

Second Mid-Term Review  
Of The  
Caribbean Regional  
Technical Assistance Centre  
(UNDP RL A/01/011)

Osborne Nurse  
And  
Euric Bobb

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## List of Abbreviations

ABST	Antigua and Barbuda Sales Tax (A Value Added Tax)
CARICOM	Caribbean Community and Common Market
CARTAC	Caribbean Technical Assistance Centre
CET	Common External Tariff
CIDA	Canadian International Development Agency
COFAP	CARICOM Council of Ministers of Finance and Planning
CSME	CARICOM Single Market and Economy
DFID	Department for International Development (UK)
ECCB	Eastern Caribbean Central Bank
ECCU	Eastern Caribbean Currency Union
ECEMP	Eastern Caribbean Public Expenditure Management Program
FSS	CARTAC's Financial Sector Supervision Program
HIPC	Heavily-indebted Poor Countries Initiative
IDB	Inter-American Development Bank
IMF	International Monetary Fund
LTA	Long-Term Adviser
MAC	CARTAC's Macroeconomic Program
OECS	Organization of Eastern Caribbean States
PC	Program Coordinator
PEM	CARTAC's Public Expenditure Management Program
PIT	Personal Income Tax
PRGF	Poverty Reduction and Growth Facility
RTAC	Regional Technical Assistance Centre
SATAP	Structural Adjustment Technical Assistance Program
SCCS	CARICOM Standing Committee of Caribbean Community Statisticians
STA	CARTAC's Statistics Program
TA	Technical Assistance
TAIMS	Technical Assistance Information Management System (IMF)
TAX	CARTAC's Revenue Policy and Administration Program

TIMS	Travel Information Management System (IMF)
ToR	Terms of Reference
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VAT	Value Added Tax

## 1 Executive Summary

- i. CARTAC, the second of the regional technical assistance centers, was created with singular emphasis on ownership of technical assistance by the beneficiary countries. To this end, it was structured as a UNDP project with the IMF as Executing Agency and with a Steering Committee empowered to give strategic guidance to the program and select its senior staff from short lists provided by the IMF. With the spread of the RTAC modality, the IMF has sought to bring the Centers' activities within the ambit of overall resource planning for technical assistance, ensure consistency with the institution's view on priorities for technical assistance in the countries concerned, and tighten quality control through backstopping. This has created the potential for conflict with the relative independence that CARTAC has enjoyed from its inception. The conclusion in this report, however, is that alignment with the IMF does not necessarily undermine country ownership and that the Steering Committee can play a pivotal role in defusing any tension that may arise.
- ii. Donors and beneficiaries alike rate CARTAC as highly successful because of its closeness to users, its quick response to requests, its readiness to listen carefully to users and the practical nature of its advice. The main report has boxes describing results in a country program – Antigua & Barbuda - and in a functional area – the introduction of VAT on an accelerated schedule in several jurisdictions. The pace at which VAT has been introduced illustrates the possibilities for long-term advisers, after listening to users, to win acceptance for flexibility in consideration of local conditions over 'one size fits all' approaches.
- iii. There is interest in continuing the program into a third 3-year phase, since it is recognized that building viable institutions and training cadres of skilled professionals for sound economic management takes a lot of time, especially in small countries that start with scarce skills. CARTAC has made a good start with its training programs. Progress is especially noteworthy with on-the-job training by its short-term consultants; but together with its partners, the beneficiary countries, CARTAC has to redouble efforts to use attachments more intensively over all functional areas. Stronger efforts also have to be made to use regional consultants, recognizing this as yet another avenue of capacity building that could benefit the region as a pooled resource when grant-funded technical assistance is no longer available.
- iv. CARTAC has worked almost exclusively in the English-speaking Caribbean with heavy concentration on OECS countries. In future, it needs to reach out intensively to the Dominican Republic, Haiti and Suriname which fall within its area of influence as a "Caribbean" entity.

- v. While CIDA and DFID have been especially forthcoming with financial assistance following the best practices enshrined in the Paris Declaration on Aid Effectiveness, there is too often uncertainty about availability of resources. This is partly due to failure of some donors to honor pledges, but also reflects inefficiencies in the layered structure of a UNDP project with the IMF as Executing Agency. The report suggests tackling this problem on several fronts:
- Diversifying donors, with focus on potential regional sources
  - Requiring all donors for a phase 3 to accept the principle of pooling assured multi-year financing in the context of approved program goals
  - Examining the possibility of higher contributions from users
  - Straightforward engagement among UNDP, IMF and CARTAC to clearly specify respective roles and tackle administrative inefficiencies.
- vi. A particular weakness of CARTAC is the time being taken to develop management reporting in a manner that would enable stakeholders easily to see its strategic direction and the results from its activities. Reporting is still too input oriented. The Steering Committee has to receive regular reports on the actual use of “prioritization filters” to screen requests and insist on the presentation of activities, output and results across all functional areas within the approved logical framework.
- vii. This is the second mid-term report on the CARTAC program and, in common with the first report prepared in 2003, finds an overall high level of satisfaction among stakeholders.

## 2 Background

1. Towards the end of the decade of the 1990s, there was collective recognition among the small states comprising the Caribbean Community and Common Market (CARICOM) that fiscal disequilibrium and unsustainable debt would severely limit scope for adapting to the challenges arising from the economic cost of frequent natural disasters, the loss of traditional trade preferences and other structural changes underway. As a result, the authorities, through the CARICOM Council of Ministers of Finance and Planning (COFAP), approached the IMF to provide technical assistance to enable countries to develop home-grown stabilization and growth programs in the short-term, while building the capacity to undertake such activity independently in the future.
2. The Fund and COFAP agreed that the creation of a regional technical assistance center similar to a facility in operation in the Pacific area, may be an ideal modality for satisfying the regional need for technical assistance. This opportunity for functional cooperation was embraced by Caribbean authorities. At the formal launch of CARTAC in November 2001, both the Prime Minister of host country Barbados and the IMF's Managing Director emphasized the strong political desire among participating countries<sup>1</sup> for 'ownership' of the technical assistance program.
3. CARTAC is funded by cash grants and in-kind contributions from bilateral and multilateral sources and structured as a UNDP project with the IMF as Executing Agency. Day-to-day management is in the hands of a Program Coordinator who reports semi-annually to a 14-member Steering Committee, comprising representatives of donors, regional organizations and beneficiary countries, which sets the strategic direction and approves the rolling Work Program. The Steering Committee is also responsible for final selection of the Program Coordinator and the long-term advisers from ranked short lists provided by the IMF.
4. The first phase of the CARTAC program lasted through the end of 2004 and attracted total contributions of \$13.4 million. The second phase, scheduled for the period 2005 - 2007, received pledges totaling \$15.4 million (see Table 9 for details). CIDA and DFID, the principal bilateral donors, recognize CARTAC as an ideal vehicle for implementing key principles of the Paris Declaration on Aid Effectiveness, such as program ownership by users, pooling of assured multi-year financing to support broad program goals, emphasis on accountability through agreed measurable results and exploiting complementarity with other technical assistance programs.
5. CARTAC's core competencies are in the areas of prudential regulation of financial institutions (FSS), public expenditure management (PEM), revenue policy and

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<sup>1</sup> Anguilla, Antigua & Barbuda, The Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & The Grenadines, Suriname, Trinidad & Tobago, Turks & Caicos Islands.



administration (TAX), macro-economics (MAC) and related statistics (STA). These are areas in which the Executing Agency is a global leader and is, therefore, able to provide ‘backstopping’ from its headquarters staff to ensure that CARTAC’s work meets the highest professional standards. Within these areas, specific technical assistance is delivered in response to demand by participating countries, with due regard to taking advantage of possibilities for regional approaches.

6. As emphasized in the report that proposed extension of the project to a second phase “the goal of CARTAC is to assist member countries to build technical capacity so as to effect improved macroeconomic management, thereby achieving stable macroeconomic environments for sustained growth.” The document also noted the conclusion of the first mid-term review that CARTAC had successfully laid the foundation to pursue this goal, its “main strengths [being] its prompt and flexible response to requests for assistance from countries in the region; knowledge of cross-regional issues; generation of synergies between technical areas covered; its proximity to country counterparts; capacity to closely follow-up on implementation of recommendations and provide additional assistance when required; the grant nature of the resources, which are not tied to conditions; and its perceived independence from multilateral institutions and bilateral donors.”<sup>2</sup> There was a clear need, however, to articulate a logical framework to underpin the development of indicators that would enable systematic evaluation of progress towards achieving program goals. The Steering Committee appointed a sub-committee in March 2005 to work on this issue and finally agreed on a framework later in the year. Equally, there has been much discussion of the extent to which CARTAC should be proactive in shaping demand in order to encourage a more coherent and strategic use of scarce technical assistance resources.
7. The project extension report recommended a review of the program within 18 months of the start of the second triennium. The Steering Committee awarded the consultancy to two independent consultants from the region – Messrs. Osborne Nurse and Euric Bobb. This report presents their assessment of CARTAC’s performance, with particular focus on results achieved to date and efficiency in programming the use of resources.

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<sup>2</sup> UNDP/IMF “Strengthening Economic and Financial Management in the Caribbean region: Caribbean Regional Technical Assistance Centre (CARTAC) Extension, 2005 – 2007” p.10

### 3 Mid-Term Review – Key Issues in the Review

#### 3.1 Methodology

8. The Terms of Reference (ToR) for the Second Mid-Term Review (see Appendix 1) focuses on assessing CARTAC's contribution in addressing the region's problems and capacity constraints in each of the five functional areas of technical assistance – financial sector regulation and supervision, macro-economic programming and policy analysis, public expenditure management, revenue policy and administration, and statistics. The assessment is required to focus on three key issues:
  - a. Program efficiency, effectiveness and synergy gains;
  - b. Organizational and operational efficiency and effectiveness; and
  - c. Sustainability.
9. The ToR identifies certain specific questions to be addressed including issues such as the responsiveness to the region's needs, the extent of country ownership of the technical assistance that is being delivered, the timeliness of delivery of technical assistance, the contribution of the Centre to enhanced regional integration, and CARTAC's organizational and governance arrangements.
10. CARTAC has completed about 4.5 years of operation. While the rolling Work Program and semi-annual Activity Reports to the Steering Committee are replete with details of activities in each of the five functional areas, sufficient time has elapsed to begin searching for sustainable results from CARTAC's work. The review team has sought to define results attributable, at least in part, to CARTAC by using three approaches:
  - Analysis of the logical framework approved by the Steering Committee in 2005 (see paragraphs 38 – 44 and Table 4);
  - Discussions with authorities in countries and institutions that account for over 60 per cent of CARTAC's technical assistance effort and also with representatives of key donors and the Executing Agency (see **Appendix 4** for List of Persons Interviewed); and
  - Conducting an e-mail survey covering key personnel in all participating countries. (See paragraphs 114-115 and Appendix 2).

##### 3.1.1 The Questionnaire

11. The reviewers developed a simple questionnaire that focused on obtaining views of participants in CARTAC programs on the quality and sustainability of CARTAC's methods and results and to give an indication of future areas on which the Centre should focus. A sample of the questionnaire is attached as **Appendix 2**.

### 3.1.2 Countries Visited

12. The reviewers visited Barbados, Antigua and Barbuda and St. Kitts and Nevis as well as Washington DC, meeting and interviewing several CARTAC stakeholders in each of these locations. They also conducted interviews in Trinidad and Tobago, their home base. In addition, the reviewers sought to visit Dominica but were frustrated by airline delays. However, most planned interviews were done by telephone. See list of persons interviewed at **Appendix 4**.

### 3.2 *Developing the Technical Assistance Program*

13. CARTAC is designed to serve twenty (20) countries in five (5) key functional areas. Given the resource constraint, management and the Steering Committee inevitably face tough choices about the strategic content of the rolling Work Program. The first mid-term report describes how the strategic outline of the program was originally developed. Essentially, on the invitation of participating countries long-term advisers conducted diagnostic reviews to ascertain priorities. Where there was an already existing country program framework, such as Guyana which was a HIPC country with a poverty reduction strategy and on-going Poverty Reduction and Growth Facility, CARTAC fit its activities into this framework. In the OECS sub-region, the Eastern Caribbean Central Bank and the Eastern Caribbean Currency Union Monetary Council were pursuing harmonized tax reform, macro-economic programming and strengthening of the financial sector which also facilitated the identification of potential technical assistance that could be provided by CARTAC. Some program choices were influenced by decisions taken at a regional level. For example, the CARICOM Standing Committee of Caribbean Community Statisticians (SCCS) emphasized the need to update national accounts and price statistics using best practice methodology. This influenced the shape of technical assistance in the Statistics area. In other cases, CARTAC and the authorities developed priorities on an ad hoc basis for the areas covered by CARTAC's mandate.
14. The technical assistance program in the second phase built on the activities started in the first phase. Many of these clearly required a longer period of assistance to begin to show results in terms of the creation of institutional capacity and the required human resources to ensure successful operation. This thread of continuity is clearly evident from reading semi-annual Work Programs and the subsequent Activity Reports provided for the meetings of the Steering Committee. Moreover, a needs assessment conducted in preparation for the second phase showed rising interest in receiving support for debt management, pension reform, supervision of non-banks and insurance companies, and capital markets. In addition, a comparative advantage of the CARTAC vehicle is the ability to respond rapidly to changing priorities. Accordingly, the Program Coordinator with the approval of the Steering Committee is able to shift resources among functional areas depending on the urgency of requests. An outstanding example of CARTAC's responsiveness is the shift of resources during 2006 to facilitate rapid development and implementation

of value added taxes in Antigua & Barbuda, Belize, Dominica and St. Vincent & the Grenadines.

15. A demand-driven system characterized by rapid response is highly valued by the beneficiary countries. However, it is constrained by the requirement of consistency with CARTAC's mandate, scope for synergy through a harmonized regional approach and the availability of resources. In 2004, the Program Coordinator discussed with the Steering Committee a system of "prioritization filters" used by CARTAC management as a tactical instrument in determining how to respond to requests. The filters are designed to screen requests at three levels:
  - Mandate – does the request fall within the core functional areas defined in the program mandate
  - Strategic objectives – considerations such as contribution to regional integration, responsiveness to country priorities, commitment to implementation, country coverage across CARTAC's membership, support for countries confronting fiscal, debt or financial crises
  - Operational – congruence with the modes of TA for which CARTAC was designed
16. First, CARTAC ensures that the request falls within its five core areas. Hence, requests relating, for example, to support for social sector statistics, generic information technology, human resource management, payment systems, etc are steered to other donors that may be offering assistance in these areas. When requests are related to a CARTAC core area, such as the application of information technology for public expenditure control, steps are taken to ensure harmonization with parallel efforts such as the CIDA-funded program for expenditure management (ECEMP) in the OECS area.
17. CARTAC has embraced regional synergy as a valuable tactic to optimize the use of its scarce resources. Within the mandate, the preference is to emphasize activities that have application across the region. CARTAC would effectively develop and pilot an activity in one jurisdiction, then expand its application, with adjustments as necessary, to others. For example, it developed a manual for on-site examination of credit unions in the Bahamas that now has been provided in electronic form to Belize, Dominica, Guyana, Montserrat and Trinidad and Tobago. Similarly, through CARTAC the Supervisor of Insurance in Barbados obtained four inspectors (funded by the Canadian Government) to work alongside and train staff in on-site inspection of insurance companies. Subsequently, CARTAC covered the expenses of three (3) inspectors from Barbados to assist colleagues in St. Lucia with the inspection of insurance companies in that country. With a clear signal of a need expressed by several jurisdictions, the first step is usually to organize a workshop of interested parties to develop a common understanding for proceeding on a cost effective regional and harmonized basis. Exploratory missions to Haiti in 2004 and Jamaica

in 2006 reflect concern about achieving broader country coverage across the membership.

18. CARTAC has undertaken or assisted with diagnostic assessments in several countries as a first step towards agreeing on priorities for specific support in the future. In implementing TA it has emphasized building skills and strengthening institutions through mechanisms such as on-the-job training, workshops and attachments. As far as availability of resources is concerned, CARTAC sees itself as a purveyor of short term assistance and, hence, rarely takes on a commitment to provide assistance for longer than six (6) months. For example, despite its clear interest in improving budget management CARTAC did not accept a request from one jurisdiction for assistance in moving from cash to accrual accounting. This may have required assistance over a period of four (4) years. Nonetheless, it provided exposure to the requirements for accrual accounting by arranging contact with Cayman Islands officials who were already on this trajectory.
19. During the second phase of CARTAC, as in the first, most of the Centre's activities continue to be in the TAX and PEM areas, within which the focus has been primarily on VAT implementation in the former area and cash management systems in the latter.

### ***3.3 Country Ownership and the IMF's Role – Shifting Balance?***

20. The modality of technical assistance delivery through field-based regional centers now operates in the Pacific, the Caribbean, Africa and the Middle East. Distinct from the other centers which are IMF projects, CARTAC is a UNDP project for which the IMF is the Executing Agency. One major donor indicated to the reviewers that it pressed for this unique arrangement in order to underline that CARTAC is distinct from the IMF, to emphasize the desirability of larger and firmer funding commitments and to help focus the Centre on the poverty and gender implications of its advice. Many Caribbean governments, wary of any perception of IMF conditionality, saw CARTAC as an independent vehicle to strengthen their ownership of the technical assistance program, particularly the development of home-grown stabilization and growth plans. As pointed out earlier, this aspect was highlighted at the launch of CARTAC, by both the Fund and the host government.
21. In general, we found that Caribbean authorities claim full ownership of their programs with CARTAC. In a few instances, it was pointed out that authorities had even decided to pursue their priorities through other means rather than follow contrary indications from CARTAC. Of course, demand for particular services is often stimulated by exposure to best practice in seminars, workshops or in discussion with long-term advisers. But countries have pursued major initiatives such as the introduction of a personal income tax in Antigua and Barbuda or financial programming in various OECS countries under the SATAP arrangement, from their own enlightened decisions and not as a result of conditions imposed in exchange for financial support. However, during interviews in the region the review

team on many occasions listened to expressions of concern that CARTAC may be drifting from its moorings.

22. The distinction between country ownership and country obligation is not always crystal clear. Among its prioritization filters, CARTAC emphasizes a strategic objective of preference in allocating technical assistance to countries undergoing fiscal adjustment/debt programs and financial crisis prevention. This criterion applied ideally to Dominica, a country that has benefited directly (that is, not including benefits from regional or sub-regional programs) from 29 per cent of CARTAC's activities since May 2004. On the face of it, this seems a disproportionate effort by CARTAC given Dominica's relative size, but the country has been engaged in IMF arrangements starting with a Stand-by in August 2002 and continuing with a PRGF from December 2003. CARTAC assisted in areas where Dominica had to meet structural benchmarks, such as introduction of a VAT, medium-term budgeting framework and field inspection of a credit union. For the latter activity, CARTAC even provided services of a long-term adviser and short-term consultants for field work. Before this year, Jamaica, a country that relatively recently emerged from many years of IMF programs, showed little interest in requesting technical assistance from CARTAC.
23. Changes underway at the IMF may well sharpen the sense that the program is being increasingly driven from outside the region, at least among those already expressing concern. Functional departments at Fund headquarters look at RTACs through the prism of the institution's strategic view of technical assistance priorities and its overall TA resource allocation plan. Often, it is necessary to directly complement activity taking place at a regional centre. For example, CARTAC work on VAT, fiscal responsibility law and legislation to regulate money transfer services benefited from assistance from the IMF's legal department. Moreover, functional departments decline to provide quality control of TA in response to requests outside their mandate and expertise, such as social statistics and social security systems. Thus, CARTAC finds it impossible to respond to such requests. On a strictly administrative level, recent changes tighten the guidelines for hiring of short-term consultants by requiring that they be listed on the IMF's rosters and that contract data be entered *ex ante* in the database (TIMS) at IMF headquarters. This has a clear advantage of integrating all technical assistance costs and program content in a single database, but could be viewed as hampering response time, should the sign-off on contracts take significantly longer than under previous arrangements.

#### 4 Program Activity

24. Program activities and performance for CARTAC have been analyzed for the period May 2004 to March 2006 and therefore cover the last months of the Phase I program as well as the first fifteen months of the Phase II program. The starting date was selected in an attempt to provide coverage of the Centre's activities for most of the period after the first mid-term review.
25. During the period reviewed the Centre reported some 230 missions, 218 of which included regional or foreign consultants and 74 of which were training activities. In addition 57 persons were supported on 65 attachments for a total of 340 days, and some 1,627 persons attended CARTAC sponsored training and workshop sessions. (See Table 1).

**Table 1: CARTAC Activity Summary**

CARTAC Activity Summary May 2004 - March 2006								
Period	Missions	Countries	Training		Expert Missions		Attachments	
			Activities	Persons Trained	Regional	Foreign	Persons	Days
5/04 - 9/04	52	15	19	576	28	32	19	121
10/04 - 3/05	47	10	12	296	16	24	2	6
3/05 - 9/05	54	17	24	402	24	26	22	104
10/05 - 3/06	77	17	19	353	20	49	22	129
<b>TOTALS</b>	<b>230</b>	<b>59</b>	<b>74</b>	<b>1,611</b>	<b>88</b>	<b>131</b>	<b>65</b>	<b>360</b>

Source: CARTAC PC Reports

26. Some 60% of these activities were conducted in OECS member countries and the UK Dependencies. A further 9% were conducted directly with the Eastern Caribbean Central Bank (ECCB) or the OECS Secretariat, and 12% were classified as Regional or Sub-Regional in nature. (See Table 2).<sup>3</sup>

<sup>3</sup> Table 2 shows a total of 269 activities based on data submitted by the FSS and STA Advisers indicating that these areas conducted 53 and 50 missions, respectively, as compared to the information derived from Reports of the Project Coordinator to the Steering Committee.

