing supervisory procedures using harmonized approaches in accordance with international best practices.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	PROGRESS on INDICATORS	Milestones (and Date)	MILESTONE ACHIEVEMENT	Specific Risks/ Assumptions
1. Strong legal and regulatory financial sector framework	1. Achievement of the following in at least 4 of the 8 countries listed: Passage of Insurance Act in St. Lucia, St. Vincent and The Grenadines, Haiti, or Suriname; issuance of insurance regulations in Grenada; passage of Credit Union Acts (Cooperatives Acts) in St. Lucia and St. Vincent and The Grenadines.		Passage of Insurance Act by Suriname by end December, 2013; Submission of draft regulations for insurance companies in Grenada to the industry for consultation and discussion by June, 2013		Risks: Financial Industry lobby's against new laws or regulations; Parliaments fail to understand the specifics of the laws and regulations which will delay implementation until the education process is complete. Assumptions: Supervisory agencies have sufficient staff and expertise to push forward laws and regulations. Mitigation: The FSS Advisor will liaise with governments and supervisors to address any impediments to passage of legislation and regulations should delays arise.
2. Enhanced Supervisory and regulatory processes	2.1 Implementation of Harmonized capital/Actuarial standards, risk based supervisory framework and Basel Core Principles. (baseline: 20). 2.2 Diagnostic missions conducted to aid in the development and implementation of financial sector reform agenda (baseline: 8)		2.1 One on-site examination of a credit union by either Belize or St. Kitts and Nevis by end January, 2013; Develop road map for Basel II implementation for four countries by February 2013; Delivery of a Basel II Train the Trainer workshop by June, 2013; The FSC Barbados adopts a strategic plan for enhancing the supervision of nonbanks by June, 2013; Regional Harmonized Actuarial Standards Adopted in 20 countries by 2014; Implementation of Basel Core Principles in the ECCU; Review and provide comments on draft Policies / Guidance; Assessment of insurance, securities, pension funds and credit union supervision framework against International Standards/Core principles for non-bank sector in Barbados; Instituting off-site ratio analysis forms on a regular basis for either Belize or St. Kitts and Nevis by end June, 2013; 2.2 Conduct Diagnostic missions to investigate key supervisory challenges and reset baseline in at least 8 countries by end June 2013.		Risks: Staff turnover negates all previous gain in training. Assumptions: Supervisory agencies are well-managed. Mitigation: FSS Advisor will seek to liaise with regulators to encourage commitment to road map for Basel II implementation and that supervisory authorities adopt revised supervisory standards in a timely manner. The Caribbean Actuarial Association (CAA) uses moral suasion to obtain consensus from regional actuaries. Mitigation: FSS Advisor meets regularly with CAA Leadership to address substantive issues of concern to the membership and to seek a solution to resolve these concerns.
3. Strengthened financial stability framework and crisis preparedness processes	3. Support financial stability, crisis management and strengthen financial safety nets. (Baseline 10)		Assist in the development of financial stability infrastructure and report writing in at least 10 countries by end December 2013.		Risks: Staff turnover negates all previous gain in training. Assumptions: Staff has sufficient basic financial statement analysis skills. Mitigation: FSS Advisor will hold discussions with regulators to determine status of financial stability infrastructure in the region and ways in which CARTAC can provide additional assistance.
4. Enhanced Supervisory Expertise and deepened collaboration and with international partners and regional bodies.	4. Enhance Supervisory expertise and collaborate on financial sector supervisory and regulatory issues (Baseline 15)	<i>To be completed during implementation</i>	Facilitate Regulator's attendance and participation in regional workshops and Regulators Conferences – 15 countries by end December 2012.	<i>To be completed during implementation</i>	Risks: Staff turnover negates all previous gain in training. Assumptions: Staff has sufficient basic financial analysis and risk assessment skills. Mitigation: FSS Advisor will hold discussions with regulators to determine effectiveness of training and transfer of knowledge and work with Authorities to implement tools and techniques garnered during workshops.

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

FSS: Strengthen Financial Sector Regulation, Supervision and Capital Markets and enhancing supervisory procedures using harmonized approaches in accordance with international best practices.