**Table 2 : CARTAC Activity by Country and Institution**

CARTAC ADVISERS ACTIVITY ANALYSIS May 2004 - March 2006																					
AREA	Anguilla	Antigua & Barbuda	Barbados	Bahamas	TCI/C/I/M	Dominica	Guyana	Grenada	Jamaica	St. Kitts		St. Lucia		St. Vincent	ECCB	OECS	Region/S	Trinidad & Tobago	CARICOM	Regional Agencies	TOTAL
										Nevis	Lucia	Region	Sub Region								
FSS	0	3	4	4	14	4	4	2	0	3	1	9	4	4	1	53					
MAC	2	7	7	7	7	7	7	2	2	2	1	2	2	2	16						
PFM	3	1	5	4	1	4	4	4	4	2	6	6	6	2	51						
STA	1	34			35			2	8	1	1	2	5	4	50						
TAX															99						
<b>TOTAL</b>	4	44	8	8	5	67	4	6	2	23	6	8	25	23	6	15	10	269			
<b>Share</b>	1.49%	16.36%	2.97%	2.97%	1.86%	24.91%	1.49%	2.23%	0.74%	8.55%	2.23%	2.97%	9.29%	8.55%	2.23%	5.58%	1.86%	3.72%			

Source: CARTAC Advisers' Reports

**Notes:**

TCI/C/I/M – Turks & Caicos Islands (1 – FSS)  
 Cayman Islands (2 – FSS)  
 Montserrat (1 – FSS)

S/H/B - Suriname (1- FSS; 2 – MAC)  
 Haiti (1 – FSS)  
 Belize (1 – FSS)



27. CARTAC activity was primarily concentrated in the TAX (99 = 37%) area. FSS, PEM and STA reported similar levels of activity at roughly 20% each, while the MAC area undertook the fewest at 14 missions (5%). At the country level, Dominica (25%), Antigua and Barbuda (16%) and St. Kitts and Nevis (9%) enjoyed the largest individual shares of this activity. Taken together with the 9% attributed to the ECCB and OECS, almost 60% of CARTAC activity is accounted for in these areas.

#### *4.1 Program Effort and Achievements*

28. The data indicate that CARTAC has been quite busy conducting the considerable activity indicated above. It is important, however, to try to discern the coverage and impact of this activity in individual countries and in the region as a whole.
29. CARTAC programs may be viewed as country programs and as functional programs. The country program view allows a perspective on the broad range of activities conducted in specific countries. Dominica, Antigua and Barbuda, and St. Kitts and Nevis are the three territories with the most extensive CARTAC interventions, such interventions taking place in each of the areas of specialization. (See Table 3 and Box 1).

**Table 3: CARTAC - Principal Country Programs**

<b>Area</b>	<b>Antigua and Barbuda</b>	<b>Dominica</b>	<b>St. Kitts and Nevis</b>
<b>FSS</b>	Capital adequacy and corporate governance guidelines	On site inspections of Credit Union and development bank  Single regulatory unit legislation  Upgrade of legislation governing credit unions  Study on offshore sector	Single regulatory unit
<b>MAC</b>	Preparation of 2005 accounts  Preparation of 3-year medium term budget and targets	PRGF preparation, implementation and monitoring  Preparation of macroeconomic estimates	Updating macroeconomic projections
<b>PEM</b>	Improvement of cash management systems  PSIP preparation  Review of treasury operations	Cash management system  Budget development	Cash management reform  PSIP development  Improvement of internal audit systems
<b>STA</b>	Organization of statistical office	Introduction of supply and use tables  Development of import/export price indices	Introduction of supply and use tables  Improvement in trade statistics (Nevis only)
<b>TAX</b>	Design and implementation of personal income tax  Design and implementation of ABST (VAT)  Improvement in tax administration systems  Improvement and reform of customs administration, including implementation of software upgrade	Design, legislative drafting and implementation of VAT  Improvement in excise tax administration  Improvement in tax audit  Assist Customs department migration to ASYCUDA ++	Improvement in tax administration and audit  Reform of property tax system

**Source: CARTAC Reports**

### **Box 1: The Antigua and Barbuda Program**

CARTAC has been assisting Antigua and Barbuda to control the fiscal imbalance that has long threatened to stall economic growth because of public debt ballooning to unsustainable levels. The authorities requested assistance with:

- (a) Revenue policy and administration;
- (b) Public expenditure control;
- (c) Public Sector Investment Programming; and
- (d) Macro-economic and financial programming

The Minister of Finance and Economy is unequivocal that the tax reform program could not have been implemented without the assistance of CARTAC. He also emphasizes that not only has CARTAC been exceptionally responsive and timely, but that unlike others it is a very good listener. With support from the Fund's Fiscal Affairs and Legal departments, CARTAC provided short-term consultants to work with the government to develop a personal income tax (PIT) and a value added tax (Antigua and Barbuda Sales Tax - ABST) from scratch. In the case of the PIT a consultant spent 3 months training staff, assisting with public outreach, and generally getting the machinery in place for a tax that was introduced in April 2005 after a lapse of almost three decades, and barely six months after CARTAC's first meeting with the Minister. The CIDA-funded Eastern Caribbean Economic Management Program (ECEMP) collaborated with CARTAC by assisting with the automation of registration and collections. CARTAC arranged attachments with the Inland Revenue Department in Barbados and sponsored visits from a tax official from Barbados to help with the collections system. Of a total of 18 staff trained under the program, only 2 have been moved to other duties. In full implementation the PIT is expected to yield \$40 million annually; in the first year collections reached \$30 million or about two-thirds of all taxes on income in the previous year.

The ABST will also be introduced on a fast track. It is essentially following the same trajectory as the PIT with mentoring and coaching from a short-term consultant who has been visiting for periods of three weeks since November 2005, training in audit techniques by a regional consultant and support for the implementation team on matters of registration from a staff member who works with the General Sales Tax in Jamaica. The ABST is replacing a miscellany of customs and excise duties previously administered by the Customs Department. This department is now receiving support from CARTAC in valuation, classification and audit with a view to adopting ASYCUDA ++.

Antigua and Barbuda is seeking to eliminate its chronic problem of over-spending its budget. Since November 2005, CARTAC has provided a visiting short-term consultant who is assisting with the introduction of a cash management information system that is planned to be fully operational in all departments no later than the end of 2007. Related to the general problem of expenditure control is the effort to develop a system to manage the public sector investment program (PSIP). CARTAC assisted with identifying problems and setting up a mechanism for the evaluation and screening of proposals at a technical level prior to submission to the Cabinet for consideration. The authorities express great satisfaction with the work of the CARTAC long-term adviser. Interestingly, they were unable to take advantage of opportunities for attachments that the adviser was keen to arrange, because of the small staff.

The final piece of the comprehensive economic management reform program supported by CARTAC relates to developing a capacity for analyzing the effects of different policies. Through the Structural Adjustment Technical Assistance Program (SATAP) a short-term consultant has worked with Antigua and Barbuda since 2004 for defined periods. In 2006, the consultant visited in January, March and June when the country completed work on its home-grown structural adjustment program. Slow progress in this area highlights the ever present constraint of lack of suitable counterpart staff that prejudices achieving sustainable results through technical assistance. In this case, there is only one staff member working with the consultant and available to carry forward work on a routine basis.

30. CARTAC may also be viewed as a source of regional public goods, developing programs that foster broad regional benefits and are available to all member countries to be used for their individual benefit. In this regard, almost one-quarter of all CARTAC activities have had some regional dimension. Approximately seventy-five percent of this regional activity has comprised work at the OECS and ECCB level.

#### **4.2 Program Results and Impact**

31. The most identifiable results and impact of CARTAC's work during the period under review are demonstrated in the TAX and the PEM areas, particularly in Antigua and Barbuda, St. Kitts & Nevis and Dominica – where CARTAC activities were conducted in the framework of the implementation of an IMF poverty reduction and growth facility.
32. As indicated in Table 2, the largest proportion (37%) of CARTAC's activity was conducted in the TAX area. There have been three main themes to this activity:
- the modernization of customs administration systems, including improved utilization of the ASYCUDA software systems;
  - the review of taxation policy and improved administration of tax departments; and
  - the introduction of Value Added Tax (VAT) systems to replace revenue that is likely to be lost with the full implementation of the CARICOM Single Market and Economy (CSME).
33. Significant results have been achieved in each of these areas particularly in Antigua and Barbuda and St. Kitts & Nevis. In the latter country, tighter administration – including parallel effort by the Crown Agents paid directly by the government - resulted in a 20 per cent increase in revenue collections. In Antigua and Barbuda, the outstanding result has been the successful implementation of a new system of personal income tax in a country where there was no taxation of personal income for almost three decades. Collections from this new personal income tax have reportedly exceeded original estimates, but a sustained effort to strengthen administration will be needed to build a track record over several years. In addition, new VAT systems are in different stages of being introduced in several countries, including Antigua and Barbuda, Belize, Dominica, Grenada, Guyana and St. Vincent and the Grenadines. (See Box 2).
34. In the Public Expenditure Management (PEM) area, which accounted for 19% of activity, the effort has been focused on the improvement of expenditure control systems primarily through the use of software systems – *SMARTSTREAM*, which has been supported by the ECEMP Program, *FREE BALANCE* in Antigua and Barbuda, *FITRIX* in St. Kitts & Nevis. CARTAC has also supported the creation of a regional association of public expenditure managers – the Caribbean Public

Finance Association (CaPFA) providing support for meetings of the Association's Board of Directors and conducting training seminars in conjunction with Board Meetings. The creation of this regional association has provided the public finance managers with a forum for networking that has proven useful in supporting a program of attachments for staff of the relevant departments.

**Box 2 : CARTAC's VAT Implementation Strategy**

Several countries in the Eastern Caribbean face severe revenue losses from the structural decline of sugar and banana production. At the same time, the move towards full participation in the CARICOM Single Market and Economy (CSME) with its relatively low Common External Tariff (CET) regime makes it imperative for the OECS countries in particular, but also Belize and Guyana, to find alternative revenues in a widely based consumption tax. This is the background for CARTAC's focus on the development of a reasonably standardized approach to the legislative and administrative aspects of a value added tax to be adopted by countries in the region with adjustments as necessary to fit local circumstances. In the case of OECS countries, CARTAC helped in building the political support for VAT through its funding of the Tax Commission of eminent persons appointed to report to the ECCU Monetary Council. The Commission strongly endorsed the adoption of VAT as the basis of a broad-based consumption tax.

The urgency of implementing a value added tax in some cases led CARTAC advisers to adopt a very aggressive timetable with perhaps only 60 per cent of technical assistance completed before formal launch of the tax in a period of about 12 months, rather than the more measured approach of a 2-year preparatory period that would normally be recommended by fiscal experts. Belize has experienced the fastest implementation – August 2005 to July 2006 – but in that case such a system was being introduced after previous experience with a system that was cancelled on account of a number of implementation problems and loss of political support.

The speed of implementation of VAT provides an example of the balancing of interests by CARTAC between users' demands and the need to convince backstoppers that quality would not be compromised, nor reputation put at risk.

CARTAC has adopted a strategy that is quite intensive in the use of technical assistance and training resources utilizing short-term consultants to provide training and prepare publicity and public education programs. It draws on experience of practitioners in the region and depends on attachments in jurisdictions such as Barbados that already have several years of experience in operating a VAT. The functional and legal departments at Fund headquarters also play pivotal roles.

With CARTAC's assistance a value added tax was implemented in Dominica (March 2006, in keeping with the structural performance target in the PRGF) and Belize (July 2006). Antigua and Barbuda and St. Vincent and the Grenadines are expected to introduce the tax in January 2007. Work has also progressed in Grenada, Guyana and St. Lucia.

The VAT implementation program is considered the finest example of CARTAC's success in delivering relevant, practical technical assistance with a regional focus in response to a clear demand from clients that benefited from exposure to best practices in the use of this method of taxation under CARTAC's auspices.

35. The FSS area where there have been two long-term advisers has accounted for almost 20% of activity. Much of the activity in this area has been focused on Dominica and on the ECCB and OECS. One focus of the FSS activity has been on the consideration and development of single regulatory authorities (SRUs) to centralize the prudential regulation of non-banking institutions such as credit unions, domestic insurance companies, money remittance operations, mortgage finance institutions and in some cases, offshore financial institutions. Single regulatory units have been established in St. Kitts & Nevis and Antigua and Barbuda and are in discussion in other countries. Considerable FSS effort has been expended in the conduct of on-site inspections of credit unions in Dominica and Montserrat, and of a development bank in Dominica. While these activities have produced the required output, their value added from a capacity building and sustainability perspective is still to be ascertained. A major exercise has also been initiated in the area of capital markets supervision with a regional effort being undertaken to develop a manual of procedures for the supervision and examination of broker- dealers and other market actors.
36. The focus for STA (19% of activity) has primarily been on the development of supply and use tables for the preparation of national accounts and the rebasing of such accounts to the year 2000. In addition, STA effort has focused on the development of price indices, including import/export price indices. The program in the statistics area has a long-term perspective and is being implemented in national statistics departments that have limited staff resources, both in quality and number, and it may be some time yet before the full impact of the effort bears fruit. Trinidad and Tobago's experience underlines the importance of working with a good staff in order to enhance the chances of achieving sustainable results. In this country, the Central Statistical Office, based on knowledge acquired from working over time with the CARTAC short-term consultant and the manual developed in that exercise, is now, on its own, well advanced in preparing supply and use tables for the 2005 national accounts estimates.
37. The MAC area initiated the lowest level of activity over the period, much of it under the SATAP Program (See Box 3) for providing assistance to the OECS countries in the development of "home-grown" fiscal and macroeconomic adjustment programs. While a few countries have completed home-grown programs, the reviewers do not see evidence of durable capacity installed to continue this work on a routine basis without significant support from short-term consultants.

### **Box 3 : CARTAC's Work with SATAP**

Member countries of the Eastern Caribbean Currency Union decided at a Monetary Council meeting in 1997 to pursue benchmarks towards fiscal convergence by 2007. With the passage of time and increasing recognition of the importance and urgency of significant fiscal adjustment, they turned to CARTAC for technical assistance in building the machinery and skills in each country to develop the required macro-economic projections and home grown adjustment programs. CARTAC responded promptly and intensively by making available short-term consultants to work on regular rotational assignments with small teams of officials in the individual countries. Since April 2004, short-term consultants undertook 6 missions to ECCU countries for a total of 157 working days. Consultants served as coaches and mentors in helping officials to develop baseline scenarios, explore the impact of alternative policies and formulate systems for monitoring progress against benchmarks. In addition to on-the-job coaching, officials had the opportunity to attend various training programs on macro-economic and financial programming arranged in conjunction with the IMF Institute.

A unit was established in the Eastern Caribbean Central Bank to assist country officials in monitoring and reporting on progress. This unit benefited from special financing from DFID.

The six (6) ECCU countries have developed macro-economic programs and there is a regular system of monitoring anchored in the unit at ECCB. However, progress with building capacity varies. In Antigua and Barbuda, for example, reviewers identified only one (1) person in the Budget office functioning as a counterpart to the short-term consultant although the formal structure shows a Policy Unit in the Ministry of Finance and Economy. On the other hand, in St. Kitts and Nevis there are six (6) persons working on monitoring the program. Another source of concern, noted in the IMF's 2005 Article IV consultation report for the ECCU, is that progress at the technical level is not matched by effective engagement of policymakers in the discussion of alternative scenarios, with the notable exceptions of Antigua & Barbuda and St. Kitts & Nevis where there has been consistent engagement at the ministerial level.

38. The reviewers used the approved log frame to ascertain what results may have been achieved by the technical assistance program since its inception in late 2001. From the outset, it should be recognized that technical assistance, though valuable, is a small variable in an enterprise whose overarching goal is “improved governance in the areas of macro-economic, fiscal and monetary policies and practices as a basis for improved economic growth and poverty reduction in the region.”<sup>4</sup> As CARTAC itself recognizes, other factors such as political support for reform, the quality of the public service, natural disasters and exogenous economic events deeply influence the probability of success of the technical assistance input. However, it is imperative to make a systematic effort to see whether scarce grant resources are being used in a manner that brings sustainable benefits to the region.
39. The log frame presented in Appendix 3 states the agreed expected results in each of the functional areas of the program and traces the outputs and actual results associated with the myriad activities undertaken by CARTAC. Clearly, there will always be problems of attribution. However, in a demand driven program characterized by country ownership, the technical assistance input can be associated with the results achieved.
40. The indicator of success of the improved economic governance described in the program objective is the creation of sustainable capacity in the form of viable institutions and cadres of skilled staff, to undertake the tasks of economic management. Important as they are, inspection reports on financial institutions, draft legislation and feasibility studies, and even the formal establishment of a new unit in the public service only reach the level of outputs of technical assistance activity. CARTAC has produced many outputs, but they cannot be considered results of lasting impact unless there is follow-up action to install permanent capacity. For example, a supervision report on a weak deposit-taking company must be followed up by the institutionalization of prudential procedures and other steps to ensure a healthy on-going enterprise before we can claim results for the technical assistance activity. Under-staffed Single Regulatory Units cannot yet be considered as results.
41. CARTAC appears to have achieved, or contributed critically to, the following results so far:
- Implementation of a VAT in Dominica and Belize;
  - Introduction of a personal income tax in Antigua and Barbuda;
  - Improved tax administration and budget management in St. Kitts and Nevis, resulting in reduction of the budget deficit;
  - Contribution to economic stabilization in Dominica; and
  - Creation of capacity in Trinidad and Tobago’s Central Statistical Office to prepare national accounts in accordance with best practice.

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<sup>4</sup> CARTAC Logical Framework 2005-2007. Note that the expression “poverty reduction” is in the goal statement of the log frame, but is not mentioned in the project document.



42. The reviewers believe that these are important results, but with the exception of the Trinidad and Tobago case, and to some extent Dominica, are all in the TAX and PEM functional areas. The program has also produced many other useful outputs in these and other areas, such as the nascent macro-economic policy units in some OECS countries under the SATAP program (see Box 3), draft insurance and money services legislation, first steps for a PSIP process in Antigua and Barbuda, support for customs in several countries in the introduction of ASYCUDA++, offshore banking legislation in St. Vincent & the Grenadines and an updated and formalized inspection manual for credit union supervisors in the Bahamas. Such outputs can be turned into program results in the future with political support for building the institutional capacity. In this connection, the Steering Committee may be considered as a forum for peer review that may serve to nudge users of CARTAC technical assistance to complete required actions.<sup>5</sup>
43. The reviewers did not find baseline information about the numbers and quality of staff in the public sector offices with which CARTAC has been working. While it would be difficult, if not impossible, to measure capacity building from a baseline, it could be useful to develop a system of tracking public officials trained under CARTAC auspices, whether on-the-job, on attachment or in formal seminars and workshops, in order to judge in future whether the skills developed become the pillars of the institutions of economic governance.
44. Table 4 below summarizes the CARTAC program and key impacts and results. A more detailed analysis has been undertaken for each area of CARTAC activity and is presented in Appendix 3.

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<sup>5</sup> We are not suggesting that CARTAC bears full responsibility for translating outputs into results. The Paris Declaration on Aid Effectiveness is grounded in mutual accountability of donors and “partner countries.” Of particular relevance in this context is the commitment of partner countries to “undertake reforms, such as public management reform, that may be necessary to launch and fuel sustainable capacity development processes.” *Paris Declaration*, p. 4

Table 4 : Summary of CARTAC Results March 2004 - March 2006

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<b>OVERALL PROGRAM</b>				
<p>Improved governance in the areas of macro-economic, fiscal, and monetary policies and practices, as a basis for improved economic growth and poverty reduction in the region</p>	<p>Improved capacity for designing and implementing macro-economic programs and policies</p> <p>Countries in the region demonstrate improved fiscal management including: public expenditure control, simpler tax systems and more efficient revenue administration, and careful public debt management</p> <p>More transparent financial supervision and regulatory procedures</p> <p>Improved data collection and timely dissemination of high quality statistics</p>	<p>269 Activities undertaken: (First Review – 141 over 18 months)</p> <p>25% in Dominica</p> <p>16% in Antigua &amp; Barbuda</p> <p>18% in ECCB/OECS and regional;</p> <p>6% with CARICOM or Regional Agencies</p> <p>Funded participation in 74 training/workshop sessions involving 1,611 persons</p> <p>Funded 65 attachments for 59 persons for a total of 360 days</p> <p>Funded 2,478 days in 131 missions by 76 foreign experts in training, technical assistance and legislative drafting in addition to 1,289 days in 88 missions by 58 regional experts, including current public officers</p> <p>Supported the development of Single Regulatory Units in Antigua and Barbuda, St. Kitts and Nevis, Dominica and Grenada</p> <p>Worked on the development of SUT and XM Price Indices in Barbados, Antigua and Barbuda, St. Kitts and Nevis</p> <p>Supported SATAP activities in Antigua &amp; Barbuda, St. Kitts &amp; Nevis</p>	<p>Customs procedures reviewed and being modernized in Antigua &amp; Barbuda, Barbados, Dominica</p> <p>Draft legislation prepared in tax, budget management and financial regulation; design based on harmonized application across the region</p> <p>Home-grown stabilization program designed and under implementation in Antigua and Barbuda</p> <p>Single Regulatory Units already established in some jurisdictions</p> <p>National Accounts preparation using best practice methodology progressing in most countries</p>	<p>Clients express great satisfaction with CARTAC approach involving direct implementation, hands-on support, practical systems and building regional networks</p> <p>New PIT in Antigua and Barbuda generating more revenues than estimated at planning</p> <p>New VAT systems established in Belize and Dominica. Antigua &amp; Barbuda and St. Vincent &amp; the Grenadines close to implementation</p> <p>St. Kitts and Nevis tax collections improved by 20% after restructuring of assessments and collections procedures</p> <p>Improved expenditure control led to better management of arrears and enhanced accountability for budget implementation in St. Kitts &amp; Nevis</p>

### 4.3 Capacity Building

45. One of the key results expected from the creation of CARTAC as a regional technical assistance centre was that its operations would contribute significantly to the building and development of capacity within the region to design, implement, operate and maintain the systems that would have been introduced through its activities. Such capacity building would take place in a number of ways, including the conduct of formal training and workshop sessions, the arrangement of professional attachments for key personnel, hands-on guidance on the job and the use of regional consultants.
46. All of the persons and institutions whom we interviewed openly praised the high quality and extent of hands-on work conducted by CARTAC consultants and long-term advisers during field missions, and its impact on the ability of their staff to understand and operate the systems that have been put in place. This is important feedback and substantially justifies the design and operational strategy of the Centre.
47. The Centre conducted 74 formal training and workshop sessions over the period under review. Thirty two percent of these – 24 - were conducted in the public expenditure management area and approximately thirty percent – 22 - in the revenue policy and administration area. The first mid-term review revealed that over the three six-month periods covered by that review, a total of 49 training activities were conducted, forty three percent – 21- in TAX and twenty nine percent – 14 – in PEM<sup>6</sup>. In short, there is an upward trend in formal training activity, but it continues to be heavily concentrated in the two public finance areas.