Outputs	Inputs	<i>NOT FOR USE</i>
Supervisory framework for credit unions (on-site examination manual, off-site supervision manual, regulatory reporting forms)	Number of TA Reports: 2; Number of field person-weeks: 7; Number of resident advisors: 1	
A document to assess the ability of the ECSRC to comply with the requirements of IOSCO in order to sign a MOU.	Number of TA Reports: 1; Number of field person-weeks: 4; Number of resident advisors: 1	
A written, strategic plan for Barbados to enhance the supervision of nonbanks under the auspices of the new Financial Services Commission	Number of TA Reports: 4; Number of field person-weeks: 12; Number of resident advisors: 1	
Meeting of CAIR College of Regulators	Number of Seminars: 1; Number of resident advisors: 1	
Written, comprehensive set of Actuarial Standards that will apply to work performed in the Caribbean region	Number of TA Reports 1; Number of field person weeks: 2; Number of resident advisors: 1	
A written financial stability report for the Bahamas and financial stability report incorporating the revised stress testing methodology for Trinidad and Tobago.	Number of TA Reports 1; Number of field person weeks: 4; Number of resident advisors: 1	
Workshop on Insurance Supervision (3-days)	Number of Seminars: 1; Number of resident advisors: 1	
Workshop on Pension Fund Supervision (2 days)	Number of Seminars: 1; Number of resident advisors: 1	

FSS - Baseline Indicators

	Achievement of the following in at least 4 of the 8 countries listed: Passage of Insurance Act in St. Lucia, St. Vincent and The Grenadines, Haiti, or Suriname; issuance of insurance regulations in Grenada; passage of Credit Union Acts (Cooperatives Acts) in St. Lucia and St. Vincent and The Grenadines.	Adoption of Harmonized Actuarial standards (Baseline 20), Implementation of Basel II and risk based supervisory framework and implementation of Basel Core Principles. (Baseline: 5). Diagnostic missions conducted to aid in the development and implementation of financial sector reform agenda (baseline: 8)	Support financial stability, crisis management and strengthen financial safety nets in at least 10 of the 13 countries identified below. (Baseline 10)	Enhance Supervisory expertise and collaborate on financial sector supervisory and regulatory issues, in at least 15 of the 20 countries identified below. (Baseline 15)
Anguilla		✓	✓	✓
Antigua & Barbuda		✓	✓	✓
The Bahamas		✓	✓	✓
Barbados		✓	✓	✓
Belize	✓	✓	✓	✓
Bermuda		✓		✓
British Virgin islands		✓		✓
Cayman Islands		✓		✓
Dominica		✓	✓	✓
Grenada	✓	✓	✓	✓
Guyana		✓	✓	✓
Haiti	✓	✓		✓
Jamaica		✓	✓	✓
Montserrat		✓		✓
St. Kitts & Nevis		✓	✓	✓
St. Lucia	✓	✓	✓	✓
St. Vincent & the Grenadines	✓	✓	✓	✓
Suriname	✓	✓		✓
Trinidad & Tobago		✓	✓	✓
Turks & Caicos Islands		✓		✓

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(MAC): Increased use of medium-term macroeconomic frameworks for economic analysis and policy formulation.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	<i>PROGRESS on INDICATORS</i>	Milestones (and Date)	<i>MILESTONE ACHIEVEMENT</i>	Specific Risks/ Assumptions
1. Sound, internally-consistent macroeconomic frameworks for policy formulation.	1. Medium-term macroeconomic frameworks that underpin the budget to be adopted by the Macro Policy Units. This was achieved, with the assistance of CARTAC, in Anguilla, Dominica, Montserrat, St Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines at the end of 2012. The indicator will be assessed by CARTAC.		Adoption of medium-term macroeconomic frameworks to underpin the budget in at all ECCU member countries and at least two non-ECCU countries by 2014.		Assumption: Once medium-term macroeconomic frameworks have been developed, they will be used explicitly by policy makers and analysts. Risk: Such frameworks will fail to be adequately developed, or analysts and policy makers may not have sufficient understanding of the framework to feel comfortable using it explicitly for policy purposes. This risk could be mitigated through sufficient TA and training.
2. Strong Macro Policy Units with capability to prepare regular macro-fiscal reports for policy makers.	2. The preparation of reports by the Macro Policy Units on the macro-fiscal performance to keep policy makers abreast of economic developments (Macro Policy Units undertaking this exercise existed in Dominica, St Kitts and Nevis, St Lucia and St. Vincent and the Grenadines at the end of 2012).		The preparation of quarterly macro-fiscal reports by the local Macro Policy Units to keep policy makers abreast of macro and fiscal developments (in at least two additional member countries by 2014).		Assumption: Strong political commitment to the establishment of effectively functioning Macro Policy Units. Risk: Frequent staff turnover weakening capacity in Macro Policy Units. This risk might be mitigated through negotiated arrangements with TA and training recipients, ex ante, to ensure adequate staffing at each stage prior to the provision of additional TA and training. In addition, the preparation of a manual to guide junior economists would also mitigate this risk.
3. Reliable macroeconomic databases for the preparation and updating of macroeconomic frameworks.	3. Updated macroeconomic databases (fiscal) on a quarterly basis (with CARTAC's assistance, this was achieved by Anguilla, Dominica, Montserrat and St. Lucia, by the end of 2012).		The continuous update of macroeconomic databases for input into the work of the Macro Policy Units (in at least six countries by end 2014 if required.)		Assumption: Commitment by the Authorities to continue to implement the project. Risk: Frequent staff turnover. This risk could be mitigated by the assignment of the task to a team comprising staff from both the Macro Policy Unit and Statistics Department to ensure continuity.
		<i>To be completed during implementation</i>		<i>To be completed during implementation</i>	

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(MAC): Increased use of medium-term macroeconomic frameworks for economic analysis and policy formulation.