**Table 5: CARTAC Training Programs - Participants by Functional Area and Period**

No Of Participants By Area and Period														
Period	FS		FSS		MAC		PEM		STA		TAX		TOTAL	
	No.	Programs	No.	Programs	No.	Programs	No.	Programs	No.	Programs	No.	Programs	No.	Programs
5/04 - 9/04	200	4					149	5	70	2	157	8	576	19
9/04 - 3/05	30	1					100	3	42	5	85	3	257	12
4/05 - 9/05	91	6					151	9	20	1	163	8	425	24
9/05 - 3/06	115	5	63	2	109	7	5	2	61	3	353	19		
<b>TOTAL</b>	<b>436</b>	<b>16</b>	<b>63</b>	<b>2</b>	<b>509</b>	<b>24</b>	<b>137</b>	<b>10</b>	<b>466</b>	<b>22</b>	<b>1,611</b>	<b>74</b>		

48. The second approach to capacity building relates to the organization and engagement of staff in the various countries to professional attachments in other countries. In the period under review, CARTAC arranged 360 days of attachments in 65 programs in

<sup>6</sup> First Mid-Term Review of Caribbean Technical Assistance Centre (CARTAC) August 2003, page 7 (<http://www.imf.org/external/np/pp/eng/2003/080103.htm>).

which 59 persons participated, compared to 11 attachments in the first review period. As in the first period, the TAX area accounted for the lion's share of the attachments organized, undertaking forty seven such attachments for thirty nine persons from 10 countries over 207 days. See Tables 6 and 7 below. Detailed information shows, however, that the typical attachment lasts only 4 to 5 days. While pressure of day to day work in both the receiving and sponsoring countries may be responsible for such short-stay assignments, it is doubtful that much could be learned in such limited time, even should some attachments involve repeaters.

**Table 6: Analysis of CARTAC Attachments by Functional Area and Beneficiary Country  
May 2004 - March 2006**

CARTAC - Analysis of Attachments										
Beneficiary Country	FSS		PEM		STA		TAX		TOTAL	
	Persons	Days	Persons	Days	Persons	Days	Persons	Days	Persons	Days
Antigua & Barbuda	-	-			-	-	8	36	8	36
Barbados	1	5	-	-	-	-	2	6	3	11
Belize	-	-	8	40	-	-	4	24	12	64
BVI	-	-	-	-	-	-	2	8	2	8
Dominica	-	-	-	-	2	15	3	27	5	42
ECCB	2	28	-	-	-	-	-	-	2	28
Grenada	-	-	-	-	-	-	4	16	4	16
Guyana	1	5	-	-	-	-	6	31	7	36
Nevis	-	-	-	-	2	20	2	10	4	30
St_Kitts	-	-	-	-	-	-	3	27	3	27
St_Vincent	-	-	-	-	1	10	5	22	6	32
Trinidad & Tobago	-	-	-	-	2	10	-	-	2	10
Turks & Caicos	1	20	-	-	-	-	-	-	1	20
<b>TOTAL</b>	<b>5</b>	<b>58</b>	<b>8</b>	<b>40</b>	<b>7</b>	<b>55</b>	<b>39</b>	<b>207</b>	<b>59</b>	<b>360</b>
<b>No Of Countries</b>	<b>4</b>		<b>1</b>		<b>3</b>		<b>10</b>			

Source: CARTAC

**Table 7: CARTAC - Attachments by Reporting and Length of Stay**

Period	Persons Attached By Period									
	FSS		PEM		STA		TAX		TOTAL	
	Days	No.	Days	No.	Days	No.	Days	No.	Days	No.
5/04 - 9/04	48	3			5	1	68	15	121	19
9/04 - 3/05							6	2	6	2
4/05 - 9/05			25	5			79	11	104	16
9/05 - 3/06	10	2	15	3	50	6	54	11	109	22
<b>TOTAL</b>	<b>58</b>	<b>5</b>	<b>40</b>	<b>8</b>	<b>55</b>	<b>7</b>	<b>207</b>	<b>39</b>	<b>360</b>	<b>59</b>

Source: CARTAC

## 5 Program Management

### 5.1 Governance

49. CARTAC's governance practice is the key characteristic that distinguishes it from the other RTACs that the Fund supports in the Pacific, Africa and the Middle East. While all RTACs have a Steering Committee, in the case of CARTAC it has been more deeply involved in literally steering the program. Member countries, the donors, the IMF as Executing Agency, the UNDP as project manager and CARICOM are represented on the Steering Committee.

#### 5.1.1 The Steering Committee

50. The Steering Committee currently comprises the following members:

**Table 8 : Composition of the CARTAC Steering Committee**

<b>Group</b>	<b>Current Membership</b>
<i>Chairman</i>	<i>Dr. Marion Williams, Governor of the Central Bank of Barbados</i>
<i>Permanent Members</i>	<i>CARICOM, IMF, UNDP, CIDA, CDB, ECCB, IDB, World Bank</i>
<i>EU, DFID, USAID Group</i>	<i>DFID</i>
<i>OECS</i>	<i>Grenada</i>
<i>Belize, Cayman Islands, Turks and Caicos Islands, British Overseas Territories, Suriname</i>	<i>Suriname</i>
<i>Guyana, Haiti</i>	<i>Haiti</i>
<i>Bahamas, Barbados and Dominican Republic</i>	<i>Bahamas</i>
<i>Trinidad and Tobago, Jamaica</i>	<i>Trinidad and Tobago</i>

51. The Program Coordinator acts as Secretary to the Steering Committee.
52. The Steering Committee's primary mandate is to set the strategic direction for the Center and to review and monitor its work and achievements. Consequently, the SC meets every six months usually in March/April and September/October, and reviews the work plans and accomplishments and, when necessary, decides on the appointment of the Program Coordinator and the long-term advisers.
53. As identified in the First Mid-Term Review the strong mandate that was given to the SC, reflecting in part the concern of some member countries that the IMF would use

CARTAC to drive the policy agendas of the countries, does generate tensions and raise certain concerns that have to be managed.<sup>7</sup>

54. Key areas in which tension may arise are:
  - proactive use of the program by the IMF to set the direction of technical assistance and, ultimately, determine the policies of member countries that accept assistance;
  - Differing views of the SC and IMF about priorities; and
  - Staffing decisions
55. This observation has become more acutely pertinent with recent changes in the Fund's view of the work of the RTACs in the context of its overall technical assistance program.
56. In the past, CARTAC has successfully mitigated those concerns of beneficiary countries through the strength of purpose with which the SC maintains and plays its role and through its direct and immediate responses to member country demands. In the IMF's recent administrative procedures, CARTAC's work plan is required to fit into the Fund's overall technical assistance program, its selection and appointment of short-term experts is subject to Fund review and approval, and its decisions on mission objectives and timing are also subject to Fund review.
57. These arrangements have an overarching rational justification to improve the coherence of all Fund technical assistance. At face value, however, they may appear to reduce the independence that the Center has had for the first four (4) years of its life and to restrict its flexibility, if not managed effectively. The reviewers understand, nonetheless, that these recently formalized procedures should be neutral since they merely codify existing practice. It may, however, yet be too early to make definitive judgments on the effects of these changes on CARTAC's effectiveness.
58. The First Mid-Term Review also raised some issues that ought to receive focused attention from the Steering Committee and that speak to the broader question of governance of the Center.
59. The first is the question of coherence of the Center's program of work. During the first review, this was a matter of concern to some members of the Steering Committee who expressed the view that the form of reporting did not allow them to readily see how particular activities fit into the "big picture". The current reviewers share a similar concern.
60. The Center's reporting mechanism still emphasizes the detailed activities conducted by the advisers and short-term consultants. At times it is difficult to discern an overall

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<sup>7</sup> First Mid-Term Review of Caribbean Technical Assistance Centre (CARTAC) August 2003, pages 26-27 (<http://www.imf.org/external/np/pp/eng/2003/080103.htm>).

strategy and coherence, as well as expected and achieved results and impact. The Steering Committee sought to address these concerns by encouraging the introduction of a form of logical framework and the use of prioritization filters (see paras. 15 – 18 and para. 22) as mechanisms for managing the work program. It is interesting to note that the departing long-term TAX adviser was the first to use the log frame to demonstrate, with some considerable success, the cohesiveness of the work of that area which has achieved most of the apparently sustainable results associated so far with CARTAC's work (see para. 40). Other areas have not undertaken as comprehensive a structuring of their work and should do so as quickly as possible.

61. It is especially critical that attention be paid to the coherence and priorities of the Center's program at this time when the level of funding that was originally expected is unlikely to be met and in the future where other considerations may affect the ability of the Center to obtain adequate funding for a third phase.

#### **5.1.2 The IMF as Executing Agency**

62. From a technical point of view, the IMF has continued to do an excellent job of selecting potential long-term advisers, assuring the high technical quality of the Center's work, offering access to key headquarters resources and in providing administrative support to the Center.
63. The challenge for the Fund is that of finding ways in which to continue to provide the technical and administrative support while ensuring that it does not trample upon or destroy the elements of the Center that distinguish it from the other RTACs and that contribute to the very high level of user satisfaction that has been a feature of the Center since its inception.
64. The challenge for the Steering Committee and the user members is that they must recognize that the Center is inevitably a part of the Fund's technical assistance delivery strategy, that it uses Fund headquarters resources and that it poses some potential for reputational risk for the Fund. In these circumstances, the Fund will naturally want to exercise considerable control or influence over the direction that the Center takes, the priorities that it pursues and the quality of its work.
65. The Steering Committee and the Fund will need to devote more attention to the effective management of these issues.

#### **5.1.3 The UNDP's Role**

66. Since the inception of the Center, the UNDP's role has been somewhat narrower than had been initially envisaged, since it was mutually agreed that many specific project

support functions fell properly to the Executing Agency<sup>8</sup>. In practice, UNDP has been mainly responsible for negotiating donor agreements, receiving and managing contributions, making disbursements to the IMF as required, and validating the budget and the accounts for the Program. This narrower role was formalized in the Project Extension Document.<sup>9</sup> UNDP is paid a fee of 5 per cent for these functions which are carried out by the field office in Barbados and the Regional Bureau for Latin America and the Caribbean in New York.

67. There is an increasingly widely held view among stakeholders that the UNDP does not add the expected value to the governance and financial management of the Center. This is demonstrated in the current circumstances of potential funding shortfall where the Program Coordinator and the IMF's Office of Technical Assistance Management (OTM) rather than the UNDP devote considerable time to finding solutions. Similarly, there have been inordinate delays in submitting final budget figures to the IMF that, hopefully, may be avoided in future now that the UNDP's financial software is said to be compatible with the IMF's and in view of half-yearly consultations it has initiated with CARTAC.

#### **5.1.4 CARTAC as a Legal Entity**

68. The ToR requires reviewers to consider whether CARTAC should be converted to a legal entity, should the program enter a third phase. This issue seems to have surfaced primarily because of some of the inefficiency experienced with financial management of the program and an expectation that it may be easier to deal with some donors, particularly multilateral donors.
69. The principal reaction of multilateral donors during interviews was difficulty in reconciling the permanence of legal status with the view that such a TA program should have a definite sunset provision. In the case of the IDB, Charter restrictions require it to channel resources to OECS countries through the CDB. Similarly, under the European Commission's policies funds for regional programs are managed through CARIFORUM<sup>10</sup> and neither of the major bilateral donors seem to have difficulty dealing with CARTAC as currently structured. Further, the reviewers have seen no evidence to suggest that there is consideration of spinning off other RTACs which are Fund projects.

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<sup>8</sup> "a Program Support Unit (PSU) for the Centre would be housed at the UNDP in Barbados, and would be responsible for the logistics and procurement of training venues, travel of experts and training participants, equipment procurement, and payment of appropriate allowances" UNDP Programme for the Caribbean regional Technical Assistance Centre, Programme Support Document RLA/00/02, p. 14.

<sup>9</sup> UNDP/IMF "Strengthening Economic and Financial Management in the Caribbean region: Caribbean regional Technical Assistance Centre (CARTAC) Extension, 2005 – 2007" p.25.

<sup>10</sup> Forum of Caribbean States established in 1992 during Lome IV negotiations to create a vehicle that permitted the European Commission to cover Haiti and Dominican Republic (not members of CARICOM at that time) in regional funding through resources of the 7<sup>th</sup> European Development Fund (EDF).



70. The primary advantage of investing CARTAC with a legal personality would be the potential for earning income as an implementing agency for projects funded by others within its mandate. For example, the IDB has operations in Barbados (Modernization of Customs, Excise, VAT; Modernization of the Barbados Statistical Service), Dominican Republic (financial sector reform), Guyana (Value Added Tax) and Suriname (Modernization of Tax Administration) that fall within the core mandate of CARTAC where there could well be opportunities for collaboration in a way that generates revenues (or at least reimbursement). On the downside, however, there will be uncertainty in projecting such revenue and, more importantly, too much time may be devoted to countries where there is income earning opportunity to the detriment of others.

### ***5.2 Backstopping by the Fund***

71. As part of its systems for establishing quality assurance and protecting the Fund against the potential for reputational risk posed by the Center, the Fund operates what is called a system of “backstopping”. This has been explained in detail in the guidelines on administrative procedures recently issued to the Center.
72. Essentially, backstopping involves the Fund ensuring that the work of the Center is integrated into the Fund’s technical assistance strategy, meets its standards for quality and is not undertaken in areas outside of the core competences of the Fund. The process involves the designation of a headquarters “Backstopper” selected from the relevant core area for each of the long-term advisers. The LTAs then work with this person, submitting their own back-to-office reports and draft reports of short-term experts within their areas for review and comment, and obtaining clearance for missions and approval of short-term consultants.
73. Again, while the administrative logic of this system is impeccable, the issues are quite subtle as discussed above and the Fund and the Steering Committee have to work in the most transparent manner to ensure that the original intent and design of the Center is not compromised.

### ***5.3 Management and Administration Procedures***

74. CARTAC is managed on a day-to-day basis by a Program Coordinator (PC) who is normally recruited from the IMF and whose expenses are met as part of the Fund’s in-kind contribution as Executing Agency. Until March 2006, the program was administered fully by the PC. Based on feedback from users, donors in the region and the Fund, the PC developed the work program and resource allocation for the approval of the Standing Committee and then implemented the approved program directly, including agreeing and approving contracts for, and expenditures relating to, short term consultants.
75. The performance of these functions by the Coordinator facilitated and contributed to the Center’s ability to respond to requests by user countries in an extremely prompt and

efficient manner. Consequently, the First Mid-Term Review confirmed that an important characteristic of the Center was precisely its ability to respond quickly to requests.<sup>11</sup> During the current review, users unanimously praised CARTAC for its prompt service that sets it apart from other providers of technical assistance in the region.

### 5.3.1 Current Administrative Procedures

76. In March 2006, the administrative procedures applicable at CARTAC were changed to ensure that its work program, delivery and use of resources were fully coordinated with the IMF's own technical assistance program and in accordance with the procedures utilized by the Fund in the management of other Regional Technical Assistance Centers (RTACs) in the Pacific, Africa and the Middle East.
77. The new approach arises from general principles relating to RTAC operations discussed by the Executive Board in its Review of the Fund's Regional Technical Assistance Centers. These principles are:
- RTAC activities are complementary to other forms of Fund Technical Assistance (TA) and are therefore an integral component of the Fund's overall TA program.
  - RTAC activities should be more closely integrated with the Fund's TA program and appropriate quality control and accountability for all TA activities delivered by the RTACs should be ensured.
  - Regarding the Fund's internal organizational structure relating to the RTACs, area departments should have a strategic role in defining the overall TA priorities of the RTACs, and functional departments should be responsible for the technical aspects of the Centers' work. At the same time, it is important to find an appropriate balance that preserves the advantages of the RTAC delivery modality while ensuring the quality of TA.
78. On this basis, the Board decided to fully integrate the RTACs, including CARTAC, into the Fund's TA program. This means that the Program Coordinator must now communicate with Fund headquarters for all administrative and operational issues, in particular:
- formulation of the RTAC work plan (and any subsequent revisions or updates);
  - recruitment of short-term experts; and
  - administrative matters related to long-term advisers (LTA).

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<sup>11</sup> Ibid. page 37

79. In addition, the technical backstopping of all mission-related work of the RTACs is provided by the relevant functional divisions, including the evaluation of consultants recruited by the RTACs. For each topical area, a coordinator is assigned to cover each RTAC, as appropriate. The RTAC LTAs send all mission-related documents, prepared in accordance with guidelines and procedures followed at the respective headquarters departments, to the designated coordinators.
80. The LTAs are responsible for entering mission information in the Fund's Technical Assistance Information Management System (TIMS), and for maintaining the requirements of this database. In addition, mission travel and expenditure is required to be entered in the travel information management system and approved by the relevant headquarters department.
81. These changes in the administration of CARTAC are set out in specific instructions given to CARTAC in March 2006 and mean that:
- all short-term consultant missions entered at the TA Centre's will be for persons included in the relevant functional department's roster of experts;
  - missions entered by RTAC Office Managers will be approved by the corresponding functional departments;
  - all Proforma contracts entered by the RTAC Office Managers will be approved by the corresponding functional departments. The short-term technical assistance consultants are selected and hired by the functional departments, a practice which is consistent with the functional department's core responsibility for vetting experts and maintaining a high quality expert roster. Functional departments may decide to delegate to the RTACs the selection and hiring of short-term consultants.
  - In establishing these procedures, Fund Directors "acknowledged that the RTAC model carried inherent tensions between Fund control over TA priorities and delivery modalities, and countries' ownership and donor interests, and that it was important to find an appropriate balance that preserved the advantages of the RTAC model while ensuring proper accountability and quality control of the TA delivered". The Board review suggested that, in making the necessary adjustments to face the underlying challenges of the RTAC model, it would be important to preserve existing effective practices, and to avoid rigid one-size-fits-all solutions.
82. The Note goes on to say that "the guidance provided in this note applies to the Fund's existing RTACs,<sup>12</sup> except for CARTAC, where noted. It also applies to any new RTACs that might be established in the future. This note recognizes that the CARTAC Steering Committee has adopted, in some cases, practices that are different from those of the other RTACs. This reflects the fact that CARTAC is a UNDP project that was

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<sup>12</sup> PFTAC, METAC, and the East and West AFRITACs.

established at the initiative of the CARICOM Council of Ministers of Finance and Planning (COFAP) at their meeting in September 1999<sup>13</sup>. Thus, from the beginning, CARTAC's Steering Committee was assigned a prominent, hands-on role in its governance. In contrast, the other RTACs were established at the initiative of the Fund and have the character of Fund technical assistance projects”.

83. These new procedures make little operational distinction for the status of CARTAC, except for recognizing the role of the Steering Committee in the recruitment of the Project Coordinator and the long-term advisers. The procedures also clearly define CARTAC activity, as well as the activity of all RTACs, as important parts of the Fund's TA delivery process with important implications, in the case of CARTAC, for ownership, for the operations of the Centre and for its funding.

#### **5.4 Funding and Expenditure Allocation**

84. The second phase of CARTAC began in 2005 and is expected to expire in 2007 with estimated total funding of US\$ 15.4 million, inclusive of in-kind contributions of \$3.7 million, and initial expenditure budget of \$14.2 million. As a result of a number of disappointments, including the cancellation of some \$1.0 million of USAID contributions and the likelihood that the IDB will not fully meet its commitment of \$650,000, the budgets for the project have had to be revised. As of August 2006, the revised budgets indicate pledged cash contributions of \$10.5 million and cash carried over from Phase I of \$2.6 million yielding a total of \$13.1 million available to meet direct project costs. This is in addition to the in-kind contributions of \$3.7 million which have remained unchanged.
85. Revised direct project expenditures are now \$13.7 million, inclusive of overhead fees due to the UNDP and the IMF of 5% and 10%, respectively.

##### **5.4.1 Contributions**

86. The total resources that were pledged for the second phase of CARTAC for the period 2005 – 2007 included \$11.7 million of cash pledges in addition to \$3.7 million of in-kind contributions. With the cancellation of the USAID pledge and the likelihood that IDB support may not exceed \$200,000, it is now estimated that total cash pledges will amount to \$11.4 million, of which \$10.5 million is currently confirmed. In addition to these pledges, the project has access to some \$2.6 million of unspent balances from the Phase I project for a total of \$13.1 million being confirmed as available for direct project spending.

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<sup>13</sup> In recognition of this arrangement, CARTAC's Program Document for each new three-year funding cycle must be formally signed by the head of CARICOM, by a senior official from the UNDP, and by a Deputy Managing Director of the Fund, for the new funding cycle to become operational.