Outputs	Inputs	
1. TA support to train [at least three] officials on the formulation and use of medium-term macroeconomic frameworks.	Two TA missions during the financial year.	<i>NOT FOR USE</i>
2. Training courses provided on macroeconomic policy analysis held annually.	One formal course, training a minimum of two officers from each member country.	
3. TA to guide local economists in the preparation of macroeconomic databases to be used as an input in the preparation of macroeconomic frameworks.	Two TA missions to each identified country during the financial year.	

MAC - Baseline Indicators

	Medium-term Macroeconomic Frameworks	Establishment of Macro Policy Units	Macroeconomic Databases
Anguilla	✓		✓
Antigua & Barbuda	✓		✓
The Bahamas			
Barbados			
Belize			
Bermuda			
British Virgin islands			
Cayman Islands			
Dominica	✓	✓	✓
Grenada			
Guyana			
Haiti			
Jamaica			
Montserrat			
St. Kitts & Nevis	✓	✓	✓
St. Lucia	✓	✓	✓
St. Vincent & the Grenadines			
Suriname			
Trinidad & Tobago			✓
Turks & Caicos Islands			

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Macro-Fiscal Management): Support fiscal policy management in member states through execution of multi-year target- and priority-based macro-fiscal plans.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	PROGRESS on INDICATORS	Milestones (and Date)	MILESTONE ACHIEVEMENT	Specific Risks/ Assumptions
1. Macro-Fiscal capabilities strengthened and medium-term fiscal frameworks are submitted; they are tracked in year, and they are updated and extended annually.	1. Number of countries which publish multi-year fiscal targets, plans and outcomes and establish Macro-Fiscal Policy units (MFUs).	<i>As at May 2013, 8 countries publish or are in the process of publishing multi-year fiscal targets and have macro-fiscal policy units.</i>	By end 2013 one more country joins Bermuda, BVI, Barbados, Jamaica, St. Lucia and Suriname in submitting medium-term sustainable fiscal plans and at least one country establishing a Macro-Fiscal Policy Unit.	<i>Two additional countries have made progress in this area.</i>	Risks: Achieving Medium-Term Fiscal Sustainability is NOT a political imperative and hence no effort to address key success factors. Assumptions: Gradually all countries institute properly staffed MFUs and accompanying reforms in business processes and information flows. (CARTAC can assist with required institutional and related reforms.) Reforms are backed up with adequate resourcing.
2. Sound multi-year debt strategies (MTDS) are formulated, adopted and executed.	2. Number of countries which publish MTDS and outcomes - including explanations of deviations from plans	<i>As at May 2013, 8 countries publish or have developed but yet to publish their MTDS.</i>	By end 2013 one more country publishes an MTDS and outcomes.	<i>Good progress with 8 countries having active MTDS.</i>	Risks: Narrow focus on annual budgets, and little attention to broader fiscal risks leads to reactive and transactional approach to debt management. Assumptions: Governments adopt broader perspective on fiscal risks and follow suit by: adopting a strategic approach to debt management; and undertaking required institutional, process and reporting reforms. Reforms are backed up with adequate resourcing.
3. Fiscal risks with respect to national and public sector pension plans are assessed and published annually; risk mitigation strategies are adopted and reported on at regular intervals.	3. Number of countries which publish regularly account of exposure to fiscal risks from national and public sector pension plans - and corresponding risk management strategies, and outcomes. Number of countries to publish actuarial reviews of national and public sector pension plans in a timely manner.		By end 2013 one more country publishes account of fiscal risk exposure to national and public sector pension plans, and any accompanying risk attenuation strategies.		Risks: Narrow fiscal policy focus, and deferral of policy action to restore pension plan sustainability. Assumptions: Governments adopt broad fiscal risk management perspective; and follow suit by reporting on risks and adopting strategies aimed at restoring pension plan sustainability. Reforms are backed up with adequate resourcing.
4. Fiscal risks with respect to the state-owned enterprise (SOE) sector are published annually; risk mitigation strategies are adopted and reported on at regular intervals.	4. Number of countries which publish regularly: plans and financial statements of their state-owned enterprises (SOEs), and an account of the attendant contingent liabilities and other fiscal exposure related thereto.	<i>As at May 2013, 6 countries publish or are in the process of publishing plans and financial statements for SOEs and account for their contingent liabilities.</i>	By end 2013 one more country publishes account of fiscal risk exposure to their SOE sector and any accompanying risk attenuation strategies; and an additional country institutes an SOE oversight function or team in the MoF thereby joining those already in place in SKN, Suriname, Jamaica, and T&T.	<i>Antigua & Barbuda have recently established a SOE oversight unit.</i>	Risks: Narrow focus of fiscal policy leads to reactive approach to management of SOE fiscal risks, and deferral of required reforms in oversight and governance regime for SOEs. Assumptions: Governments commit to broad approach to fiscal risk management; and follow suit with timely reporting on SOES risks and with risk attenuation strategies including institutional reforms to enhance SOE oversight. Reforms are backed up with adequate resourcing.