87. This sum compares with the planned work program for the three year period which was originally estimated to cost \$14.2 million and has since been revised in August 2006 to \$13.7 million. This yields a projected shortfall of some \$652,000 should the pledges from the IADB, USAID and the EU not materialize. However, in the event that these pledges are fulfilled, the program will have a very small carry over of some \$262,000 at its completion in 2007. Table 9 below summarizes the current status of cash pledges and payments as at August 2006.
88. Although the concerns about a serious financial crunch that occupied the attention of the Steering Committee at its last meeting now appear to have receded significantly, the projected financial outturn still has significant implications for the structure and execution of the planned program. Firstly, there is the likelihood that CARTAC will not have spare capacity to respond quickly to any bunching of unforeseen demand, without reducing the planned program. Secondly, as the Chairman of the Steering Committee points out, an insignificant carry over will be likely to seriously affect the transition to a third phase, if one is approved, as there is always a time lag between commitment and disbursement by donors.
89. With the recent revision of the budget, and the consequent removal of the high level of anxiety about the Centre's financial position, it may be possible for the Project Coordinator to spend comparatively less time on this issue.

**Table 9 : CARTAC Estimated Funding - Phase II 2005 - 2007 (US Dollars)**

	Initial Commitments	Actual Commitments		
	at Aug 2006	at Aug 2006		
Donor	US Dollars	US Dollars	Status	Comments
<b>Total Budget</b>	<b>17,909,414</b>	<b>17,909,414</b>		
IMF	3,112,684	3,112,684	Definite	In-kind contributions
CDB	324,646	324,646	Definite	In-kind contributions
Host Country	240,000	240,000	Definite	In-kind contributions
<b>Total in-kind</b>	<b>3,677,330</b>	<b>3,677,330</b>		<b>Total in-kind contributions</b>
<b>Total Cash Budget</b>	<b>13,762,120</b>	<b>13,762,120</b>		Incl. 15% overhead (See revised expenditure)
UK/DFID (ECCB Macro-fiscal Unit)	827,282	827,282	Definite	<i>A continuation of funds provided earlier</i>
USAID (OECS Tax reform)	221,709	221,709	Definite	<i>A continuation of funds provided earlier</i>
Canada	4,149,528	4,149,528	Definite	<i>Agreement with UNDP. Fully paid.</i>
UK/DFID	3,128,000	3,128,000	Definite	<i>Agreement with UNDP. Under disbursement.</i>
World Bank	1,000,000	1,000,000	Definite	<i>WB- CARICOM- IMF agreement. Under disbursement.</i>
Ireland	199,014	199,014	Definite	<i>Agreement with UNDP. Fully paid.</i>
UNDP	200,000	200,000	Definite	<i>Fully paid.</i>
Interest		180,000	Definite	
CARICOM Countries	570,000	570,000	Definite	<i>Countries in various stages of disbursement. Assuming 95% compliance.</i>
IDB	650,000	200,000	Likely	<i>If approved, may be disbursed in 2007.</i>
USAID	1,055,800	105,000	Likely	<i>Commitment cancelled Jan 20,06. \$105,000 may become available.</i>
European Union	610,000	610,000	Likely	<i>Funds provided through CARICOM - modalities not yet developed.</i>
TOTAL PLEDGED	12,611,333	11,390,533		<i>Excluding In-Kind Contributions</i>
<b>Total Definite Commitments</b>	<b>12,611,333</b>	<b>10,475,533</b>		<b><i>Signed agreements and country contrib. (Excl IDB, USAID, EU)</i></b>
<b>Carry-over</b>	<b>2,633,790</b>	<b>2,633,790</b>		Unspent balance from Phase I
<b>Total available</b>	<b>15,245,123</b>	<b>13,109,323</b>		
<b>Funding Surplus/ Gap</b>	<b>1,483,002</b>	<b>(652,798)</b>		<b>Cash budget minus definite pledges</b>
<b>Funding Gap</b>		<b>262,202</b>		Assuming IDB, USAID, EU likely scenario

#### 5.4.2 Budgetary Allocations

90. The revised CARTAC budget for the three year duration of the project calls for the expenditure of \$13.76 million, inclusive of overhead project management fees. This includes \$3.9 million in project staff and regional travel, \$5.7 million in short term consultant expenses and \$2.2 million in training.

**Table 10: CARTAC - Estimated Program Expenditure 2005 - 2007 (US Dollars)**

	Total Direct Costs		Project Period 2005 - 2007						Total Direct Costs	
	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
	Original Budget CY2005-2007		2005 Actual Expenditures		2006 New budget		2007 New budget		Revised Budget CY2005-2007	
<b>Total Project Staff and Travel</b>		<b>4,474,866</b>		<b>1,375,110</b>		<b>1,236,752</b>		<b>1,343,415</b>		<b>3,955,277</b>
<b>Short-term Experts</b>										
11.06 Budget & Expenditure Experts	33	500,000	8	26,475	13	405,207	6	150,000	27	581,681
11.07	-	-		593	-	-	-	-	-	593
11.08 Tax Administration Experts	22	550,000	8	140,223	30	816,777	26	650,000	64	1,607,000
11.10 Customs Experts	17	425,000	5	-	6	11,954	6	25,000	17	36,954
11.11 Financial Sector Supervision Experts	35	625,000	7	141,475	19	383,525	9	100,000	35	625,000
11.12	-	-		594	-	-	-	-	-	594
11.13	-	-		(54,215)	-	-	-	-	-	(54,215)
11.14 Debt Management Experts	9	225,000	3	2,926	3	5,831	3	50,000	9	58,757
11.16 Financial Programming Experts	56	1,125,000	15	258,423	26	391,577	15	375,000	56	1,025,000
11.17	-	-		(4,455)	-	-	-	-	-	(4,455)
11.18 ECCU Macroeconomic Unit (DFID)	28	734,840	6	166,375	12	300,000	10	268,465	28	734,840
11.19 OECS Tax Reform (USAID)	8	192,790	8	158,923	-	33,867	-	-	8	192,790
11.20 Pension Reform Experts	6	150,000	2	-	(2)	-	2	50,000	2	50,000
11.21 Economic Statistics experts	15	375,000	5	84,241	11	327,818	5	150,000	21	562,059
11.22 Capital Markets Experts	15	375,000	5	5,392	-	119,608	5	150,000	10	275,000
<b>Subtotal</b>	<b>244</b>	<b>5,277,630</b>	<b>72</b>	<b>926,971</b>	<b>119</b>	<b>2,796,162</b>	<b>87</b>	<b>1,968,465</b>	<b>278</b>	<b>5,691,598</b>
<b>Evaluation</b>										
15.01 Evaluation						125,000		-		125,000
<b>Training</b>										
32.01 Professional attachments		300,000		104,610		95,390		100,000		300,000
32.02 Seminar participants		1,890,000		451,965		709,385		709,270		1,870,620
<b>Subtotal</b>		<b>2,190,000</b>		<b>556,575</b>		<b>804,775</b>		<b>809,270</b>		<b>2,170,620</b>
<b>Office space &amp; equipment</b>										
<b>Subtotal</b>		<b>140,000</b>		<b>6,668</b>		<b>63,332</b>		<b>65,000</b>		<b>135,000</b>
<b>Miscellaneous</b>										
53.01 Miscellaneous		15,000		10,696		4,304		5,000		20,000
<b>Total Direct Cost</b>		<b>12,097,496</b>		<b>2,876,020</b>		<b>5,030,325</b>		<b>4,191,151</b>		<b>12,097,496</b>
<b>AOS / IMF - 10%</b>		<b>1,109,750</b>		<b>287,602</b>		<b>403,033</b>		<b>419,115</b>		<b>1,109,750</b>
<b>UNDP Overhead 5% (*)</b>		<b>554,875</b>		<b>143,801</b>		<b>201,516</b>		<b>209,558</b>		<b>554,875</b>
<b>Grand Total</b>		<b>13,762,120</b>		<b>3,307,423</b>		<b>5,634,874</b>		<b>4,819,823</b>		<b>13,762,120</b>

Source: CARTAC Revised Budget August 2006

91. Over the life of the project therefore, some 80% of total expenditures, including 33% on long term staff and 47% on short term experts, will be allocated to project personnel and short-term experts and 18% to training expenses. (Table 11)

**Table 11: CARTAC Phase II - Budget Allocation**

<b>CARTAC PHASE II - Budget (Direct Expenses) Allocation</b>				
	<b>TOTAL</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
LTA Staff and Regional Travel Costs %	32.70%	47.81%	24.59%	32.05%
Short Term Experts Costs	47.05%	32.23%	55.59%	46.97%
<b>Total Project Personnel</b>	<b>79.74%</b>	<b>80.04%</b>	<b>80.17%</b>	<b>79.02%</b>
Training Costs	17.94%	19.35%	16.00%	19.31%
Other	2.31%	0.60%	3.83%	1.67%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: CARTAC Revised Budget August 2006

92. Annual project expenditure is expected to peak at \$5.0 million in 2006, some fifty per cent higher than the peak expenditure of \$3.4 million in 2003 during Phase I. (See Table 12).

**Table 12 : CARTAC Actual and Planned Program Expenditure 2001 -2007 (US Dollars)**

	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Rev 2005</b>	<b>2006</b>	<b>2007</b>
PROJECT STAFF & TRAVEL					1,375,110	1,236,752	1,343,415
SHORT TERM EXPERTS	n.a	n.a	n.a	n.a	926,971	2,796,162	1,968,465
<b>TOTAL PROJECT PERSONNEL</b>	<b>318,809</b>	<b>1,683,083</b>	<b>2,886,595</b>	<b>1,737,585</b>	<b>2,302,081</b>	<b>4,032,914</b>	<b>3,311,880</b>
TRAINING	1,527	398,514	457,910	715,879	556,575	804,775	809,270
EQUIPMENT	0	8,448	3,183	2,134	6,668	63,332	65,000
MISCELLANEOUS	13	69	4,018	4,718	10,696	4,304	5,000
EVALUATION						125,000	
<b>BUDGET TOTAL</b>	<b>320,349</b>	<b>2,090,114</b>	<b>3,351,706</b>	<b>2,460,316</b>	<b>2,876,020</b>	<b>5,030,325</b>	<b>4,191,151</b>
<i>Percentage Share of Expenditure</i>							
PROJECT STAFF & TRAVEL					47.81%	24.59%	32.05%
SHORT TERM EXPERTS					32.23%	55.59%	46.97%
PROJECT PERSONNEL	99.52%	80.53%	86.12%	70.62%	80.04%	80.17%	79.02%
TRAINING	0.48%	19.07%	13.66%	29.10%	19.35%	16.00%	19.31%

Source: CARTAC Revised Budget August 2006

93. In the context of the avowed objective of CARTAC to build sustainable capacity within the region, the pattern of expenditure on training, including attachments and support for seminar participants may be examined to determine the relative importance of this item in the overall budget of the Centre.
94. Annual expenditure on training has increased from \$715,000 in 2004 – the year in which the Centre apparently began placing heavy stress on workshops, to \$809,000 projected for 2007, after a significant decline in 2005. By 2007, training, which accounted for 29% of expenditure in 2004, will only account for 19%. In practice, this apparent decline in relative importance may be less significant that it appears since much of the technical assistance effort provided by short term consultants includes significant inputs of on-the-job training that is not accounted for separately. However, while expenditure on training is projected to total \$2.7 million over the period 2005 – 2007, only \$300,000 of this is to be spent on attachments, which has also received very high marks from clients as an effective method for developing the required capacity.



The Centre may wish to consider subjecting its proposed allocation of training resources to a further review.

95. The priorities reflected in the planned allocation of the Center's resources over the project period 2005 to 2007 may be discerned by reviewing the relative projected expenditures in each of the core areas of focus.
96. The plan calls for approximately 33% of total expenditure on short-term consultants to be allocated to the TAX area with another 24% in the PEM area, 18% in MAC, 16% in FSS and 10% in STA. Our analysis of results and impact suggests that the most promising areas for yielding results are in the TAX and PEM areas, and that in both the MAC and STA areas likely results have a much longer gestation period. Moreover, the allocation of 16% of resources to the FSS area still does not appear to justify the allocation of two long term advisers, even if the work program does include important issues related to CSME, cross border financial flows and the implications of conglomeration for financial supervision. In this regard, the Center may wish to consider subjecting its planned program for the rest of the term of the project, to further review and consideration.

**Table 13: CARTAC - Planned Allocation of Short Term Expert Expenditure**

Area	Total	2005	2006	2007
FSS	15.75%	10.06%	17.99%	15.24%
MAC	17.93%	27.40%	14.00%	19.05%
PEM	24.17%	21.18%	25.43%	23.80%
STA	9.88%	9.09%	11.72%	7.62%
TAX	32.27%	32.27%	30.85%	34.29%
	100.00%	100.00%	100.00%	100.00%
<i>Annual Allocation %</i>		16.29%	49.13%	34.59%

### 5.5 Utilization of Consultants

97. The Center's approach to the utilization of consultants is related as well to its strategy for achieving sustainable capacity building results.
98. The resources available to CARTAC to meet the demand by member countries for development and support include the long-term advisers, foreign and regional short-term experts, and to some degree, additional mission resources that may be provided by the Fund from time to time.
99. The focus of this analysis will necessarily be on the utilization of foreign and regional consultants, since long-term advisers are occupied full time at the Centre and their direct mission work as well as their management and supervision of short-term experts are fully covered.

100. However, the utilization of short-term experts potentially contributes significantly to the building of capacity from a number of perspectives. Firstly, to the extent that the STEs work directly with the target staff and institutions in their missions, there is a degree of training, development and transfer of technology that takes place to the benefit of the staff members involved and of the institutions. Secondly, the use of regional STEs addresses the question of capacity building from a wider perspective. Many of the countries that are being served by CARTAC are extremely small and their institutions are not generously staffed. Moreover, there is a significant degree of movement among staff, resulting in the loss of trained personnel from one department to another and sometimes outside of the public sector and outside of the country altogether. Since critical mass of skilled resources will be difficult to achieve in each of these small countries, an important strategic approach to developing critical mass in the region would come from a focus on the use of regional consultants to whom governments may naturally turn in the future when a donor-funded provider such as CARTAC is no longer present in the region.
101. As indicated above, the CARTAC Phase II project estimates that expenditure on STEs would total some \$5.7 million over the project period at a rate of roughly \$1.9 million a year, with 2006 showing the highest allocation of \$2.8 million.

#### **5.5.1 Foreign Consultants**

102. For the period May 2004 to March 2006, CARTAC utilized the services of 109 individual foreign experts<sup>14</sup> for a total of 2,479 consulting days, including 2,218 days of technical assistance, 66 days in studies and 194 days in training activities.
103. Included among the register of foreign consultants are several from government institutions in the US, Canada and elsewhere who were not paid professional fees. There were approximately 28 such missions providing 225 days of services, of which 83 were technical assistance, 50 in legislative drafting and the remainder in training.

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<sup>14</sup> The counts of both foreign and regional of experts utilized are calculated on a per period basis and ignore the fact that the same individual consultants could have been utilized in different time periods. Consequently, the tally of both foreign and regional consultants utilized is somewhat overstated.

Table 14: Foreign Consultants Usage May 2004 - March 2006

CARTAC - Foreign Consultant Utilisation							
Area	Period	Missions	Consultants	Consulting Days			Total Days
				TA	Training	Other	
FSS	5/04 - 9/04	11	10	40	27	66	133
	9/04 - 3/05	7	7	70	25		95
	4/05 - 9/05	8	7	66	26		92
	9/05 - 3/06	20	15	423	16		439
	<b>TOTAL</b>		46	39	599	94	66
							0
MAC	5/04 - 9/04	4	2	102			102
	9/04 - 3/05	3	2	116.5			116.5
	4/05 - 9/05	5	2	153.5			153.5
	9/05 - 3/06	5	4	70.5	16		86.5
	<b>TOTAL</b>		17	10	442.5	16	0
							0
PEM	5/04 - 9/04	6	6		21		21
	9/04 - 3/05	3	2		9		9
	4/05 - 9/05	1	1	45			45
	9/05 - 3/06	3	3	25	7		32
	<b>TOTAL</b>		13	12	70	37	0
							0
STA	5/04 - 9/04	5	5	55	17		72
	9/04 - 3/05	7	6	55	20		75
	4/05 - 9/05	4	4	60	5		65
	9/05 - 3/06	9	8	101			101
	<b>TOTAL</b>		25	23	271	42	0
							0
TAX	5/04 - 9/04	6	6	121	5		126
	9/04 - 3/05	4	4	172			172
	4/05 - 9/05	8	7	229			229
	9/05 - 3/06	12	8	314			314
	<b>TOTAL</b>		30	25	836	5	0
							0
<b>GRAND TOTAL</b>		131	109	2,218.5	194	66	2,478.5
<b>Source: CARTAC</b>							

### 5.5.2 Regional Consultants

104. The utilization of regional consultants has been significantly less than that of foreign consultants. Over the period May 2004 to March 2006, CARTAC utilized the services of 82 regional consultants in 88 missions for a period of 1,289 days of effort or about 34 percent of total consulting days provided to users. Of these 88 missions, 42 utilizing 192 days were missions in which no fees were paid, since the experts used were primarily public servants on leave from substantive positions.
105. Regional expert utilization has been smallest in the FSS and MAC areas and is most remarkable when compared to the use of foreign experts in these areas. In the year from April 2005 to March 2006, the FSS area utilized the services of 22 foreign experts in 28 missions covering 531 days. In the same period it used only 5 regional consultants in 5 missions for 40 days.
106. The MAC area utilized the fewest number of consultants of all the areas of specialization, utilizing only 1 regional consultant for 9 days and 10 foreign experts in 17 missions over 459 days for the entire period May 2004 to March 2006. PEM and STA also used relatively small numbers of both regional and foreign experts. PEM utilized 29 regional experts for 85 days and 12 foreign experts for 107 days while STA utilized 6 regional experts for 99 days and 23 foreign experts for 313 days over the entire period under review.
107. The TAX area used the greatest number of experts and consulting days in the period under review, utilizing a total of 40 regional consultants in 44 missions covering 1,051 days as well as 25 foreign experts in 30 missions covering 841 days, demonstrating more balance and greater readiness to tap regional skills than is the case in the other areas.
108. The general picture that emerges is that CARTAC has not taken full advantage of the opportunities that may be available in the region to achieve the highest possible level of capacity building through the utilization of regional consultants<sup>15</sup>. While such regional resources may indeed be scarce, the lack of readily available rosters at the Center of both the currently available resources and the potential for such resources in the future suggests that this aspect has not received the fullest possible attention.
109. With recent changes in administrative procedures, it is now a requirement that consultants engaged by CARTAC be entered on the IMF roster before they could be used by the Center. It is not clear what formal procedures have been established for inclusion in the roster, but achieving such registration in the past has eluded some of the more experienced regional consultants. To the extent that this pattern continues the

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<sup>15</sup> The Reviewers have been provided with a Roster of Consultants used by the Center as at September 13, 2006. This lists 126 foreign and regional consultants, of which 46 have been identified as having been used. This compares with a total of 76 foreign and 58 regional consultants reported to the Steering Committee as having been used between May 2004 and March 2006. FSS also reports that they utilized some 36 consultants that were not identified in the Reports for the period under review.

relative imbalance in the use of foreign and regional experts is likely to continue and an important avenue and element of capacity building will have been insufficiently explored.

**Table 15: Regional Consultant Usage May 2004 - March 2006**

<b>CARTAC - Regional Consultant Utilisation</b>							
<b>Area</b>	<b>Period</b>	<b>Missions</b>	<b>Consultants</b>	<b>Consulting Days</b>			<b>Total</b>
				<b>TA</b>	<b>Training</b>	<b>Other</b>	<b>Days</b>
<b>FSS</b>	5/04 - 9/04	1	1	0	5	0	5
	9/04 - 3/05						0
	4/05 - 9/05	2	2	1	5	10	15
	9/05 - 3/06	3	3	25			25
	<b>TOTAL</b>	6	6	25	10	10	45
							0
<b>MAC</b>	5/04 - 9/04						0
	9/04 - 3/05						0
	4/05 - 9/05	1	1	9			9
	9/05 - 3/06						0
	<b>TOTAL</b>	1	1	9	0	0	9
							0
<b>PEM</b>	5/04 - 9/04	8	8	0	18		18
	9/04 - 3/05	8	8	0	24		24
	4/05 - 9/05	5	5	6	9		15
	9/05 - 3/06	8	8		28		28
	<b>TOTAL</b>	29	29	6	79	0	85
							0
<b>STA</b>	5/04 - 9/04	3	1	70	0		70
	9/04 - 3/05	1	1	5	0		5
	4/05 - 9/05	1	1	5			5
	9/05 - 3/06	3	3	19			19
	<b>TOTAL</b>	8	6	99	0	0	99
							0
<b>TAX</b>	5/04 - 9/04	17	18	201	87	12	300
	9/04 - 3/05	6	6	124		44	168
	4/05 - 9/05	15	10	416	20		436
	9/05 - 3/06	6	6	139	8		147
	<b>TOTAL</b>	44	40	880	115	56	1,051
							-
		88	82	1,019	204	66	1,289

## 6 Findings

### 6.1 Sustainability

110. The training and retention of cadres of professionals across the countries served by CARTAC will be a key test of sustainability of the technical assistance provided under the program. The reviewers studied the files containing feedback from participants in the various seminars and workshops organized by CARTAC. The response of participants was very positive, with virtually every activity scoring 4+ on a 5-point scale. CARTAC does not maintain contact with participants in a systematic way, so there are no tracer studies that would enable an assessment of the extent to which classroom training has translated into better job performance. The reviewers did, however, find anecdotal and impressionistic evidence that on-the-job training was probably more effective than seminars and workshops. In most agencies across all the countries visited staff praised the approach of short-term consultants who worked alongside and guided them for periods of several weeks, sometimes with follow-up visits to bolster the application of new techniques. We also got very positive feedback about the efficacy of attachments to partner agencies in the region and the tremendous value of working visits by regional practitioners familiar with the constraints of working in the public sector in the region.
111. CARTAC's management recognizes the value of attachments and peer exchanges as a key to capacity building in the region on a sustainable basis. In fact, this approach is said to have evolved from an intuitive to an explicit model of capacity building. Professionals in the region consider the support given to professional associations such as the Caribbean Public Finance Association (CaPFA), Caribbean Tax Association (CATA), Caribbean Organization of Tax Administrators (COTA) and the Caribbean Association of Insurance regulators (CAIR) as a key to building networks and sustaining exchanges and development of professional expertise in the region. It is noteworthy, however, that the use of "attachments" as a tool for building capacity was heavily skewed towards the revenue policy and administration area which accounted for 66 per cent of the number of persons and 58 per cent of number of days of attachment under CARTAC auspices from September 2003 to March 2006. This approach should not simply reflect preferences of individual long-term advisers, but should really be embraced as CARTAC's own model, generalized across all areas of assistance and used more intensively by the program.
112. Building viable institutions and adequate human resources is a long-term task, especially in small countries characterized by administrative diseconomies and small pools of professionals. While there are initial results from CARTAC technical assistance (see Boxes on Antigua and Barbuda, VAT) there is much more to be done to achieve CARTAC's overarching goal of "improved governance in the area of macro-economic, fiscal, and monetary policies and practices as a basis for improved economic growth and poverty reduction in the region." This points to the need for examining CARTAC's financing as a dimension of sustainability.