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Macro-Fiscal Management): Support fiscal policy management in member states through execution of multi-year target- and priority-based macro-fiscal plans.

Outputs	Inputs	
1. Every year, one more country institutes a macro-fiscal unit or working group; 60 country officials trained in formulation of fiscal targets and in preparation of macro projections and an MTFP.	6 weeks of TA field work and documentation reports: in FY 2012 in BVI, Barbados, Jamaica and Suriname	<i>NOT FOR USE</i>
2. Every year, one more country publishes an MTDS and reports on results.	Sponsorship of 20 debt managers to participate at regional seminar and at regional meeting of Caribbean and Latin American debt managers. (Equivalent to 1 week of regional training)	
3. Every year, one more country reports on actuarial assessment of national and public sector pension plan fiscal risks and on risk mitigation strategies.	Sponsorship of 20 officials engaged in macro-fiscal work to participate at regional seminar where one day dedicated to pension sustainability issues and hands-on policy simulation work.	
4. Every year, one more country institutes SOE oversight function in its MoF and reports on SOE financial results and plans, and on attendant fiscal risks and risk management strategies.	Every year, one 2-week mission and TA report. In FY 2012-13, sponsorship of 20 officials engaged in macro-fiscal work to participate at regional seminar where one day dedicated to ways and means to strengthen SOE oversight and governance; and 1-day study tour of Jamaican officials to their counterparts in T&T.	

MFM - Baseline Indicators

	Macro-Fiscal Management Baseline indicators				Target indicators for end FY 2012-13- incremental member states to meet targets			
	Passage of sustainable fiscal plans by legislatures and timely publication of fiscal outcomes	Publication of MTDS and results	Comprehensive account of pension plan risks	Effective Oversight Regime and Risk Management Strategies for SOEs	Passage of sustainable fiscal plans by legislatures and timely publication of fiscal outcomes	Publication of MTDS and results	Comprehensive account of pension plan risks	Effective Oversight Regime and Risk Management Strategies for SOEs
Anguilla								
Antigua & Barbuda		partial		partial				partial
The Bahamas								
Barbados	✓					✓		
Belize								
Bermuda	✓							
British Virgin islands	partial	✓			✓	partial		
Cayman Islands								
Dominica	partial	✓			✓			partial
Grenada				partial				
Guyana								
Haiti								
Jamaica	✓	✓		✓				partial
Montserrat	partial				✓	partial		
St. Kitts & Nevis		✓		✓				
St. Lucia	✓	partial			✓			
St. Vincent & the Grenadines		partial						
Suriname	✓	✓		✓		partial		
Trinidad & Tobago				✓		✓		✓
Turks & Caicos Islands								