113. Experience with the second phase strongly suggests that CARTAC has to diversify its sources of funding and adopt ground rules that ensure predictability of funding. The reviewers gleaned from discussions with World Bank and IDB staff that their institutions shy away from financing successive phases of a TA program and that any appetite to contribute to yet another phase of this program could be affected to the extent that there is any flavor of supporting the Fund's technical assistance budget. In the case of bilaterals, there is a strong case for applying the principles of the Paris Declaration on Donor Harmonization to ensure pooling and predictability of resources. In the wider context of economic integration in the Caribbean region, CARTAC may be viewed as a regional public good deserving of substantial contributions from better-off countries in the region. CARTAC itself should also be more proactive in seeking opportunities to be involved where financing is available under other programs in support of activities that fall within its mandate, such as its work in 2004 on economic governance in Haiti on a grant from the World Bank in its Low Income Countries Under Stress (LICUS) program.

#### **6.1.1 Views of CARTAC Clients – Questionnaire**

114. An e-mail questionnaire was sent to 78 persons in 22 countries and the ECCB derived from a list provided by CARTAC. Responses could have been returned by e-mail or fax. During interviews, the reviewers also indicated that it would be very helpful to get responses to the questionnaire in order to have a systematic basis for testing some of the face-to-face responses to questions. The reviewers received only 23 acknowledgements to the questionnaire along with several indications that the list was not up to date.<sup>16</sup> Of the 23 acknowledgements received, 18 persons from 9 countries completed the questionnaire.
115. Given the very positive views of CARTAC's work and the emphasis on ownership that we heard during interviews, the level of response to the questionnaire was very disappointing. Although such responses as we received endorsed the overall favorable impression of the program, we do not see any merit in detailed analysis of the responses received since no valid conclusions can be drawn from the exercise.

#### **6.2 Ownership and Governance**

116. In general, Caribbean authorities express satisfaction with and claim full ownership of the technical assistance programs undertaken by CARTAC, despite some concerns that the IMF may be incrementally increasing its influence on the direction of the Center's work through the backstopping procedure and the new administrative regime. On the other hand, the Steering Committee (SC) has continued to exert sufficient authority and influence so that none of the beneficiary countries that the reviewers contacted feels fundamentally fearful of loss of control and ownership.

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<sup>16</sup> The reviewers had requested lists of contacts from each Adviser and received only one response and the list from the office that was eventually utilized.

117. As designed, and as has been the case from the very inception of the Center, the Steering Committee has been doing an excellent job of governance for the Center, making sure that it has remained on mission, that work is of the required quality and driven by the demands of the member countries and that the advisers and short-term consultants used by the Center are of high quality.
118. The Steering Committee has, however, been seeking a better understanding of some strategic issues such as the direction of the Center's work, the results achieved, the impact and sustainability of such results, and the building of capacity in the region. The reviewers consider that while the necessary data is provided to the Steering Committee at its six-monthly meetings, the data has not routinely been submitted as management summaries and analyses that would allow the SC to easily monitor these strategic issues. The reviewers believe that reporting to the SC should increasingly emphasise the analysis and extraction of trends, patterns, results and impact of the work. This would facilitate a critical process of continuous monitoring by the SC and supplement the program evaluation undertaken in mid- term reviews.
119. In respect of the concern that the IMF may be slowly increasing its influence on the Center, the SC must be aware of the context in which the Fund is operating and of the pros and cons of its more hands-on management of the technical assistance that is being provided through CARTAC. There are many management and quality control "pros" in favor of the IMF approach. The only "con" relates to the original design emphasis on regional ownership. In this regard, the SC has to work with user countries to mediate fear of IMF influence that partly informs the concern about potential loss of ownership. The nature and quality of the CARTAC interventions that are so well received derive precisely from the attention that the Fund pays to the quality of the Center's work. Moreover, it would help to assure users that the March 2006 Operational Guideline merely formalizes established practice and that senior IMF management has confirmed in writing the Fund's strong commitment to protecting the demand-driven character of CARTAC (country ownership) and the established role of the SC.

### ***6.3 Funding and related issues***

120. The Center has experienced a variety of circumstances with respect to the process of receiving pledges and collecting on commitments. On one extreme, USAID unexpectedly cancelled its commitment of US\$1.2 million early in 2006. At the other, CIDA has made its contribution in full and at the beginning of the Program period. Between these extremes lie a number of different circumstances – the IDB being unlikely to honor more than half of its commitment of \$650,000, the World Bank needing more than a year to work out the details of the modalities of meeting its commitment and a level of uncertainty as to how the commitment of the European Union would in fact be made and channeled to the Center. In these latter cases there has been no indication of unwillingness to support the Center, but the practical issues of providing the funds lead to concerns about cash flows.



121. In this regard, and anticipating that similar funding issues will always be a feature of efforts such as CARTAC, the Center needs to be able to exercise even more flexibility than it has done to facilitate the execution of a balanced program. This, for example, raises the question of whether there is a continuing need for two long term FSS advisers at this time, and estimating the period for which the elevated demand for resources in the TAX area is projected to continue.
122. A related issue is whether there continues to be strong value added reasons for maintaining the current role of the UNDP. In other RTACs, the IMF is responsible for many of the functions undertaken by the UNDP for CARTAC. However, there is no obvious substitute for the UNDP umbrella that protects the regional sense of ownership. We think that CARTAC should continue as a UNDP project and that in addition to steps already taken to improve efficiency, UNDP should take the lead in stimulating donor support for continued financing of the program.

#### **6.4 Management**

123. The reviewers have found that the Centre has maintained its reputation for quick and prompt response despite the recent introduction of new administrative procedures which appear to have added a few days to the process of recruiting short term consultants and in approving mission travel. During the initial period immediately following the change in procedures, it appears that recruitment and mission approvals took somewhat longer. However, owing to the pragmatic approach of OTM and the functional departments the time taken by these procedures has settled to an acceptable period consistent with the Center's reputation for quick response.
124. While the Center has developed its well-earned reputation for speedy and appropriate response, the reviewers have found that in focusing on delivery it has not given due attention to issues of management reporting. For example, while the Coordinator provides the Steering Committee with fairly comprehensive and detailed reports on the activities of the Center at each of the six-monthly Steering Committee meetings, these reports pay less attention to deriving inferences, patterns, directions and summaries from the reported activity. Thus in the April 2006 meeting when the Steering Committee Chairman raised questions about the utilization of regional consultants, there appeared to be no analyses presented from within the detailed data that was made available to the Committee.
125. Similarly, there appeared to be insufficient focus on the overall strategy followed by the Center, attention being directed more on the immediate demands in each of the five areas of specialization and support. As a consequence, it was not immediately clear what impact the demand for substantial additional resources in the TAX area may be having on the Center's – and the long-term advisers' - goals in each of the other four areas.

126. Finally, the reviewers could not readily find evidence of the existence of rosters of short-term consultants – both foreign and regional – in each of the areas, nor could they find similar registers of key Center contacts in each country<sup>17</sup>.
127. These issues have been raised as management issues which are capable of relatively simple solution and which would contribute significantly to the future effectiveness of the Center.<sup>18</sup>

### ***6.5 Program Efficiency, Effectiveness and Synergy Gains***

128. The efficiency and effectiveness of the Center may be evaluated in several dimensions, including technical, administrative, financial, impact and sustainability and synergy with other regional programs. Each of these will be examined to provide a basis for an overall assessment of the Center.

#### **6.5.1 Technical Considerations**

129. The technical design, execution and focus of the Center have been excellent. Program execution has received high marks for the technical competence of both the long-term advisers and the short-term experts.
130. The reviewers are satisfied that the element of ownership of the Center's programs by the member countries has been very well maintained, even considering that CARTAC has had to play a role in bringing to the attention of the authorities new possibilities and best practices in several areas.
131. In this regard, the Center's support of the Panel of Experts on Taxation systems in the OECS countries and conduct of the Survey of Caribbean Tax Systems played a very important role in helping to define and guide the Center's excellent program in the area of revenue policy and administration and to some extent in the public expenditure management area. It is no surprise, therefore, that these two areas emerge as the most effective in CARTAC's work program.
132. The Center has maintained as well its clear focus on its mandate and the technical capability that it can bring to bear on its program, leading at times to disappointment that quite critical areas – such as social statistics and pension reform – are not being covered in the work program.
133. In all technical areas, the Center has performed extremely well.

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<sup>17</sup> The list of key contacts that was presented to the reviewers, for example, appeared incomplete and was not up to date, as reviewers discovered when identifying persons to whom the questionnaire should be distributed in some countries.

<sup>18</sup> It appeared to the reviewers that some of the incoming long-term advisers may not have had fully up to date contact and consultants listings, especially for regional consultants.

### **6.5.2 Administrative Efficiency**

134. The administration of the Center's work program and the execution of its missions have also been excellent. Reviews on the responsiveness and efficiency of the organization have been uniformly good.
135. The only concern for the reviewers arises in respect of the effectiveness with which the prioritization filters have been utilized and the implementation of the agreed methodology of work programming and monitoring. The proposed model for programming and monitoring has been tested by application to the revenue policy and administration area, but has not apparently been utilized by other areas to date.
136. The importance of the use of the prioritization filters is emphasized in the current situation of concern for the cash flow and overall funding of the Center. The reviewers believe that an effective strategy of setting priorities would allow the Center to define the expected length of the program in the TAX area, the resources that are to be devoted to it and the highest priorities in the other areas that must be undertaken simultaneously. Such an approach would also, in our view, lead to the conclusion that there may be no need to hire a second LTA in the FSS area after the imminent expiration of the contract of one of the advisers. Similarly, fundamental questions surface about the contributions of the position of long-term adviser in the MAC area.

### **6.5.3 Financial**

137. The principal concern that arises in the financial area is that of ensuring collection of the cash pledges that have been made. Although in the view of the reviewers there does not appear to be a serious cash flow problem for this year, the 2007 program and transition to a potential phase three are likely to be substantially affected if all outstanding commitments are not collected. A related concern is the difficulty and delays experienced in 2004 and 2005 among CARTAC, IMF and UNDP to have final budgets authorized.
138. A second concern in this area is primarily in relation to the financial model that may be followed should the program receive a further extension. The reviewers strongly recommend that the funding model that has been observed by DFID and CIDA, which is consistent with the principles of the Paris Declaration on Aid Effectiveness become the model of choice for CARTAC and that all bilateral donors commit to work within this framework of pooling assured multi-year financing attuned to the broad goals of the program.

### **6.5.4 Impact and Sustainability**

139. A significant part of the interventions initiated under the CARTAC program has such long maturity horizons that it remains difficult at this time to be specific and clearly identify their impact and sustainability after almost five years of the Center's operations. There are a number of reasons for this.

140. Firstly, much of CARTAC's work requires specific decisions by member governments to adopt policy recommendations and endorse and pass the legislative changes that are required in many instances. Where governments have been prompt to adopt the relevant policy positions – the implementation of VAT systems and certain other tax reforms are the clearest examples – the impact of the Center's work is clearly visible. In addition, the implementation methodology adopted by the Center, involving hands-on work by both long and short-term experts, enhances the probability that many of the changes will be sustainable. In responses obtained from the interviews there is a strong sense among member countries that the Center's work has led to sustainable changes in staff skills and experience and in some cases in organization structures.
141. The impact and sustainability of the Center's work is also negatively affected by the scarcity of resources, both in size and skill, available to member governments. This scarcity is exacerbated by the incentives that are available to trained persons to move to more lucrative jobs and careers in the private sector and outside of the region.
142. In recognition of this latter fact, the reviewers are concerned that CARTAC has not given adequate attention to the strategic role that may be played by regional consultants. A strategy to aggressively use regional consulting expertise will go a long way towards broadening the readily available resource base in the region, particularly for the smaller countries. We believe that the Center should, in the last stages of the current phase, implement such a strategy and ensure the fullest possible use of regional expertise in all of its areas of concentration.

#### **6.5.5 Synergy**

143. The ability of the Center to work in conjunction with other agencies has been another area of strength and source of its excellent reputation. CARTAC has worked with ECEMP, the ECCU and the ECCB, CARICOM and other agencies, fitting into the programs of such agencies and in some cases providing the critical resources to help such programs achieve their objectives.

#### **6.5.6 Overall Evaluation**

144. Our assessment of the overall performance, effectiveness and impact of CARTAC is that it has been very good. There are indeed certain areas that we have mentioned in the analysis to which attention should be paid to ensure improved outcomes and sustainable results for the Center. One key such area is the development of a focus on results and impact more so than on activity. This would require more strategic thinking and a revision of the approach to reporting that is currently in use.
145. With appropriate changes in the areas that have been identified, CARTAC is well on the way to completing its already substantial justification of enhancing the region's capacity for solid economic governance.

## 7 Recommendations

146. We recommend that consideration be given to continuing the program into a third 3-year phase. CARTAC is a highly valued partner of countries in the Caribbean seeking to enhance capacity for sound economic management. Users stress its closeness, readiness to listen, rapidity of response and practical advice as key characteristics that have enabled this program of technical assistance to gain high acceptance and to be embraced as a key promoter of the interests of countries striving to cope with structural changes. Beneficiaries believe that there is more useful work for CARTAC to do.
147. Financing in phase 3, particularly from bilateral donors, should be invited on the basis of the principles of the Paris Declaration on Aid Effectiveness, specifically:
- Pooling of cash pledges
  - Assured multi-year funding, preferably with front-loaded disbursements to the program
  - Accountability based on results to be tracked by indicators developed within an agreed logical framework of program goals.
148. The sources of financing the program should be diversified. Since it is perceived as a valuable regional public good, a starting point may be to seek reallocation of resources already directed to the region. In particular, approaches should be made to Venezuela and Trinidad and Tobago. Moreover, the program should explore ways for beneficiaries to increase their contribution while still not paying anywhere near full cost for technical assistance. Among possibilities are an increase in the flat contribution paid by all beneficiaries and/or some partial recovery from users based on their individual demand for technical assistance.
149. CARTAC should give greater emphasis to attachments and use of regional consultants as means of building human resource capacity in the region for 'best practice' economic management. Building credible public institutions staffed by adequate numbers of suitably trained people is a long-term endeavor. CARTAC has made good progress in creating networks and fostering a climate for on-the-job training. However, there needs to be more emphasis on attachments as an institutional priority across all functional areas. This would require beneficiaries to cooperate by releasing staff for longer periods than the 4 or 5 days that is now typical for attachments. CARTAC under the guidance of the Steering Committee should also embrace a wider concept of building capacity in the region to include more intensive use of regional consultants than has been the case to date. Regional consultants constitute a pool of human resources that can underpin common services in the area of economic management on a sustainable basis for countries that may be too constrained to keep highly skilled staff on the public payroll.

150. The Steering Committee should continue to insist on management reporting in a manner that facilitates the tracking of sustainable results from CARTAC's activities. In this connection, the Steering Committee can play a pivotal role to ensure that while CARTAC, like any other RTAC, fits within the strategic framework of overall IMF technical assistance that its work continues to be seen as reflecting the enlightened demands of its users and not the imposition of an agenda. In any event, it bears emphasizing that independent evaluation of the Fund's technical assistance has strongly recommended that it be framed within country-driven priorities.
151. By the inception of a third phase, there will be a sufficiently long track record to be stricter in using performance in implementing TA advice as an important criterion for allocating scarce resources, except of course for countries where CARTAC has had minimal activity in previous phases.
152. Major bilateral donors emphasize the importance to their constituencies of a focus on poverty reduction, already incorporated as an overarching goal in CARTAC's logical framework. The Steering Committee should take ownership of this strategic concern by taking steps to ensure that it is highlighted in management reporting based on the logical framework.
153. Based on demand and performance, the reviewers see a strong case for switching resources to public finance embracing revenue, expenditure, investment programming and debt management functions. We think that financial sector supervision does not require two full-time advisers. In practice, the PC oversees work of short-term consultants in the MAC area, therefore consideration should also be given to eliminating the position of MAC long-term adviser, particularly if the resources are fungible.
154. CARTAC should become proactive in forging relationships outside the English-speaking Caribbean where it has developed strong ties over the last few years. Haiti and Suriname are members of CARICOM and the Dominican Republic is a participant in the CARTAC program. To live up to its name, the Caribbean Area Technical Assistance Center ought to give growing attention to demand from outside the English-speaking Caribbean.
155. CARTAC should not become a legal entity. Acquiring a legal personality would not of itself improve prospects of additional financing. Concerns about administrative efficiency should be addressed in a direct and transparent manner with the UNDP. Moreover, creating a legal entry may imply an open-ended technical assistance program with the attendant risk of beneficiary countries falling into a comfortable habit of seeking extensions of TA support rather than seriously undertaking the job of building viable institutions.

## **APPENDICES**

## Terms of Reference

### Background and Purpose

The Caribbean Regional Technical Assistance Centre (CARTAC) is a regional resource, based in Barbados, which provides technical assistance and training in core areas of economic and financial management at the request of its 20 participating countries and territories<sup>19</sup>. The CARICOM Council of Ministers of Finance and Planning (COFAP) took the decision to establish the Centre in September 1999. It *became* operational in November 2001. CARTAC's mission is to "enhance the institutional and human capacities of the countries in the Caribbean region to achieve their macroeconomic, fiscal, and monetary policy objectives".

Many countries in the region face similar problems in meeting the standards of economic and financial governance expected of them by their citizens, and by domestic and international investors. CARTAC was created to help develop skills in the specialized areas required to design and implement measures to meet these standards at both the national and regional levels.

CARTAC is a multi-participant, pooled mechanism, one of the first in the region. Its three largest contributors are the Canadian International Development Agency (CIDA), the Department for International Development (OFID) and the International Monetary Fund (11%/IF), with each contributing over 20 percent of CARTAC's funding needs. The European Union (EU), Inter-American Development Bank (IDE), Ireland, the United Nations Development Programme (UNDP), the United States Agency for International Development (USAID), and the World Bank (WB) are also contributors. In addition, the Caribbean Development Bank (CDB) has seconded a full-time economist to the Centre. The Government of Barbados finances the costs of CARTAC's office facilities, whilst the other 19 beneficiary countries make annual contributions to the Project.

CARTAC operates as a cost-shared, UNDP project with the IMF as executing agency. Its priorities are set by a Steering Committee, which is chaired by the Governor of the Central Bank of Barbados and includes representatives from five other participating countries, two representatives from the bilateral donors, and six from multilateral agencies. The 20 countries and territories served by CARTAC, include Anguilla, Antigua and Barbuda,

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<sup>19</sup> The 20 countries and territories served by CARTAC, include Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and the Turks and Caicos Islands.



CARTAC provides technical services in *five* core areas, namely:

- Public finance management (PPM);
- Tax/customs policy and administration;
- Financial sector regulation and supervision, including off-shore financial operations;
- Economic and financial statistics; and
- Macroeconomic programming and policy analysis.

CARTAC was initially established for a three-year period (2001-2004, called CARTAC I). At its September 2002 meeting in St Kitts, CARTAC's Steering Committee agreed that an independent review of CARTAC's performance should be undertaken during 2003 to help make decisions on its future. The review, which was completed in August 2003, was favourable.

Based on a positive review, a recommendation to fund a follow-on phase for CARTAC was approved at the October 2003 meeting of the Steering Committee. The Steering Committee also requested all donors to continue funding for a further three year period, starting in 2005.

Sufficient funding was subsequently identified and CARTAC was extended for a second phase (2005-2007, called CARTAC II). In its second phase, demand for CARTAC services has strengthened, and it has increasingly sought to develop projects that are in large part transportable from one CARTAC client country to another, for example in the introduction of value-added taxes (VATs), and the strengthening of supervision of credit unions. CARTAC has also increasingly sought to emphasise attachments of staff from one country in the region to another, in the hope of not only providing relevant hands-on training, but also to increase networking within the region, and to provide a more permanent element to CARTAC's capacity-building efforts.

### **Reasons for the review**

This mid-term review is being undertaken to review CARTAC's performance and results to date, including lessons learned, in order to determine the best modalities concerning CARTAC's work and mandate and promote greater accountability for performance. The review should pay special attention to the outcomes of CARTAC's work programs as identified in the log-frame analysis (see attached). Since a third phase of CARTAC is being contemplated, it will be important to look at achievements, impact and lessons learned. The mid-term review will ascertain results to date and will help the Steering Committee determine optimal strategies for the project's continuation.

### **Issues to be addressed by the review**

*Program impact, effectiveness and synergy gains*

The contribution of the Centre in addressing the region's problems and capacity constraints in each of the five functional areas covered (public finance management, tax and customs

reform, financial sector regulation and supervision, macroeconomic programming and policy analysis, and economic and financial statistics) will be assessed. This should be done by focusing on CARTAC's outcomes, as well as its operational efficiency and effectiveness, and gains resulting from synergies between its operations and those of other donors in the region.

The primary issues in this section should include:

- i. The results, including effectiveness and impact, of CARTAC's overall TA program, vis-à-vis CARTAC '5 results-based log-framework. This should include an evaluation of outcomes, and preliminary impact of one or two of CARTAC's areas of TA delivery;
- ii. To what extent has the timeliness of delivery and follow-up been enhanced. Needs and requests have been responded to promptly;
- iii. The extent that CARTAC has proved responsive in adapting to the region's changing needs. In doing so, the following questions should be addressed:
  - a. Does a purely responsive approach to TA demand remain appropriate;
  - b. Should the balance of resources between program components be reconsidered; and
  - c. Should the prioritization filters adopted by the Steering Committee be reconsidered
- iv. The extent of country ownership of TA delivered by CARTAC;
- v. The extent to which CARTAC has contributed to improved integration of TA delivery by national and multinational development partners, with fewer overlaps observed, and the extent to which CARTAC has fostered improved donor cooperation and coordination (progress with respect to items iii-iv should be considered in the context of the objectives of the Paris Declaration); and
- vi. CARTAC's contribution to enhanced regional integration and knowledge-sharing through workshops, attachments, collegial coordination, helping to develop regional projects, sharing project outputs within the region, and other mechanisms. The review team may also make recommendations of steps CARTAC might take to improve the sustainability of knowledge-sharing aspects of its assistance to CARTAC member countries including possibly the sharing of output with other similar TA delivery mechanisms.

### Organizational efficiency, effectiveness and sustainability

The mid-term review will also be expected to comment on the organizational efficiency and effectiveness of CARTAC, as well as the desirability of a further extension of CARTAC and its sustainability. The primary issues in this section would include the following:

- i. The efficiency of the harmonized/pooled funding mechanism, and whether CARTAC should accept all funding offers, even funds that are tied and have considerable conditionality;
- ii. The role and effectiveness of the Steering Committee, individual governments, donors, regional bodies, and the IME in determining CARTAC's direction and work plans;
- iii. The role and effectiveness of the UND?, including accepting, managing, and accounting for the cost-sharing contributions;
- iv. The role and effectiveness of the IMF as CARTAC's "executing agency";
- v. The role and effectiveness of the Coordinator in managing CARTAC's work programme and the CARTAC office;
- vi. Should a third phase of CARTAC be encouraged, and if so, the feasibility and desirability of both changing the legal status of the Centre, e.g., make it a legal entity, and reviewing the composition of the Steering Committee; and
- vii. If policy changes are appropriate during a triennium, what modalities should be used for effecting those changes.

The review should record any significant lessons that can be drawn from the experience with the second phase of CARTAC, highlighting anything that worked well and that should be emphasised, and anything that has worked badly and should be avoided in future. The reviewers will take note of any suggestions received during the course of the review on the future direction of CARTAC's work areas and operational modalities- The reviewers should also note whether they identified any needs in the region that are not currently being met by any organization and are either included in or closely related to the topics covered in CARTAC'S Programme Document.

### **Review Process**

The Review Team will be retained to carry out the mid-term' review and preside over the selection process to fill the consultancies under this mandate. The Working Group will both present a short-list of candidates to the Steering Committee *for* their approval, and oversee the work of the review team.

### **Field Mission**

The review will include meetings with a broad cross-section of CARTAC constituents and stakeholders and with funding agency personnel. The fieldwork is expected to be three and one half (3,5) weeks in duration. A briefing with funding agencies, the Chairman of CARTAC's Steering Committee, and the CARTAC Coordinator will take place in Barbados before other visits in the region. At some point the review will include a visit or consultation with relevant headquarters personnel in the IME, UNT)P and World Bank.

### **Mid-Term Review Revert**

The review team will prepare a mid-term review report that puts forward the reviewers' findings, recommendations and lessons learned. The report will be:

- i. Prepared in English only;
- ii. Submitted electronically and in hard copy format.

### **Level of Effort (LOE)**

The proposed work under this mandate is expected to be approximately thirty-three (33) days per consultant. It is estimated that one (1), five day, week will be required for preparatory considerations; three and a half (3.5) weeks including travel for field work; and two (2) weeks for report writing at home base.

### **Reviewers' Qualifications**

It is proposed that the mid-term, review would be carried out by two (2) senior consultants, one with a solid background in economics, governance, and technical assistance, and the other with skills in technical assistance and project evaluation. Preference will be given to experts with experience in the region.

The first resource should have a background in economics, public sector fiscal operations, and public sector management, or financial sector regulation and supervision (of banks and non-bank financial institutions) and be able to provide professional economic capacity development and evaluation services. In addition, the proposed resource must have a background in economic policy reform/development.

The second resource should have a strong background in financial sector regulation and supervision (of banks and non-bank financial institutions) or public sector fiscal operations, and public sector management,. The proposed resource must be able to provide expert advice in the areas of financial policy, evaluation and regulation. The duration of this mandate will for a 33 day period between June 1 and September 15, 2006.

## Envisaged Work Program

1. Preparatory work and development of work program May;
2. Field investigations—June/July; and
3. Reporting and presentation:
  - a, Preliminary report August;
  - b. Final report early-mid-September,

Print Form

Submit by Email

## CARTAC MID TERM REVIEW 2006

### QUESTIONNAIRE

1. Country  2. Ministry/Organisation

3. Dept/Division  4. Position

5. Indicate the CARTAC Programmes in which your organisation has participated in the past 3 years. (Check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Financial Sector Supervision (FSS) | <input type="checkbox"/> Macro Economics |
| <input type="checkbox"/> Public Finance Management (PFM)    | <input type="checkbox"/> Statistics      |
| <input type="checkbox"/> Revenue Policy and Administration  |  |

6. What areas do you consider most critical for CARTAC support over the next 3 years?

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Financial Sector Supervision (FSS) | <input type="checkbox"/> Macro Economics | Other (Please list) <input type="text"/> |
| <input type="checkbox"/> Public Finance Management (PFM)    | <input type="checkbox"/> Statistics      |  |
| <input type="checkbox"/> Revenue Policy and Administration  | <input type="checkbox"/> Training        |  |

7. If your Ministry/Dept has not participated or has no plans to participate in CARTAC programmes, what are the reasons for this non-participation? (Check all that apply)

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Unaware of CARTAC       | <input type="checkbox"/> Made Request but no response         | <input type="checkbox"/> CARTAC services of no interest |
| <input type="checkbox"/> Other TA providers used | <input type="checkbox"/> Unable to release staff for training | <input type="checkbox"/> Request for TA denied          |

8. Please rate the quality of CARTAC's TA activities in the following areas?

- |   |  |
|---|--|
| Response Time <input type="text"/>        | Relevance to your needs <input type="text"/>   |
| Intervention Quality <input type="text"/> | Type of Intervention Used<br>(e.g.: training, w/shop,<br>attachment, etc) <input type="text"/> |

**We thank you for taking the time to complete and submit this Form**  
**Osborne Nurse & Euric Bobb**  
**CARTAC Mid Term Review Team**

9. What methods were utilised for the CARTAC intervention?

<input type="checkbox"/> Country training or workshop	<input type="checkbox"/> Regional or subregional training or workshop
<input type="checkbox"/> On the Job training	<input type="checkbox"/> Foreign or regional attachments for local staff
<input type="checkbox"/> Advisory Services	

10. How would you rate the application of the intervention strategies used by CARTAC?

Country Training	<input type="text"/>	Regional/sub regional training	<input type="text"/>
On the Job Training	<input type="text"/>	Foreign or Regional attachments	<input type="text"/>
Advisory Services	<input type="text"/>		

11. How do you rate the use of foreign and regional consulting or advisory resources by CARTAC?

<input type="checkbox"/> Well balanced	<input type="checkbox"/> More foreign needed	<input type="checkbox"/> More regional needed
--	--	---

12. In which areas do you attribute improvements to CARTAC?

<input type="checkbox"/> Organisational Structure & Staffing	<input type="checkbox"/> Staff Skills & Experience	Other (List) <input type="text"/>
<input type="checkbox"/> Legislative Framework	<input type="checkbox"/> Policy Development	

12A. Where do you consider the improvements to be sustainable? (Check all that apply)

<input type="checkbox"/> Organisational Structure & Staffing	<input type="checkbox"/> Staff Skills & Experience	Other <input type="text"/>
<input type="checkbox"/> Legislative Framework	<input type="checkbox"/> Policy Development	

12B. Why do you consider these areas to be sustainable?

13. Compared with other TA providers how do you rate CARTAC?

14. Explain your judgement

15. Other Comments

**Appendix 3: Analysis of CARTAC Program Activities**

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<p>Improved governance in the areas of macro-economic, fiscal, and monetary policies and practices, as a basis for improved economic growth and poverty reduction in the region</p>	<p>Improved capacity for designing and implementing macro-economic programs and policies</p> <p>Countries in the region demonstrate improved fiscal management including: public expenditure control, simpler tax systems and more efficient revenue administration, and careful public debt management</p> <p>More transparent financial supervision and regulatory procedures</p> <p>Improved data collection and timely dissemination of high quality statistics</p>	<p align="center"><b>OVERALL PROGRAM</b></p> <p>269 Activities undertaken: (First Review – 141 over 18 months)</p> <p>25% in Dominica</p> <p>16% in Antigua &amp; Barbuda</p> <p>9% in ECCB/OECS sub-region</p> <p>5.6% with CARICOM or Regional Agencies</p> <p>Funded participation in 74 training/workshop sessions involving 1,644 persons</p> <p>Funded 65 attachments for 59 persons totaling 360 days</p> <p>Funded 2,478 days in 131 missions by 76 foreign experts in training, technical assistance and legislative drafting in addition to 1,289 days in 88 missions by 58 regional experts, including current public officers</p> <p>Supported the development of Single Regulatory Units in Antigua and Barbuda, St. Kitts and Nevis, Dominica and Grenada;</p> <p>Worked on the development of SUT and XM Price Indices in Barbados, Antigua and Barbuda, St. Kitts and Nevis</p> <p>Supported SATAP activities in Antigua &amp; Barbuda, St. Kitts &amp; Nevis</p>	<p>Customs procedures reviewed and being modernized in Antigua &amp; Barbuda, Barbados, Dominica</p> <p>Draft legislation prepared in tax, budget and management and financial regulation; design based on harmonized application across the region</p> <p>Home-grown stabilization program designed and under implementation in Antigua and Barbuda</p> <p>Single Regulatory Units already established in some jurisdictions</p> <p>National Accounts preparation using best practice methodology progressing in most countries</p>	<p>Clients express great satisfaction with CARTAC approach involving direct implementation, hands-on support, practical systems and building regional networks</p> <p>New PIT in Antigua and Barbuda generating more revenues than estimated at planning.</p> <p>New VAT systems established in Belize and Dominica. Grenada, Antigua &amp; Barbuda close to implementation</p> <p>St. Kitts and Nevis tax collections improved by 20% after restructuring of assessments and collections procedures</p> <p>Improved expenditure control led to better management of arrears and enhanced accountability for budget implementation in St. Kitts and Nevis</p>



Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<p>Functional Objective: Sound policies and developed implemented in the area of financial sector regulation</p>	<p>Assessments in the area of financial sector supervision show country performance satisfying international standards</p> <p>Robust supervisory regimes in place -- increased knowledge and application of best practices in supervision</p> <p>Assessments of supervision upgrades in the region indicates progressive corrective action on identified problem institutions</p> <p>Financial sector legislation drafted, passed and enacted</p>	<p><b>FINANCIAL SECTOR SUPERVISION</b></p> <p>53 activities conducted – 19.7% of all CARTAC activities</p> <p>26% (13) in Dominica</p> <p>16% (9) with ECCB, OECS or Regional or Sub-regional</p> <p>5 Attachments (persons) totaling 58 days supported – Central Banks of Barbados, ECCB and Guyana and Caymans Islands;</p> <p>46 foreign expert missions totaling 759 days (30% of CARTAC days); 7 experts undertook 19 missions for 373 (49%) of these days</p> <p>6 regional expert activities totaling 45 days (5.6% of FS days; 3.5% of total CARTAC days )</p> <p>16 training activities, 436 persons, 22% of CARTAC training activity; 27% of trainees</p> <p>Participated on committee supervising the CCCU Credit Union Modernization project advisory and consulting work</p> <p>developing single supervisory authorities</p> <p>drafting manuals for examinations in securities and credit unions</p> <p>drafting legislation for insurance, money services and securities regulation</p> <p>Drafting examination manuals for credit union supervisors</p>	<p>Reports on on-site examination of 2 non-banks in Dominica and 1 in Montserrat</p> <p>Single supervisory units established in St. Kitts and Nevis, Dominica, Antigua and Barbuda</p> <p>Draft securities legislation prepared for the Bahamas to be used regionally</p> <p>Draft Manual for examination of securities broker-dealers and AML prepared for regional adoption</p> <p>Draft insurance and money services legislation available for regional review and acceptance</p> <p>Feasibility study of offshore financial sector in Dominica completed</p> <p>Amendments to financial services legislation in Grenada, Guyana and St. Vincent and the Grenadines</p>	

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<p>Functional Objective: Sound macro-economic policies developed and implemented based on improved macro-economic management systems</p>	<p>Sustained improvements in the analysis of economic performance and prospects under alternative policy scenarios</p> <p>Improvements in the quality of policy dialogue</p> <p>More efficient and effective macro-economic management systems</p>	<p><b>MACROECONOMICS</b></p> <p>14 activities (5% of total activities) undertaken</p> <p>50% of activity (7) in Dominica</p> <p>14% of activity (2) in each of Antigua &amp; Barbuda and St. Kitts &amp; Nevis</p> <p>21% of activity (3) in Trinidad and Tobago</p> <p>Activity supporting SATAP – Antigua &amp; Barbuda, St. Kitts &amp; Nevis, Anguilla, Dominica, Montserrat</p> <p>Support to Suriname for 5 year plan</p> <p>2 training Programs conducted, 63 participants</p> <p>17 foreign expert missions (5 experts) over 442.5 days (17.8% of CARTAC use); Antigua &amp; Barbuda, Dominica, Grenada, St. Lucia, Suriname and Belize on SATAP and programming activities</p> <p>1 regional expert for 9 days in Grenada</p> <p>Initial financial programming mission to Belize</p>	<p>Macroeconomic monitoring unit established at ECCB</p> <p>Antigua &amp; Barbuda medium-term economic framework completed</p> <p>Contributed to enabling Dominica to meet structural benchmarks under its PRGF</p>	

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<b>PUBLIC FINANCE MANAGEMENT</b>				
<p>Objective:</p> <p>Sound policies and developed implemented in the area of public expenditure management</p>	<p>Specific studies showing positive assessment of progress made in the region and by individual countries</p> <p>Elimination of external and domestic arrears.</p> <p>Comprehensive and timely audit systematically addressing compliance, effectiveness and waste.</p> <p>Statutorily compliant and transparent accounting systems that are efficient and fully meet management information requirements.</p> <p>Enhanced accountability for use of public funds including an effective policy and regulatory framework and post budget implementation review (e.g. independent audit and parliamentary review).</p> <p>Progressive introduction of multi-year budgeting including output based budgeting, integration of the medium term economic frameworks and the public sector investment programs (PSIP).</p> <p>New generic budget and fiscal transparency legislation introduced and implemented.</p>	<p>19% (51 events) of total activity</p> <p>45% of activity (23 events) delivered at level of ECCB, OECS or Regional and Sub regional</p> <p>17% of activity (9 events) in St. Kitts Nevis</p> <p>13% of activity (7 events) delivered in each of Antigua Barbuda and Dominica</p> <p>24 training activities or workshops in 8 countries and regionally with 509 participants</p> <p>8 persons from Belize attached to Barbados for 5 days each (40 days)</p> <p>13 missions using 12 foreign experts for 107 days; includes 37 days in training activities</p> <p>29 missions using 19 regional experts for 85 days including 79 days in training activities</p> <p>Debt management workshop</p> <p>Computerized public accounting systems for cash management supported in Antigua &amp; Barbuda, Dominica and St. Kitts &amp; Nevis in support of ECEMP</p> <p>Budget/accounting legislation workshop</p> <p>Model budget legislation prepared and before governments for approval and enactment</p> <p>Continued support for CaPFA Conferences and seminars</p>	<p>Improved budgetary management reported in Antigua &amp; Barbuda and St. Kitts &amp; Nevis with expenditure control</p> <p>Computerized budget management system in Antigua &amp; Barbuda using Fair Balance to be implemented by 9/06</p> <p>Smartstream users group created</p> <p>Introduction of multi-year budget techniques in Dominica and St. Lucia</p> <p>Dominica Budget department strengthened</p> <p>Introduction of output budgeting in Trinidad &amp; Tobago</p> <p>PSIP reform Programs initiated in Antigua &amp; Barbuda and Nevis</p> <p>CaPFA continues building into a strong a valuable network</p>	<p>Improved expenditure control led to better management of arrears and enhanced accountability for budget implementation in St. Kitts &amp; Nevis</p>

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<p>Functional Objective: Sound policies and methodologies developed and implemented in the area of economic and financial statistics compilation</p>	<p>Qualitative and quantitative improvements in macro-economic data, including timeliness of publication</p> <p>Positive assessments of country performance using internationally accepted methodologies</p> <p>Adopting guidelines of the IMF's General Data Dissemination System (GDDS) and the Special Data Dissemination Standard (SDDS), as applicable</p> <p>Approve and publish a data dissemination schedule (advance release calendar) for the release of important aggregates</p> <p>Update statistical legislation</p>	<p><b>STATISTICS</b></p> <p>18.6% (250) of total activity delivered</p> <p>22% of activity (11) delivered at level of ECCB, OECS, Regional or sub regional</p> <p>8% of activity (4) delivered in St. Kitts Nevis</p> <p>8% of activity (4) in Dominica</p> <p>10 training activities in 8 countries and regional with 137 participants</p> <p>7 attachments from 4 countries for 55 days</p> <p>25 missions using 14 foreign experts for 313 days including 42 in training activities</p> <p>8 missions using 3 regional experts for 99 days of technical assistance</p> <p>Developing skills in the use of supply and use tables in several for National Accounts in several countries including St. Kitts &amp; Nevis, Dominica, Trinidad and Tobago, Barbados, Antigua &amp; Barbuda</p> <p>National accounts being rebased to 2000</p> <p>Preparation of methodological descriptions of data compilation practices</p> <ul style="list-style-type: none"> <li>• Development of plans for improvement in the compilation of statistics to eliminate or substantially reduce data gaps</li> </ul>	<p>Improvement in BOP reporting in 8 OECS countries and ECCB</p>	<p>Trinidad and Tobago now has installed capacity to routinely prepare national accounts using best practice methodology – advanced stage completion of 2005 accounts</p>

Program Objectives	Expected Results	Actual Activities	Outputs	Results/Impact
<p><b>Objective:</b> Sound polices developed and implemented in the area of tax and customs policy and administration</p>	<p>Positive assessments of country performance in the area of taxation using cross-country comparisons</p> <p>Increased tax revenue</p> <p>Content review and analysis of tax reforms in the region indicate an acceptable degree of progressivity to the benefit of vulnerable groups</p> <p>Tax reform legislation drafted, enacted and implemented</p> <p>Effective and efficient tax and customs administration systems in place</p>	<p><b>REVENUE POLICY and ADMINISTRATION</b></p> <p>37% of CARTAC activity (99) delivered</p> <p>35% of activity delivered (35) in Dominica</p> <p>34% of activity delivered (34) in Antigua Barbuda</p> <p>8% of activity delivered (8) in St Kitts Nevis</p> <p>7% (7) in ECCB, OECS, Regional or Sub regional</p> <p>9% (9) involved with CARICOM or regional agencies</p> <p>22 training activities for 443 participants;</p> <p>30 missions using 13 foreign experts for 841 days including 5 in training activities</p> <p>44 missions using 29 regional experts for 1,051 days, including 115 in training activities;</p> <p>Attachments of 39 persons for 207 days completed. Equivalent to 66% of all CARTAC attachments (persons) and 57% of attachment days facilitated.</p> <p>Required tax reforms identified</p> <p>Action plans for reform prepared</p> <p>Simplified administrative procedures for tax and customs identified</p>	<p>Draft legislation harmonized for customs, OECS Tax Court and revenue management prepared</p> <p>Collection, audit and valuation procedures improved in customs departments in Barbados, Antigua &amp; Barbuda, Dominica</p> <p>Support provided for ASYCUDA utilization and upgrades in Antigua &amp; Barbuda, Dominica and Barbados</p>	<p>Antigua &amp; Barbuda Personal Income Tax and operational producing revenues in excess of original estimates</p> <p>Reorganized tax department in Antigua &amp; Barbuda improving revenue collection</p> <p>Reorganized St. Kitts &amp; Nevis tax department contributes to 20% improvement in revenue collection</p> <p>VAT systems introduced in Belize and Dominica, and imminent in Antigua &amp; Barbuda</p>