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Public Finance Management): Enhance the capacity of country officials in the effective delivery of budget preparation, budget execution and audit in CARTAC member countries.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	PROGRESS on INDICATORS	Milestones (by Jan 31 2014)	MILESTONE ACHIEVEMENT	Specific Risks/ Assumptions
1. A Strengthened ownership of PFM Reforms	1. Number of countries which have PFM Action plans increases from 13 to 16 and 5 countries convene review meetings to monitor their plans.	<i>As at May 2013, 16 countries now have PFM Actions (see attached) and at least 7 are active in review and monitoring - those being Antigua & Barbuda, Barbados, BVI, Dominica, Grenada, Jamaica, Turks & Caicos.</i>	16 Countries with PFM Reform Action Plans. 7 countries undertaking updating plans and monitoring progress	<i>Achieved</i>	Risk: PEFA assessments not funded by development partners Risk Mitigation: Develop regional capacity for self assessment
2. Strengthened capacity to develop medium-term results oriented budgets	2. The number of countries that have gone beyond the diagnostic stage to implementing first level reforms from CARTAC implemented forward estimates increases from 5 to 10. The number of countries that implement budget reconciliation tables, scorecards and a new policy process increases to 12. A simple programme budgeting approach is implemented in 8 countries.	<i>As at May 2013, 14 countries have implemented or are implementing first level budget reforms (see attached). Of those, Anguilla, Antigua & Barbuda, Belize, BVI, Dominica, Grenada, Montserrat and St Lucia have implemented or are in the process of implementing advanced reforms.</i>	13 Countries implement rolling forward estimates; 9 countries implement budget scorecards, new policy processes and reconciliation tables; 6 countries have implemented a simple programme budgeting process	<i>First level reforms achieved. Good progress in adopting more advanced reforms with St Kitts & Nevis expected to join group this year.</i>	Assumption: Political commitment to fiscally responsible budgets Risk Mitigation: Briefing sessions for government
3. Strengthened capacity of treasury to produce timely, accurate and comprehensive financial reports	3. Annual financial statements produced according to statutory timeframes and consistent with IPSAS increases from three to seven countries	<i>As at May 2013, 6 countries are producing financial statements according to statutory timeframes and at least partially meeting IPSAS standards (see attached).</i>	Seven countries have implemented automated bank reconciliations; 2 countries have moved to daily bank reconciliation of the main account; five countries have consolidated bank accounts; five countries have improved the use of the IFMIS for all financial transactions; 5 countries are producing financial statements largely in accordance with IPSAS (with the exception of consolidation of the public sector)	<i>Financial statements achieved, with further progress expected this year as more countries get up to date, particularly Grenada, Antigua & Barbuda, Cayman Islands.</i>	Risk: Corresponding reforms not in place in AGD Risk Mitigation: CARTAC to assist with proper sequencing of reforms.
4. Independent and competent internal audit function in government	4. Audits conducted in accordance with international internal auditing standards increases from zero to three countries	<i>As at May 2013, 4 countries are at least partially conducting internal audits according to IIAS (see attached).</i>	2 countries are producing Internal Audit reports consistent with the international Internal Auditing Standards	<i>Good progress in last 12 months, although only partially achieved.</i>	Risk: Funding for training and mentoring programmes not available Risk Mitigation: Seek cross DP support
5. A more sustainable education and peer-assisted learning capacity in the region established	5. An increase in the number of educational events delivered in the region by regional presenters from 3 to 6	<i>In the last year, 10 regional presenters made presentations at education events in the region.</i>	4 educational events are delivered by regional presenters	<i>Achieved.</i>	Risk: Funding for regional educational activities not available Risk Mitigation: Seek cross DP support
Outputs	Inputs	<i>NOT FOR USE</i>			
1. Three TA reports; Five workshops or seminars	15 field person weeks (LTX and STX)				
2. 18 TA reports; 18 workshops or seminars	50 field person weeks (LTX and STX)				
3. 25 TA reports; 25 workshops or seminars	70 field person weeks (LTX and STX)				
4. 2 TA reports; 4 workshops or seminars	15 field person weeks (LTX and STX)				
5. 4 workshops or seminars	16 field person weeks (STX with quality assurance by LTX)				

PFM - Baseline Indicators

	Implementation of PFM Action plans	Implementation of First Level Reforms	Annual financial statements produced according to statutory timeframes and consistent with IPSAS	Increase in number of audits conducted in accordance with IIA standards	Increase in number of educational events delivered in the region by regional presenters *
Anguilla	✓	✓	partial	partial	✓
Antigua & Barbuda	✓				
The Bahamas	✓			partial	
Barbados	✓	✓	partial		✓
Belize	✓				✓
Bermuda			✓		
British Virgin islands					
Cayman Islands		✓			
Dominica	✓				Workshop in 2011
Grenada	✓	✓			✓
Guyana	✓				
Haiti					
Jamaica				partial	
Montserrat	✓	✓			
St. Kitts & Nevis	✓				
St. Lucia	✓				
St. Vincent & the Grenadines	✓				
Suriname	✓				
Trinidad & Tobago					
Turks & Caicos Islands					

* These four countries delivered educational events to their PFM officials based on a product developed with CARTAC without CARTAC support
 CARTAC sponsored a workshop in 2011 in Dominica which was delivered by regional presenters from Grenada and Belize