**Appendix 4: List of Persons Interviewed**

<b>First Name</b>	<b>Last Name</b>	<b>Designation /Department</b>	<b>Country</b>
Nalini	Ablack	Second Secretary (Development), CIDA	Barbados
Richard K.	Abrams	Program Coordinator, CARTAC	Barbados
Thomas	Alexander	Senior Economist , Statistics Dept, IMF	Washington , D. C.
Caroline	Anstey	Country Director, The World Bank	Washington, D. C. *
Rebeca	Arias	Deputy Resident Representative, UNDP	Barbados
Katherine	Baer	Fiscal Affairs Department, IMF	Washington, D. C.
Laurel	Bain	Director of Statistics, EECB	St. Kitts & Nevis
Antonella	Bassani	Lead Economist, The World Bank	Washington, D. C. *
Carlos	Belgrave	Supervisor of Insurance	Barbados
Joseph	Best	Comptroller of Customs (Ag)	Barbados
Lindsay	Black	Economist, DFID	Barbados
Miriam	Blanchard	MAC Adviser, CARTAC	Barbados
Laura	Bocalandro	Chief, Regional Technical Cooperation Division , IDB	Washington, D. C.
Catalina	Bonnefoi	Office of Technical Management, IMF	Washington, D. C.
Compton	Bourne	President, Caribbean Development Bank	Barbados
Trevor	Brathwaite	Deputy Governor, ECCB	St. Kitts & Nevis
Hortense	Brooks	PSIP Coordinator, Ministry of Planning	Antigua & Barbuda
Raphael	Brown	Comptroller of Customs	Antigua & Barbuda
George	Brown	Customs Dept.	Antigua & Barbuda
Prayma	Carrette	Director of Statistics	Dominica *
Sean	Cenac	Senior Development Planner, Ministry of Planning	Antigua & Barbuda
Yvonne	Charles	Accountant General	St. Kitts, & Nevis
Isaias	Coelho	Deputy Chief, Tax Policy Division, Fiscal Affairs Dept, IMF	Washington, D. C.
Erol	Cort	Minister of Finance and Economy	Antigua & Barbuda
Winston	Cox	Alternate Executive Director, IDB	Washington, D. C.
Marcio	Cracel	Economist , Region 3, IDB	Washington, D. C.
Dora	Currea	Division Chief, Region 3, IDB	Washington, D. C.
Brian	Dawe	TAX Adviser, CARTAC	Barbados
Sonia	De Cambre	Financial Specialist, IDB	Barbados
Ciro	De Falco	Executive Vice-President, IDB	Washington, D. C.
Paolo	Dos Santos	Senior Economist, Fiscal Affairs Dept., IMF	Washington , D. C.
Kathryn	Dunlop	Head, Development-CIDA	Barbados
Albert	Edwards	Director of Audit	St. Kitts & Nevis
Calvin	Edwards	Deputy Financial Secretary, Ministry of Finance	St. Kitts & Nevis
Peter	Etieune	Ag. CEO, CCCU	St. Kitts & Nevis
Idris	Fidela Clarke	Director General , Financial Services Department	St. Kitts & Nevis

<b>First Name</b>	<b>Last Name</b>	<b>Designation /Department</b>	<b>Country</b>
Jonathan	Fried	Executive Director , IMF	Washington , D. C.
Hazel	Gittens	Ag. Director, VAT Division	Barbados
Yolanda	Gooding	Director of Planning, Ministry of Planning	Antigua & Barbuda
Errol	Graham	Economist, The World Bank	Washington, D. C.
Beverly	Harris	Director of Statistics	St. Kitts & Nevis
Whitfield	Harris Jr.	Financial Secretary, Ministry of Finance and Economy	Antigua & Barbuda
Nicole	Henry	Budget Officer, Ministry of Finance and Economy	Antigua & Barbuda
Angela	Hunte	Director of Statistics	Barbados
	Imbert	Senior Economist, ECCB	St. Kitts & Nevis
Jette	Jensen	Technical Assistance Officer, Office of Technical Assistance Management, IMF	Washington, D. C.
Anneke	Jessen	Operations Specialist, IDB	Washington, D. C.
Damel	Knight	Budget Officer, Ministry of Finance	Antigua & Barbuda
Russell	Krelove	Senior Economist, Fiscal Affairs Dept, IMF	Washington, D. C.
Shawn	Ladd	Advisor to the Executive Director, IMF	Washington, D. C.
Laurence	Telson	Multi-sector specialist, IDB	Barbados
Denis	Le Page	PFM Adviser, CARTAC	Barbados
Alfredo	Leone	Deputy Director , Statistics Dept., IMF	Washington, D. C.
Clifford	Lewis	Statistician, Central Statistical Office	Trinidad and Tobago
Claire	Liuksila	Director , Office of Technical Assistance Management, IMF	Washington, D. C.
Jessica	Lloyd	Accounts AA, CARTAC	Barbados
Eduardo	Loyo	Executive Director, IMF	Washington, D. C.
Sekou	Mark	Counsellor to Executive Director, IDB	Washington, D. C.
Ione	Marshall	STA Adviser, CARTAC	Barbados
Michael	McLeod	Modernization of State Specialist, Region 3, IDB	Washington, D. C.
Diane	Mendoza	FSS Adviser, CARTAC	Barbados
Guy	Meredith	Western Hemisphere Dept, IMF	Washington, D.C.
Paula	Mohammed	Programme Manager, Institutional Development & Governance, UNDP	Barbados
Thordur	Olafsson	FSS Adviser, CARTAC	Barbados
Sanjaya	Panth	Division Chief , Western Hemisphere Dept, IMF	Washington, D. C.
Peter	Pariag	Director of Statistics, Central Statistical Office	Trinidad and Tobago
Francesca	Pascal	Accountant General	Dominica *
Sandra	Pepera	Head of DFID-Caribbean	Barbados
Carlton	Phipps	Statistician , Statistics Dept.	St. Kitts & Nevis
Laura	Profeta	Senior Counsel, IDB	Washington, D. C.
Alicia	Ritchie	Manager, Region 3, IDB	Washington, D. C.
David	Robinson	Western Hemisphere Dept, IMF	Washington, D. C.
Ratna	Sahay	Assistant Director , Western Hemisphere Dept,	Washington, D. C.

<b>First Name</b>	<b>Last Name</b>	<b>Designation /Department</b>	<b>Country</b>
		IMF	
Garnet	Samuel	Advisor to the Executive Director, IMF	Washington, D.C.
William	Schouten	Commissioner of Inland Revenue	Antigua & Barbuda
Jesus	Seade	Senior Advisor , Fiscal Affairs Dept, IMF	Washington, D. C.
Shelton	Nicholls	Deputy Governor, Central Bank of Trinidad and Tobago	Trinidad and Tobago
Manik	Shrestha	Deputy Division Chief , western Hemisphere Dept, IMF	Washington, D. C.
Susana	Sitja Rubio	Operations Specialist , IDB	Washington, D. C.
Margaret	Sivers	Accountant General	Barbados
Grantley	Smith	Director of Finance & Economic Affairs	Barbados
Niguel	Streete	Inspector of Banks, ECCB	St. Kitts & Nevis
Marina	Taitt	Office Manager, CARTAC	Barbados
Seth	Terkper	Fiscal Affairs Dept, IMF	Washington, D. C.
Carolyn	Tonge	Deputy Budget Director	St. Kitts & Nevis
Christopher	Towe	Senior Advisor , Western Hemisphere Dept, IMF	Washington, D. C.
Holger	Van Eden	Technical Assistance Advisor, Fiscal Affairs Dept, IMF	Washington, D. C.
Sir K. Dwight	Venner	Governor, ECCB	St. Kitts & Nevis
Sabina	Walcott-Denny	Commissioner of Internal Revenue	Barbados
Sandra	Whiskey	Admin. Assist, CARTAC	Barbados
Marion	Williams	Governor of Central Bank of Barbados and Chairperson, CARTAC Steering Committee	Barbados
	Williams	Dept. Director, Statistics , ECCB	St. Kitts & Nevis
Ewart	Williams	Governor, Central Bank of Trinidad & Tobago	Trinidad and Tobago
R. Delisle	Worrell	Senior Economist , Monetary and Financial Systems Dept, IMF	Washington , D. C.
Joachim	Zeller	Head of Operations, European Commission	Barbados

\* by telephone



**Appendix 5: CARTAC Attachments**

<b>Area</b>	<b>Name and Position</b>	<b>Institution</b>	<b>Place of Attachment</b>	<b>Term</b>
FS	Gemma Louis	ECCB	Philadelphia	14 days
FS	Kennedy Byron	ECCB	Philadelphia	14 days
FS	Karen Williams	Turks & Caicos	Cayman Islands	20 days
FS	Denise Hinds	Barbados	OSFI, Canada	5 days
FS	Ramnarine Lal	Guyana	OSFI, Canada	5 days
PEM	Celia Gardiner	Belize	Barbados	5 days
PEM	Ana Eck	Belize	Barbados	5 days
PEM	Anna Bennett	Belize	Barbados	5 days
PEM	Veronica Smith	Belize	Barbados	5 days
PEM	Dorothy Bradley	Belize	Barbados	5 days
PEM	Sandra Slusher	Belize	Barbados	5 days
PEM	Alvan Rowland	Belize	Barbados	5 days
PEM	Felix Enrique	Belize	Barbados	5 days
STA	Stephen Nicholas	Dominica	St. Lucia	5 days
STA	Dretszel Nisbett	Nevis	St. Lucia	10 days
STA	T'Shon Dasent	Nevis	St. Lucia	10 days
STA	Deedra Welch	Trinidad	Antigua	5 days
STA	Nadine Isaac	Trinidad	Antigua	5 days
TAX	Dwayne Looby	Antigua	St. Vincent	3 days
TAX	Kaywana Hampson	Antigua	St. Vincent	3 days
TAX	Karen Challenger-George	Antigua	Barbados	4 days
TAX	Colette Grant	Antigua	Barbados	4 days
TAX	John Edwards	Antigua	Barbados	4 days
TAX	Everton Gonsalves	Antigua	Barbados	4 days
TAX	Sabina Walcott-Deny	Barbados	Jamaica	3 days
TAX	Cecil Drakes	Barbados	Jamaica	3 days
TAX	Orris Thomas	BVI	Bermuda	4 days
TAX	Ashmore Romney	BVI	Bermuda	4 days
TAX	Wendella Willabus	Guyana	Jamaica	4 days
TAX	Bridget Abraham	Guyana	Jamaica	4 days
TAX	Nirmala Sukhu	Guyana	Jamaica	4 days
TAX	Simone Beckles	Guyana	Jamaica	4 days
TAX	Carla Berridge	St. Kitts	Jamaica	9 days
TAX	Keisha Woods	St. Kitts	Jamaica	9 days
TAX	Edward Gift	St. Kitts	Jamaica	9 days
TAX	Denise Edwards-Dowe	Dominica	Jamaica	4 days
TAX	Irving Magloire	Dominica	Jamaica	4 days
TAX	Ian-Michael Anthony	Dominica	Jamaica	4 days
TAX	Denise Edwards-Dowe	Dominica	Barbados	5 days

<b>Area</b>	<b>Name and Position</b>	<b>Institution</b>	<b>Place of Attachment</b>	<b>Term</b>
TAX	Irving Magloire	Dominica	Barbados	5 days
TAX	Ian-Michael Anthony	Dominica	Barbados	5 days
TAX	Natasha Marquez	Grenada	Barbados	4 days
TAX	Donnan Victor	Grenada	Barbados	4 days
TAX	Pauline Peters	Grenada	Barbados	4 days
TAX	Georgia Wilson	Grenada	Barbados	4 days
TAX	Wendella Willabus	Guyana	Barbados	5 days
TAX	Iqram Ali	Guyana	Barbados	5 days
TAX	Jermaine Samaroo	Guyana	Barbados	5 days
TAX	Brian Gilfillan	Nevis	Grenada	5 days
TAX	George Hunkins	Nevis	Grenada	5 days
TAX	Dwaine Looby	Antigua Inland Revenue Depart.	St. Vincent	3 days
TAX	Kaywana Hampson	Antigua Inland Revenue Depart.	St. Vincent	3 days
TAX	Caron Roberts	Antigua	Barbados	4 days
TAX	Jindra Pigott	Antigua	Barbados	4 days
TAX	Geraldine Davis	Belize	Barbados	4 days
TAX	Beverley Castillo	Belize	Barbados	4 days
TAX	Marilyn Ordonez	Belize	Barbados	4 days
TAX	Geraldine Davis	Belize	Jamaica	4 days
TAX	Marilyn Ordonez	Belize	Jamaica	4 days
TAX	Godfrey Arzu	Belize	Jamaica	4 days
TAX	Samuel Thomas	St. Vincent	St. Lucia	5 days
TAX	Clairmont Lynch	St. Vincent	St. Lucia	5 days
TAX	Gweneth Martin	St. Vincent	Jamaica	4 days
TAX	Gemma McCree	St. Vincent	Jamaica	4 days
TAX	Alma Dougan	St. Vincent	Jamaica	4 days

**Appendix 6: CARTAC Training Activities**

<b>Area</b>	<b>Course</b>	<b>Beneficiary</b>	<b>Dates</b>	<b>Location</b>	<b>Participants</b>	<b>Number</b>
FSS	World Bank's Advanced Risk Management Workshop	Barbados	June 13-15, 2005	Washington DC	Securities Commission Manager	1
FSS	Regional Management Leadership Training	Dominica	June 5-11, 2005	Toronto Centre	Manager	1
FSS	Credit Union Supervisors Workshop	Dominica, Guyana, Bahamas	April 11-15, 2005	Bahamas	Credit Union Supervisors	15
FSS	2005 Latin America & Caribbean Securities Enforcement and Market Oversight Training	Regional	May 23 - 27, 2005	Barbados	Mangers	50
FSS	Leadership Development Course	St. Vincent	June 6-11, 2005	UWI Barbados	Manager	1
FSS	PEARLS Training Program	Sub-Regional	April 28-30, 2005	St. Kitts	Credit Union Supervisors, Industry and League Representatives	23
FSS	Corporate Governance Seminar	Jamaica	June 29- July 1, 2004	Jamaica	Industries Representatives	145
FSS	Securities Supervisors Meeting	Regional	September 30-Oct 1, 2004	Barbados	Securities Commissioners	7
FSS	Junior Bank Supervisors' Course	St. Kitts	June 14-18, 2004	St. Kitts	Bank Supervisors	30
FSS	Workshop on Financial Market Integrity and Corporate Governance	Suriname	May 18-20, 2004	Suriname	Bank Supervisors	18
FSS	Insurance Supervisors Workshop	Regional	February 21-25, 2005	Barbados	Insurance Supervisors	30
FSS	Credit Union Supervisors Workshop	Barbados	March 6-10, 2006	Barbados	Credit Union Supervisors	15
FSS	ECCB/CARTAC/OECS Single Regulatory Units Meeting	OECS	5-Dec-05	St. Kitts	Senior Official	18

<b>Area</b>	<b>Course</b>	<b>Beneficiary</b>	<b>Dates</b>	<b>Location</b>	<b>Participants</b>	<b>Number</b>
FSS	Basel II Workshop	Regional	October 12-14, 2005	Trinidad	Senior Bank Supervisors	37
FSS	Quantitative Financial Risk Techniques	Regional	March 20-24, 2006	Trinidad	Senior Technical Staff and Bank Regulators	25
FSS	PEARLS Training Program with Barbados Cooperatives Department	Barbados	March 20-22, 2006	Barbados	Bank Inspectors and Examiners	20
MAC	Regional Course on Financial Programming and Policies	Regional	November 7-18, 2005	St. Kitts	Economists	43
MAC	Macroeconomist Accounts for Economists	Suriname	January 9-13, 2005	Suriname	Economists	20
PEM	PSIP Reforms	Antigua	26-Apr	Antigua	Cabinet Members	20
PEM	PSIP Reforms	Antigua	June 27-28, 2005	Antigua	Senior Finance Managers	20
PEM	IFMIS Presentation	Belize	22-Jul-05	Belize		6
PEM	CAPFA Board Meeting	Board Members	24-Jun-05	Anguilla	Board Members	5
PEM	PFM in the Caribbean	FAD/WHD	31-May-05	Washington	FAD/WHD Staff members	20
PEM	Caribbean Cash Management Reference Model	FAD/WHD	31-May-05	Washington	FAD/WHD Staff members	12
PEM	Fiscal Machinery Exercise and Diagnostic Workshop	Montserrat	August 4-5, 2005	Montserrat	Directors from Ministry of Finance	14
PEM	PSIP Reforms	Nevis	14-Jul-05	Nevis	Cabinet Members	8
PEM	Introduction of PSIP Reforms	Nevis	31-Aug-05	Nevis	Permanent Secretaries and Directors from Ministry of Finance	22

Area	Course	Beneficiary	Dates	Location	Participants	Number
PEM	Financial Management Reform Accrual based Output Management Workshop	Regional	May 24-27	Cayman Islands	Accountant Generals, Directors of Budget	40
PEM	Multiyear Budgeting	Barbados	1-Sep-04	Barbados	Budget and Accounts Officers	40
PEM	Budget Management and Programme Budgeting Workshop	Regional	June 15-17, 2004	St. Lucia	Budget Directors	39
PEM	IMF Pension Reform Seminar	Regional	July 13-15, 2004	Barbados	Permanent Secretaries	41
PEM	Budget Management Workshop	St. Lucia	June 9-11, 2004	St. Lucia	Budget Officers	29
PEM	CaPFA Board Meeting	Board Members	10-Feb-05	Trinidad	Board Members	6
PEM	CaPFA Conference	Regional	Nov. 25-29, 2004	St. Kitts	Finance and Budget Officers	73
PEM	IMF Institute Macroeconomic Impact on Budget	Regional	December 6-17, 2004,	Barbados	Economics	35
PEM	CaPFA Board Meeting	Board Members	21-Oct-05	Guyana	Board Members	6
PEM	CaPFA Board Meeting	Board Members	17-Mar-06	Barbados	Board Members	9
PEM	ICM/MFD/CARTAC Debt Management Workshop	Regional	October 24 - 28, 2005	St. Kitts	Directors of Budget & Senior Finance Managers	30
PEM	Budget Legislation Reform Workshop	Regional	November 22-24, 2005	St. Lucia	Senior Public Finance Managers	33
PEM	Internal Audit Requirements	St. Lucia	6-Jan-06	St. Lucia	Senior Accounting Managers	3
PEM	Public Sector Investment Program	St. Lucia	6-Jan-06	St. Lucia	Senior Accounting Managers	13

Area	Course	Beneficiary	Dates	Location	Participants	Number
PEM	PSIP Proposal	St. Lucia	3-Feb-06	St. Lucia	Budget & Planning Staff	15
STA	Financial Monetary Statistics Seminar	Regional	June 27 - July 01, 2005	Barbados	Statistical Officers	20
STA	GFS Course	Barbados	July 19-28, 2004	Barbados	Budget Officers	35
STA	Eurotrace Course	Regional	September 27-30, 2004	St. Lucia	Statisticians	35
STA	Price collection for exports and imports	Dominica	December 13-17, 2004	Dominica	Statistical Officers	3
STA	Government Financial Statistic Course	Haiti	November 1-19, 2004	Tunis	Minsitry of Finance Officials	2
STA	Monetary Course	Haiti	Feb 28 - Mar 18, 2005	Tunis	Central Bank Officers	2
STA	Export-Import Price Indices Methodology Training	Regional	February 14 - 18, 2005	Barbados	Statistical Officers	40
STA	Price collection for exports and imports	St. Vincent	Nov 29 - Dec 10, 2004	St. Vincent	Statistical Officers	5
STA	Economic Census Workshop for CARICOM Member States	Dominica and St. Vincent	September 19-30, 2005	USA	Statisticians	2
STA	Tourism Statistics Workshop	Trinidad	October 10-14, 2005	Antigua	Statisticians	2
TAX	VAT Training	Antigua	May 10-13 & 22-28	Antigua	VAT Officers	20
TAX	Training of Trainers	Antigua	June 20-24 & 27-30	Antigua	Government Officers	20
TAX	VAT Basics	Dominica	Various	Dominica	IRD and Customs Officers	40
TAX	Training of Top Managers	Guyana	May 3-7, 2005	Guyana	Top level Managers	
TAX	Basic VAT Training Course	Guyana	July 12-13, 2005	Guyana	VAT Officers	10
TAX	Best Practices in Tax Administration Meeting	St. Lucia	May 30 - June 04	St. Lucia	Tax Administrators	15
TAX	Training of Trainers	St. Lucia	July 25 - 28	St. Lucia	Government Officers	22

Area	Course	Beneficiary	Dates	Location	Participants	Number
TAX	VAT Basic Training	St. Vincent	June 28-29	St. Vincent	VAT Officers	13
TAX	Training of Trainers Workshop	Dominica	June 7 - 10, 2004	Dominica	Customs/Revenue VAT Officers	12
TAX	VAT Audit & Refund Course	Grenada	May 10-14, 2004	Trinidad	Auditors	24
TAX	Training of Trainers Workshop	Grenada	July 19-22, 2004	Grenada	Customs/Revenue/ Training Officers	20
TAX	Tax Audit Training	Guyana	July 26 - August 6, 2004	Guyana	Auditors	27
TAX	Training for Junior Customs Officers	Guyana	July 26 - August 13, 2004	Guyana	Customs Officers	11
TAX	Training of Trainers Workshop	Guyana	September 20-23, 2004	Guyana	Customs/Revenue/ Training Officers	20
TAX	Customs Valuation Training	St. Lucia	June 21-25, 2004	St. Lucia	Customs Officers	3
TAX	Tax Audit Training	St. Lucia	July 5-9, 2004	St. Lucia	Customs/Audit Officers	24
TAX	VAT Basics	Dominica	Various	Dominica	IRD and Customs Officers	40
TAX	ASYCUDA++ Meeting	OECS	24-Jan-05	St. Lucia	Top Level Custom Officers	21
TAX	CARICOM Seminar on Harmonized customs legislation	Regional	Jan 31 - Feb 3	Trinidad	Custom and Legal Officers	40
TAX	GST Basic Training of Trainers Workshop	Belize	September 6-7, 2005	Belize	Customs, Income Tax and Sales Tax Officers	20
TAX	Training of Trainers workshop	Belize	September 26-29, 2005	Belize	Tax Administrators	15
TAX	General Audit Training	Dominica	November 21- December 02, 2005	Dominica	VAT Officers	26