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Revenue Administration): Strengthen the administration of domestic tax and customs regimes through increased use of harmonized regional systems and procedures that are aligned to internationally accepted good practices.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	PROGRESS on INDICATORS	Milestones (and Date)	MILESTONE ACHIEVEMENT	Specific Risks/ Assumptions
1. New VAT regimes are implemented in an efficient and timely manner.	1. VAT legislation passed and staff responsible for VAT administration trained to implement taxpayer advisories and basic compliance checks.	<i>To be completed during implementation</i>	Passage of VAT laws in Anguilla, The Bahamas and Suriname by March 31, 2014. VAT implementation team and steering committee appointed in The Bahamas by July 2013.	<i>To be completed during implementation</i>	<p>Assumption: Respective Governments are fully committed to implementing VAT.</p> <p>Risk: Political interference pre- and post general elections.</p> <p>Mitigation: Advisors will meet with senior management of MOF to discuss issues impeding the implementation program.</p>
2. Strategic, risk based approaches developed and utilized to manage revenue compliance.	2. Documentation and publication of strategy documents, annual audit plans and work-plans for cargo inspection and audits.	<i>To be completed during implementation</i>	Full implementation of risk management system in Guyana (Tax and Customs) and St. Kitts (Customs) by February 2014.	<i>To be completed during implementation</i>	<p>Assumption: Authorities are committed to implementing the new systems.</p> <p>Risk: Staff resistance to the proposed change.</p> <p>Mitigation: Advisors will encourage the delivery of change management seminars.</p>
3. Countries apply harmonized and standardized operational procedures for revenue administration.	3. Harmonized operational procedures published and Customs legislation drafted,	<i>To be completed during implementation</i>	Harmonized operational procedures drafted for Customs operations in St. Kitts and Nevis and new regional audit and collections procedure manuals finalized by April 2014. Harmonized Customs legislation and regulations based on CARICOM model drafted in three other countries by March 2014. Harmonized Customs legislation passed in two countries by March 2014.	<i>To be completed during implementation</i>	<p>Assumption: Authorities are committed to implementing revised procedures.</p> <p>Risk: Staff resistance to the proposed change.</p> <p>Mitigation: Advisor will encourage the delivery of change management seminars.</p>
4. Administrative structures organized along functional lines.	4. Staff reassigned to new functional areas.	<i>To be completed during implementation</i>	New organizational structures in place in Grenada by June 2013 and in Barbados by December 2014.	<i>To be completed during implementation</i>	<p>Assumption: That accommodation issues are resolved.</p> <p>Risk: Expenditure cuts in MoF could impede accommodation provision.</p> <p>Mitigation: Tax advisor will encourage senior management of MOF to progress the reforms.</p>

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Revenue Administration): Strengthen the administration of domestic tax and customs regimes through increased use of harmonized regional systems and procedures that are aligned to internationally accepted good practices.

5. Competent tax audit and Customs post-clearance audit functions established in client countries.	5. Increased audit coverage.	To be completed during implementation	Increased annual audit coverage statistics in <i>at least five</i> selected member jurisdictions	To be completed during implementation	<p>Assumption: Audit units are fully staffed.</p> <p>Risk: Staff turnover.</p> <p>Mitigation: Advisors and experts will provide the necessary training to a cadre of staff and encourage peer support within country and across the region.</p>
Outputs	Inputs	<i>NOT FOR USE</i>			
1. VAT implementation: implementation plans, draft VAT laws and regulation, training and mentoring programmes for project team and administration staff, tax advisories programmes,	60 TA missions to Anguilla, Bahamas and Suriname using LTX and STX resources				
2. Manuals to support collections and audit operations	12 weeks TA (work at home and in country missions) using LTX and STX resources 4 professional attachments for staff in Anguilla, Bahamas and Suriname				
3. Functional guidance for the simplification of Indirect taxes	40 dedicated TA missions across tax and customs disciplines . LTX and STX resources				
4. Creation of training cadre in at least five member country jurisdictions	5 regional workshops/conference using LTX and STX resources				
5. Training and mentoring programmes delivered in at least eight member country jurisdictions	40 dedicated TA missions across tax and customs to consolidate existing audit and collection function in tax and customs				

Revenue Administration - Baseline Indicators

Country	VAT legislation passed and staff responsible for VAT administration trained to implement taxpayer advisories and basic compliance checks	Documentation and publication of strategy documents, annual audit plans and work-plans for cargo inspection	Harmonized operational procedures published	Staff reassigned to new functional areas	Increased audit coverage
Anguilla	✓		✓		
Antigua & Barbuda		✓	✓		✓
The Bahamas					
Barbados			✓	✓	
Belize			✓		
Bermuda					
British Virgin islands					
Cayman Islands					
Dominica			✓	✓	✓
Grenada		✓	✓	✓	✓
Guyana		✓	✓		
Haiti					
Jamaica			✓		
Montserrat					
St. Kitts & Nevis	✓	✓	✓	✓	✓
St. Lucia	✓		✓		
St. Vincent & the Grenadines			✓		✓
Suriname	✓		✓		
Trinidad & Tobago		✓	✓		
Turks & Caicos Islands	✓		✓	✓	

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Statistics): To expand the use of internationally accepted statistical methodologies and practices in real and external sector statistics for macro-economic policy.

Outcomes (Typically no more than four)	Verifiable Indicators (One per outcome)	PROGRESS on INDICATORS	Milestones (and Date)	MILESTONE ACHIEVEMENT	Specific Risks/ Assumptions
1. Improved datasets for macro-economic policy analysis based on compiled and disseminated annual national accounts by expenditure on a timely basis following the 1993/2008 SNA methodology as well as reconciliation with national accounts by production that reflect updated base years	1. Publication of annual national accounts by production and expenditure. Baseline : 17 countries with GDP by production according to 1993 SNA and updated base years, target 20 by 2015 (Belize, Haiti, Trinidad), zero according to 2008 SNA, 3 by expenditure, target from 3 to 10 by 2015 (all ECCU countries plus Suriname and Bermuda)	<i>To be completed during implementation</i>	Availability of compilation methodology and preliminary annual estimates of macro-economic aggregates by Dec. 31, 2013 with focus on GDP by expenditure in current prices for Grenada, St. Vincent and Surinam, and rebasing of GDP by production for Belize and Haiti to be started	<i>To be completed during implementation</i>	RISK: Insufficient commitment from the local authorities/Ministries of Finance to assign sufficient and qualified resources both human and financial to the different statistical projects. Assumption: availability of sufficient motivated human resources and the required financial resources, risk mitigation: political commitment for support; trained staff will remain in office
2. Improved data sets for the analysis of recent macro-economic developments based on compiled and disseminated quarterly national accounts by production and expenditure using 1993/2008 SNA on a timely basis benchmarked to the annual national accounts	2. Publication of quarterly national accounts by production and expenditure. Baseline one country (Jamaica), target: 10 by 2015 (all ECCU, Bahamas, Barbados)		Availability of compilation methodology and quarterly indicators for selected industries with focus on GDP by production by Dec. 31, 2013		RISK: Lack of an appropriate statistical legal framework, and low response rates to the surveys. Assumption: improved cooperation from businesses to respond to the surveys
3. Improved data sets for the analysis of external trade transactions and positions based on compilation and disseminated balance of payments and International Investment Position and external debt statistics on a timely basis following the BPM6 and related methodological guidelines and manuals	3. Publication of balance of payments data according to BPM6. Baseline zero, target 3 by 2015 (Barbados, Cayman islands, Bermuda)		Availability of compilation methodology and basic data for selected transactions by Dec. 31, 2013		RISK: Lack of an appropriate statistical legal framework, and low response rates to the surveys. Assumption: improved cooperation from businesses to respond to the surveys. Risk mitigation: use of regional statistics act model proposed by CARICOM, increased use of administrative data sources, improved PR activities to show linkages with business accounting and plans to improve awareness

TA Topic Area Logical Framework: CARTAC

Topic Area Objective

(Statistics): To expand the use of internationally accepted statistical methodologies and practices in real and external sector statistics for macro-economic policy.

<p>4. Improved datasets for monetary policy, wage indexation and general inflation policy based on compiled and disseminated price indices covering consumer, producers' and export and import price indices following the latest available international methodologies and guidelines</p>	<p>4. Publication of CPI, PPI and XMPI with a one month lag, Baseline: PPI/XMPI two countries, target 10 extra by 2015 (Barbados, Suriname, Trinidad (update), all ECCU)</p>		<p>Availability of compilation methodology and basic data for index calculation and revision by Jan. 31, 2013</p>	<p>RISK: Lack of an appropriate statistical legal framework, and low response rates to the surveys. Assumption: improved cooperation from businesses to respond to the surveys. Risk mitigation: use of regional statistics act model proposed by CARICOM, increased use of administrative data sources, improved PR activities to show linkages with business accounting and plans to improve awareness</p>
---	--	--	---	---

Outputs	Inputs	NOT FOR USE		
1. General: enhanced statistical capability in the region	general: 1 resident advisor (LTE) and about 4 short term experts (STE) missions			
2. QGDP compiled and disseminated	8 one week LTE/STE missions to Barbados, Bahamas and St Lucia and Bermuda			
3. Improved EGDP compiled and disseminated	4 one week STE/ LTE missions to St Vincent, Grenada. And Suriname			
4. Improved BPM6 compiled and disseminated	8 one week STE missions to Barbados, ECCB St Kitts, Bermuda, and Cayman			
5. Improved price statistics compiled and disseminated	6 one week STE missions to Barbados, Trinidad and Suriname			
6. TA notes and mission reports by country	1 mission report per mission per country			
7. Regional workshop on SNA for about 30 participants	1 two weeks combined CARTAC LTE/ IMF-HQ mission for 40 participants			
8. Regional workshop on SNA for beginners for about 30 participants	1 one week LTE/STE mission			
9. Regional workshop on Government Finance Statistics and PFM for about 30 participants	1 two weeks combined CARTAC- LTE/ IMF-HQ/ STX -PFM mission			
10. Regional workshop on Financial soundness indicators for about 20 participants	1 two week combined CARTAC- LTE/ IMF-HQ mission			
11. Regional workshop on GDP by expenditure	1 one week combined CARTAC LTE/ STX mission			
12. Regional workshop on International Comparison Programme (ICP) for about 30 participants	3 one week combined CARTAC LTE mission			