<b>Area</b>	<b>Course</b>	<b>Beneficiary</b>	<b>Dates</b>	<b>Location</b>	<b>Participants</b>	<b>Number</b>
	HAT Audit Training	BVI	June 14-18, 2004	BVI	Auditors/Tax/Revenue Officers	16
	ILO/ECCB/OECS Sub-regional Seminar on the Production and use of household income and expenditure statistics	Montserrat	December 5-8, 2005	St. Lucia	Statistical Officer	1



**Appendix 7: CARTAC Foreign Consultant Usage**

<b>Area</b>	<b>Name</b>	<b>Country/Source</b>	<b>Duration</b>	<b>Purpose</b>	<b>Compensation</b>	<b>Requested By</b>
FSS	Erik Huitfeldt	USA	35	TA	T,P/D,F	St. Lucia
FSS	Greg Taber	USA	16	TA	T,P/D,F	Dominica
FSS	Howard Bufe	USA	5	Training	T,P/D,F	Region Wide
FSS	John Aspden	British Isles	20	TA	T,P/D,F	Dominica
FSS	Karlis Adamsons	Canada	20	TA	T,P/D,F	Dominica
FSS	Stuart Levy	USA	9	TA	T,P/D,F	Trinidad
FSS	Barry Rider	USA	2	Training	T,P/D	Region Wide
FSS	Brent Ciurlino	USA	1	Training	H	Jamaica
FSS	Chris Abreo	USA	23	TA	T,P/D,F	Dominica
FSS	Christopher McHugh	Nicaragua	3	Training	T,P/D,F	Sub-regional
FSS	Cindy Hubbard	USA	4	Training	T,P/D	ECCB
FSS	David Roderer	USA	16	Legislative Review	T,P/D, F	Barbados
FSS	Ella Robinson	USA/Kentucky Dept. of Financial Institutions	40	TA	T,P/D,F	Bahamas
FSS	Ella Robinson	USA	40	TA	T,P/D,F	Bahamas
FSS	Ella Robinson	USA	9	Training	T,P/D,F	Bahamas
FSS	Ella Robinson	USA	6	TA	T,P/D,F	Bahamas
FSS	Ella Robinson	USA	16	TA	T,P/D,F	Dominica
FSS	Erik Huitfeldt	USA	35	TA	T,P/D,F	St. Lucia
FSS	Greg M Taber	USA	30	TA	T,P/D,F	Haiti
FSS	Greg Taber	USA	30	TA	T,P/D,F	Haiti
FSS	Greg Taber	USA	30	TA	T,P/D,F	Haiti
FSS	Jacob Hostrup Andersen	Denmark	10	TA	T,P/D,F	Cayman Islands
FSS	James Rick Jones	USA	26	TA	T,P/D,F	Guyana
FSS	Jesus Chavez	USA	9	Training	T,P/D,F	Bahamas
FSS	John Aspden	British Isles	4	Training	T,P/D,F	Region Wide
FSS	Karlis Adamsons	Canada	10	TA	T,P/D,F	Dominica
FSS	Karlis Adamsons	Canada	12	TA	T,P/D,F	Montserrat
FSS	Kim Norris	OSFI	5	Training	N.C.	Region Wide

Area	Name	Country/Source	Duration	Purpose	Compensation	Requested By
FSS	Leo Querel	OSFI	5	Training	N.C.	Region Wide
FSS	Louise Pelly	Canada	45	Legislative Drafting	N.C.	Guyana
FSS	Louise Pelly	Canada	5	Legislative Drafting	N.C.	Belize
FSS	Lucille Fellows	USA	4	Training	T,P/D	ECCB
FSS	Manuel Vasquez	IMF	5	Training	N.C.	Region Wide
FSS	Marlene Manuel	IMF	5	Training	N.C.	Region Wide
FSS	Paul Andrews	NASD USA	66	TA	T,P/D,F	St. Kitts/Nevis
FSS	Rhonda Jones	USA/OCC	4	Training	T,P/D	ECCB
FSS	Richard Carpenter	UK	50	TA	T,P/D,F	Montserrat
FSS	Richard Walker	Guernsey Financial Services Commission	5	Training	N.C.	Region Wide
FSS	Robert Hobart	Canada	8	Training	P/D,F	Jamaica
FSS	Roger Little	USA	5	Training	T,P/D	Bahamas
FSS	Roger Little	USA	5	Training	T,P/D	Region Wide
FSS	Ronald Algier	USA/OCC	4	Training	T,P/D	ECCB
FSS	Tanis Maclaren	Canada	45	TA	T,P/D,F	Bahamas
FSS	Tany Smith	USA/OCC	4	Training	T,P/D	ECCB
FSS	Tase Bailey	USA	3	Training	T,P/D	Jamaica
FSS	Valerie Chisholm-Berke	USA	3	Training	T/P/D,H	Jamaica
MAC	Ali Salehizadeh	USA	4	TA	T,P/D,F	Belize
MAC	Eliahu Kreis	Israel	36	TA	T,P/D,F	Suriname
MAC	Eliahu Kreis	Israel	22	TA	T,P/D,F	Grenada
MAC	Eliahu Kreis	Israel	8	TA	T,P/D,F	St. Lucia
MAC	Eliahu Kreis	Israel	14	TA	T,P/D,F	Antigua
MAC	Eliahu Kreis	Israel	16.5	TA	T,P/D,F	Antigua Suriname
MAC	Eliahu Kreis	Israel	27	TA	T,P/D,F	Antigua
MAC	Kevin O'Connor	USA	16	Training	T,P/D,F	Suriname
MAC	Toma Gudac	Serbia	73.5	TA	T,P/D, F	Dominica
MAC	Toma Gudac	Serbia	23	TA	T,P/D, F	Dominica
PEM	Eliahu Kreis	Israel	13	TA	T,P/D,F	St. Lucia

Area	Name	Country/Source	Duration	Purpose	Compensation	Requested By
PEM	Eliahu Kreis	Israel	20	TA	T,P/D,F	Antigua, Grenada, St. Kitts
PEM	Eliahu Kreis	Israel	18	TA	T,P/D,F	Antigua, St. Vincent
PEM	Elishu Kreis	Israel	63.5	TA	T,P/D,F	Antigua, St. Kitts, Suriname
PEM	Erik Lueth	IMF	3	Training	N.C.	Region Wide
PEM	Günther Taube	IMF	3	Training	N.C.	Region Wide
PEM	Holger van Eden	IMF	3	Training	N.C.	Region Wide
PEM	Ian Lang	Italy	7	Training	T,P/D,F	Regional
PEM	Louis A Langlois	Canada	15	TA	T,P/D,F	Antigua
PEM	Louis Langlois	Canada	15	TA	T,P/D, F	Antigua
PEM	Marc Robinson	Australia	3	Training	N.C.	Region Wide
PEM	Per Johnson	Sweden	20	TA	T,P/D,F	Antigua
PEM	Robert Gillingham	IMF	3	Training	N.C.	Region Wide
PEM	Rodney Corey	Australia	60	TA	T,P/D,F	Antigua
PEM	Ronald McGill	UNDP	3	Training		Region Wide
PEM	S. Schiavo-Campo	USA	6	Training	T,P/D,F	Region Wide
PEM	S. Schiavo-Campo	USA	5	Training	T,P/D,F	Region Wide
PEM	Toma Gudac	Serbia	51	TA	T,P/D, F	Dominica
PEM	Toma Gudac	Serbia	33.5	TA	T,P/D, F	Dominica
PEM	Tony Dale	New Zealand	1	Training	T,P/D,F	Region Wide
PEM	Tony Dale	New Zealand	5	TA	T,P/D,F	Barbados
PEM	Tony Dale	New Zealand	5	TA	T,P/D,F	Trinidad
STA	Arthur Giesbert	Netherlands	14	TA	T,P/D,F	St. Vincent and Dominica
STA	Craig Gaston	Canada	13	TA	T,P/D,F	Trinidad
STA	Jan van Tongeren	Netherlands	14	TA	T,P/D,F	St. Vincent and Dominica
STA	Arthur Giesberts	Dutch	20	TA	T,P/D,F	St. Vincent

Area	Name	Country/Source	Duration	Purpose	Compensation	Requested By
STA	Arthur Giesberts	Dutch	10	TA	T,P/D,F	Dominica & St. Vincent
STA	Chandrakant Patel	India	5	Training	T,P/D,F	Bahamas
STA	Chandrakant Patel	India	10	Training	T,P/D,F	Bahamas
STA	Chandrakant Patel	USA	14	TA	T,P/D,F	Cayman Islands
STA	Christie Richards	USA	7	TA	T,P/D,F	Jamaica
STA	Craig Gaston	Canada	15	TA	T,P/D,F	Barbados & Trinidad
STA	Craig Gaston	Canada	20	TA	T,P/D,F	Trinidad & Barbados
STA	Craig Gaston	Canada	40	TA	T,P/D,F	Barbados & Trinidad
STA	Craig Gaston	Canada	15	TA	T,P/D,F	Barbados
STA	Edward Doggett	UK	12	Training	T,P/D,F	Barbados
STA	Jan van Tongeren	Dutch	20	TA	T,P/D,F	St. Vincent
STA	Jan van Tongeren	Dutch	10	TA	T,P/D,F	Dominica & St. Vincent
STA	John Sundgren	USA	15	TA	T,P/D,F	Region Wide
STA	John Sundgren	USA	5	Training	N.C.	Region Wide
STA	John Sundgren	USA	24	TA	T,P/D,F	Dominica & St. Vincent
STA	John Sundgren	USA	10	TA	T,P/D,F	Grenada
STA	Mahinder Gill	USA	5	TA	T,P/D,F	Jamaica
STA	Paul Armsknecht	IMF	5	Training	N.C.	Region Wide
STA	Thomas Lutton	USA	13	TA	T,P/D,F	Trinidad
STA	Yusuf Siddiqi	Canada	10	TA	T,P/D,F	Bahamas
TAX	Anthony Agustin	USA	22	TA	Fees	CARICOM
TAX	Eric Hutton	Canada	5	TA	T,P/D,F	Guyana
TAX	Eric Hutton	Canada	50	TA	T,P/D,F	Guyana
TAX	Eric Hutton	Canada	15	TA	T,P/D,F	Guyana
TAX	Eric Hutton	Canada	5	TA	T,P/D,F	Antigua
TAX	Eric Hutton	Canada	22	TA	T,P/D,F	St. Vincent

Area	Name	Country/Source	Duration	Purpose	Compensation	Requested By
TAX	Fernando Siles	Bolivia	10	TA	T,P/D,F	Suriname
TAX	Fernando Siles	Bolivia	10	TA	T,P/D,F	Antigua
TAX	Gloria Reid	Canada	43	TA	T,P/D,F	Dominica
TAX	Gloria Reid	Canada	40	TA	T,P/D,F	Dominica
TAX	Gloria Reid	Canada	25	TA	T,P/D,F	Antigua
TAX	Gloria Reid	Canada	22	TA	T,P/D,F	Dominica
TAX	Gloria Reid	Canada	16	TA	T,P/D,F	Antigua
TAX	Gloria Reid	Canada	16	TA	T,P/D,F	Dominica
TAX	Gloria Reid	Canada/IMF	30	TA	N.C	Antigua/Dominica
TAX	Ian Laycock	UK	8	TA	T,P/D,F	Dominica, Grenada
TAX	Ian Laycock	UK	24	TA	T,P/D,F	Dominica
TAX	John Murphy	Canada	69	TA	T,P/D,F	Barbados
TAX	John Murphy	Canada	66	TA	T,P/D,F	Antigua
TAX	John Murphy	Canada	180	TA	T,P/D,F	Antigua
TAX	John Murphy	Canada	88	TA	T,P/D,F	Antigua
TAX	John Murphy	Canada	66	TA	T,P/D,F	Antigua
TAX	Koeraad van der Heeden	Dutch	10	TA	T,P/D,F	St. Lucia
TAX	Koeraad van der Heeden	Dutch	14	TA	T,P/D,F	Antigua
TAX	Murdo Macleod	Canada	10	TA	T,P/D,F	Antigua
TAX	Osvaldo Schenone	Argentina	10	TA	T,P/D,F	Guyana
TAX	Peter Poulin	Canada	5	TA	T,P/D,F	St. Lucia and Trinidad
TAX	Peter Poulin	Canada	13	TA	T,P/D,F	Guyana, Barbados
TAX	Peter Poulin	Canada	13	TA	T,P/D,F	Guyana, Barbados
TAX	Richard Courneyea	Canada	5	Training	T,P/D,F	Trinidad
TAX	Richard Fisher	Canada	8	TA	T,P/D,F	Belize
TAX	Richard Fisher	Canada/IMF	53	TA	N.C	Antigua/Belize
TAX	William LeDrew	Canada	9	TA	T,P/D,F	Antigua

**Appendix 8: CARTAC Regional Consultant Usage**

Area	Name	Country/Sour ce	Duration	Fees	Purpose	Compensation	Requested By
FSS	Andrew Lum Kin	Central Bank of Trinidad	5	NC	TA	T,P/D	Dominica
FSS	Damion McIntosh	Bank of Jamaica	10	NC	TA	T,P/D	Dominica
FSS	Shirley Marie	ECCB	10	NC	TA	T,P/D	Dominica
FSS	Euchrista Bruce- Lyle	St. Vincent	10	F	Study	F	Dominica
FSS	Kevin Higgins	Bahamas	1	F	Training	T,P/D,F	Trinidad
FSS	Tony Gomez	Bahamas	5	H	Training	H	Bahamas
MAC	Morvin Williams	ECCB	9	NC	TA	T,P/D	Grenada
PEM	Aiden Harrigan	Anguilla	2	H	TA	T,P/D,H	Nevis
PEM	Albert Edwards	St. Kitts	3	H	Training	T,P/D,H	Region Wide
PEM	Ashni Singh	Guyana	3	H	Training	T,P/D,H	Region Wide
PEM	Ashni Singh	Guyana	3	H	Training	T,P/D,H	Region Wide
PEM	Daura Bolah-St. Bernard	Grenada	5	H	Training	T,P/D,H	Region Wide
PEM	Derek Lowe	Barbados	1	H	Training	H	Region Wide
PEM	Heather Thompson	Barbados	4	H	TA	T,P/D,H	Belize
PEM	Heather Thompson	Barbados	3	H	Training	T,P/D,H	Region Wide
PEM	Isaac Anthony	St. Lucia	3	H	Training	T,P/D,H	Region Wide
PEM	Isaac Anthony	St. Lucia	3	H	Training	T,P/D,H	Region Wide
PEM	Janet Harris	St. Kitts	3	H	Training	T,P/D,H	Region Wide
PEM	Laurel Bain	ECCB	3	NC	Training	N.C.	Region Wide
PEM	Leigh Trotman	Barbados	3	H	Training	T,P/D,H	Region Wide
PEM	Margaret Sivers	Barbados	3	H	Training	T,P/D,H	Region Wide
PEM	Margaret Sivers	Barbados	3	H	Training	T,P/D,H	Region Wide
PEM	Murna Morgan	Jamaica	3	H	Training	T,P/D,H	Region Wide
PEM	Peter Gough	Cayman Islands	3	H	TA	T,P/D,H	Barbados

Area	Name	Country/Sour ce	Duration	Fees	Purpose	Compensation	Requested By
PEM	Peter Gough	Cayman Islands	5	F	Training	T,P/D,F	Region Wide
PEM	Philip Dalsou	St. Lucia	3	H	Training	T,P/D,H	Region Wide
PEM	Richard Nunez	Barbados	1	H	Training	H	Region Wide
PEM	Roland Shepherd	Trinidad	3	H	Training	T,P/D,H	Region Wide
PEM	Roland Shepherd	Trinidad	1	H	Training	T,P/D,H	Region Wide
PEM	Roland Shepherd	Trinidad	3	H	Training	T,P/D,H	Region Wide
PEM	Roland Shepherd	Trinidad	3	H	Training	T,P/D,H	Region Wide
PEM	Rolda Grey	Jamaica	3	H	Training	T,P/D,H	Region Wide
PEM	Rolda Grey	Jamaica	3	H	Training	T,P/D,H	Region Wide
PEM	Rosamund Edwards	Dominica	3	H	Training	T,P/D,H	Region Wide
PEM	Wycliffe Fahie	Anguilla	3	H	Training	T,P/D,H	Region Wide
PEM	Wycliffe Fahie	Anguilla	3	H	Training	T,P/D,H	Region Wide
STA	Ione Marshall	Barbados	5	F	TA	T,P/D,F	Anguilla
STA	Ione Marshall	Barbados	5	F	TA	T,P/D,F	St. Kitts
STA	Ione Marshall	Barbados	5	F	TA	T,P/D,F	Anguilla
STA	Ione Marshall	Barbados	60	F	TA	T,P/D,F	St. Kitts
STA	Ione Marshall	Barbados	5	F	TA	T,P/D,F	St. Kitts
STA	Ione Marshall	Barbados	5	F	TA	T,P/D,F	St. Kitts
STA	Jeffeth McMaster	St. Vincent	8	F	TA	T,P/D,F	Grenada
STA	Sean Mathurin	St. Lucia	6	NC	TA	T,P/D	Grenada
TAX	Alick Lazare	Dominica	2	F	Study	T,P/D,F	St. Lucia
TAX	Alister McIntyre	Jamaica	2	F	Study	T,P/D,F	St. Lucia
TAX	Christin Martin	St. Vincent	2	F	Study	T,P/D,F	St. Lucia
TAX	Deborah Carrington	CMD/UWI Barbados	4	F	Training	T,P/D,F	Antigua
TAX	Deborah Carrington	CMD/UWI Barbados	4	F	Training	T,P/D,F	St. Lucia

Area	Name	Country/Sour ce	Duration	Fees	Purpose	Compensation	Requested By
TAX	Deborah Carrington	Centre for Management Development	4	F	Training	T,P/D,F	Guyana
TAX	Deborah Carrington	CMD/UWI Barbados	4	F	Training	T,P/D,F	St. Vincent
TAX	Denise Dowe	Dominica	9	NC	TA	T,P/D	Antigua
TAX	Denise Dowe	Dominica	5	NC	TA	T,P/D	St. Vincent
TAX	Denise Dowe	Dominica	4	NC	TA	T,P/D	Guyana
TAX	Denise Dowe	Dominica	150	SAL	TA	Salary	Dominica
TAX	Dennis Brereton	Barbados	5	F	TA	T,P/D,F	Antigua
TAX	Desiree Zachariah	Antigua	18	H	TA	T,P/D,H	Dominica
TAX	Desiree Zachariah	Antigua	18	F	TA	T,P/D,F	Dominica
TAX	Desiree Zachariah	Antigua	10	F	TA	T,P/D,F	Dominica
TAX	Haseena Ali	CARICOM	5	F	TA	T,P/D,F	COTA
TAX	Jasper Scotland	Antigua	2	F	Study	T,P/D,F	St. Lucia
TAX	Jeannine Comma	Centre for Management Development	9	F	Training	T,P/D,F	Dominica, Grenada, Guyana
TAX	Jennifer Clarke	Barbados	20	H	TA	T,P/D,H	Barbados, Guyana, St. Lucia, Trinidad
TAX	Jennifer Clarke	Barbados	5	H	TA	T,P/D,H	Jamaica
TAX	Joachim Thomas	CCLEC	20	F	Training	T,P/D,F	Guyana
TAX	Kim Tudor	CMD/UWI Barbados	4	F	Training	T,P/D,F	Antigua
TAX	Lindsay Holder	Barbados	210	F	TA	T,P/D,F	St. Lucia
TAX	Lindsay Holder	Barbados	105	F	TA	T,P/D,F	Guyana
TAX	Lindsay Holder	Barbados	90	F	TA	T,P/D,F	St. Lucia
TAX	Loraine Cruz	Dominican Republic	60	F	Study	F	Dominican Republic
TAX	Lucilla Lewis	Dominica	40	F	TA	T,P/D,F	Guyana



Area	Name	Country/Sour ce	Duration	Fees	Purpose	Compensation	Requested By
TAX	Majorie Wharton	Centre for Management Development	12	F	Training	T,P/D,F	Dominica, Grenada, Guyana
TAX	Marjorie Wharton	CMD/UWI Barbados	4	F	Training	T,P/D,F	Antigua
TAX	Marjorie Wharton	CMD/UWI Barbados	4	F	Training	T,P/D,F	St. Lucia
TAX	Marjorie Wharton	CMD/UWI Barbados	4	NC	Training	T,P/D	St. Vincent
TAX	Mauris St. Rose	St. Lucia	2	F	Study	T,P/D,F	St. Lucia
TAX	Michal Andrews	Trinidad	6	F	TA	T,P/D,F	Antigua
TAX	Michal Andrews	Trinidad	15	F	TA	T,P/D,F	Dominica, Grenada, Guyana
TAX	Michal Andrews	Trinidad	15	F	TA	T,P/D,F	Antigua
TAX	Norma Kerr-Clarke	Jamaica	2	NC	Training	T,P/D	Barbados, Trinidad
TAX	Norris Miller	Jamaica	10	F	TA	T,P/D,F	Dominica
TAX	Ravi Taklalsingh	Trinidad	20	F	TA	T,P/D,F	Dominica
TAX	Rose Byam	Trinidad	5	F	Training	T,P/D,F	
TAX	Rose Byam	Trinidad	15	F	Training	T,P/D,F	BVI, Guyana, St. Lucia
TAX	Rose Byam	Trinidad	5	F	Training	T,P/D,F	Turks & Caicos
TAX	Simon Jones- Henderson	US Virgin Islands	2	F	Study	T,P/D,F	St. Lucia
TAX	Tyrone Smith	Barbados	9	F	TA	T,P/D,F	Dominica
TAX	Vinette Keen	Jamaica	1	F	TA	T,P/D,F	St. Kitts
TAX	Vinette Keene	Jamaica	9	F	TA	T,P/D,F	St. Kitts and Nevis
TAX	Yvonne Alleyne	Barbados	60	F	TA	T,P/D,F	Turks & Caicos