Statistics: Baseline Indicators

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
Anguilla				
Antigua & Barbuda				
The Bahamas		✓		
Barbados		✓	✓	✓
Belize	✓			
Bermuda	✓		✓	
British Virgin islands				
Cayman Islands			✓	
Dominica				
Grenada	✓			
Guyana				
Haiti	✓			
Jamaica				
Montserrat				✓
St. Kitts & Nevis		✓		
St. Lucia		✓		
St. Vincent & the Grenadines	✓			
Suriname	✓			✓
Trinidad & Tobago	✓			✓
Turks & Caicos Islands				
OECS	✓	✓	✓	

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
Anguilla				
Antigua & Barbuda				
The Bahamas		Sources and methods for QGDP compilation established by Aug 2012		
		Collection of quarterly indicators finalised by Sept 2013		
		Preliminary estimates for selected industries finalised by Dec 2012		
Barbados		Sources and methods for QGDP compilation established by Aug 2012	Sources and methods for BPM6 implementation established by Aug 2012	Basic data collection finalised by April 2012
		Preliminary methodology incl. sources and methods defined by Sept. 2012	Basic data collection finalised by Dec. 2012	Set up of system of preliminary estimates of PPI by June 2012
		Collection of quarterly indicators finalised by Jan. 2012		First preliminary estimates calculated by Jan 2013
Belize	Basic data collection finalised by November 2012 (CSO Belize)			

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
	Methodology defined by Dec 2012 (CSO+CARTAC)			
	Rebasing Action plan formulated by Dec 2012 (CSO+CARTAC)			
Bermuda	Diagnostic mission and feasibility of EGDP compilation established by June 2012		Diagnostic mission and feasibility of BPM6 implementation established by Aug 2012	
	Collection of basic data finalised by November 2012		Basic data collection finalised by Dec. 2012	
British Virgin islands				
Cayman Islands			Diagnostic mission and feasibility of BPM6 implementation established by Aug 2012	
			Basic data collection finalised by Dec. 2012	
Dominica				
Grenada	Preliminary estimates of GDP by expenditure in current prices finalised by June 2012			

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
	Preliminary estimates of GDP at constant prices finalised by November 2012			
	Preliminary estimates of GDP at constant prices finalised by November 2012			
	Statistical discrepancies between GDP by production and expenditure investigated by Jan 2013			
Guyana				
Haiti	Diagnostic mission investigating sources and methods conducted by August 2013			
	Basic data collection finalised by November 2012 (CSO Haiti)			
	Methodology defined by Dec 2012 (CSO+CARTAC)			
	Rebasing Action plan formulated by Dec 2012 (CSO+CARTAC)			
Jamaica				
Montserrat				Analysis of HBS defining product weights finalised by June 2012

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
				Revised estimates of CPI using updated weights finalised by Jan 2013
St. Kitts & Nevis		Sources and methods (diagnostics) for QGDP compilation established by Aug 2012		
		Collection of quarterly indicators finalised by Sept 2013		
		Preliminary estimates for selected industries finalised by Dec 2012		
St. Lucia		Sources and methods for QGDP compilation at constant prices established by Aug 2012		
		Collection of quarterly indicators at constant prices finalised by Sept 2013		
		Preliminary estimates for selected industries finalised by Dec 2012		

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
St. Vincent & the Grenadines	Preliminary estimates of GDP by expenditure in current prices finalised by June 2012			
	Preliminary estimates of GDP at constant prices finalised by November 2012			
	Preliminary estimates of GDP at constant prices finalised by November 2012			
	Statistical discrepancies between GDP by production and expenditure investigated by Jan 2013			
Suriname	Sources and methods for QGDP compilation established by Aug 2012			Sources and methods for compiling export import price indices (XMPI) established by Aug 2012
	Collection of basic data of expenditure components in current prices finalised by Dec 2013			Collection of basic data for XMPI compilation finalised by Jan 2013
Trinidad & Tobago	Sources and methods for compilation of GDP at constant prices evaluated by April 2012			Revised CPI estimates using the appropriate methods for averaging finalised by June 2012

Statistics - Milestones per country

	Publication of annual national accounts by production and expenditure	Publication of quarterly national accounts by production and expenditure	Publication of balance of payments data according to BPM6	Publication of CPI, PPI and XMPI
	Collection of basic data to support revision finalised by Sept 2012			Revised CPI estimates using the updated weights from the new HBS finalised by Sept 2012
	Preliminary revised estimates available by Jan 2013			Updated sources and methods for PPI rebasing established by December 2012
Turks & Caicos Islands				
OECS	Sources and methods for compilation of GDP by expenditure current and constant prices established for the region by Jan 2013	Sources and methods for compilation of QGDP at constant prices established for the region by Jan 2013	Sources and methods for compilation of BPM6 estimates established by Jan. 2013	