

**REGIONAL TECHNICAL  
ASSISTANCE CENTER FOR  
CENTRAL AMERICA, PANAMA,  
AND THE DOMINICAN REPUBLIC**



**CAPTAC-DR**

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**ANNUAL  
REPORT  
AND WORK  
PROGRAM  
FY2022**

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# ACRONYMS AND ABBREVIATIONS

## Collaborating Agencies

<b>AECID</b>	Agency for International Development Cooperation of Spain	<b>IBGE</b>	Brazilian Institute of Geography and Statistics
<b>CIAT</b>	Inter-American Center of Tax Administrations	<b>IFS</b>	Institute of Fiscal Studies of Spain
<b>DANE</b>	National Administrative Department of Statistics of Colombia	<b>INEGI</b>	National Institute of Statistics and Geography of Mexico
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean	<b>UNED</b>	National University of Distance Learning in Madrid
<b>GIZ</b>	German Corporation for International Cooperation	<b>UNTAC</b>	United Nations Conference on Trade and Development
<b>IADB</b>	Inter-American Development Bank	<b>WCO</b>	World Customs Organization
		<b>WTO</b>	World Trade Organization

## Member Countries, CAPTAC-DR and the IMF

<b>CCCDI</b>	Covid-19 Crisis Capacity Development Initiative	<b>LTX</b>	Long Term Advisors
<b>CCSBSO</b>	Central American Council of Superintendents of Banks, Insurance, and Other Financial Institutions	<b>MCM</b>	IMF's Monetary and Capital Markets Department
<b>CMCA, SECMCA</b>	Central American Monetary Council, Executive Secretariat of the CMCA	<b>NIC</b>	Nicaragua
<b>COSEFIN</b>	Central American Council of Finance Ministers	<b>OMX</b>	Central Bank Operations
<b>CD-PORT</b>	Capacity Development Portal	<b>PAN</b>	Panama
<b>CDMAP</b>	Capacity Development Management and Administration Program	<b>PFM</b>	Public Financial Management
<b>CRI</b>	Costa Rica	<b>PIMA</b>	Public Investment Management Assessment
<b>CUS</b>	Customs Administration	<b>SBF</b>	Financial Supervision and Regulation
<b>DOM</b>	The Dominican Republic	<b>REG</b>	Regional
<b>D4D</b>	Data for Decisions	<b>RBM</b>	Result-Based Management
<b>FAD</b>	IMF's Fiscal Affairs Department	<b>RM-TF</b>	Revenue Mobilization Trust Fund
<b>FSSF</b>	Financial Sector Stability Fund	<b>RTAC</b>	Regional Technical Assistance Center of the IMF
<b>FY</b>	Fiscal Year	<b>RSS</b>	Real Sector Statistics
<b>GFS, GFSM</b>	Government Finance Statistics, Government Finance Statistics Manual	<b>SLV</b>	El Salvador
<b>GTM</b>	Guatemala	<b>2008 SNA</b>	2008 System of National Accounts
<b>HND</b>	Honduras	<b>STA</b>	IMF's Statistics Department
<b>ICD</b>	IMF's Institute for Capacity Development	<b>STX</b>	Short Term Advisors
		<b>TAX</b>	Tax Administration
		<b>TADAT</b>	Technical Assistance Diagnostic Assessment Tool
		<b>WHD</b>	Western Hemisphere Department

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# EXECUTIVE SUMMARY

## PROGRESS IN FISCAL YEAR 2021 (FY21)

The outbreak of the COVID-19 pandemic led to a sharp reduction in the delivery of capacity development (CD) in the first quarter of FY21. In the initial months of the pandemic CAPTAC-DR went through a period of adaptation to the new work conditions—which included full reliance on remote work since March 2020—while adjusting the work plan to address new CD needs that resulted from the pandemic. These included increased focus on risk management, business continuity, enhanced fiscal transparency to better track large volume of resources allocated to fight the pandemic, and managing the banking sector response to the crisis. Work on projects and activities included in the work plan started to pick up toward the middle of the first quarter, and gradually expanded during the remainder of the year. Guided by the Strategy Note of the IMF’s Western Hemisphere Department, the Center continued to place increased focus on regional economic integration and emerging policy themes, including supporting inclusive growth policies. The virtual delivery of CD has worked reasonably well, and both the Center and the authorities have adapted to this work modality. Overall progress in milestones was similar to that of the previous fiscal year, with a score of 3.5 out of 4.0.

## FINANCIAL EXECUTION AND MONITORING IN FY21

The Center started the fiscal year with a fully financed budget and an improved liquidity position, reflecting the frontloading of disbursements from financial partners and member countries, as well as a sharp decline in CD delivery in the last two months of FY20 due to the pandemic. While the overall delivery of CD (in experts-week) was significantly higher than in the previous fiscal year, the cost of CD delivery declined substantially, owing to the switch to virtual work. The Center **executed 50 percent of the**

US\$8.5 million FY21 budget—a higher execution level than in FY20. The Center also continued to receive in-kind contributions from development partners, member countries, and the IMF. The dissemination of TA reports continued to rise, reaching 95 percent of total reports produced since the outset of Phase II in 2014. The use of the IMF’s Results-Based Management (RBM) system by the Center has consolidated.

## PROPOSED WORK PLAN FOR FY22

The work program for FY22 is being expanded to catch up on the lower-than-normal delivery of CD in the previous two years, respond to new needs resulting from the pandemic, and support the implementation of new Fund-supported programs in the region. Based on the strategic objectives outlined in the Program Document for Phase III, the Center will continue to increase reliance on multiyear regional projects and integrating into its work program gender balance and equality, climate change, governance and transparency, and digitalization. CD delivery is expected to remain virtual for at least part of the fiscal year. While the timing for the resumption of travel and presential work remains uncertain, these could resume toward the second half of the fiscal year. The Center has resumed the delivery of CD on central bank operations, following the hiring of a long-term expert for this area in early 2021. CAPTAC-DR will continue enhancing the effectiveness of CD assistance, guided by the 2018 IMF CD Strategy Review, and seeking to achieve a closer collaboration with IMF country teams. The CD program will continue to be coordinated with IMF assistance provided through the Revenue Mobilization Trust Fund (RM-TF), the Tax Administration Diagnostic Assessment Tool (TADAT), the Financial Sector Stability Fund (FSSF), and the Data for Decisions Fund (D4D).

## PROPOSED BUDGET FOR FY22 AND FINANCING NEEDS

The proposed budget stands at US\$9.6 million and is slightly higher than envisaged in the Program Document, consistent with the expansion of the work program but with work remaining virtual for much of the year. The Center's financing needs for FY22 are fully covered, reflecting the frontloading of contributions by members and partners in early 2020 and recent budget under-execution. The European Union has pledged to more than doubled its contribution to CAPTAC-DR in March 2021, allowing to substantially reduce the funding gap for Phase III.

Colombia became a financial partner for the Center in 2020, while several members and partners have agreed to transfer to the current Phase unused funds from Phase II. At the same time, the IMF has increased its contribution to the Center through the COVID-19 Crisis Capacity Development Initiative. Against this background, and given the US\$40 million budget for Phase III, the financing gap for the Phase is estimated at around US\$7 million—equivalent to less than one year in operations. The Center is continuing its fundraising efforts in collaboration with member countries and IMF staff.



**SECTION I**

MAIN OUTCOMES  
IN FISCAL YEAR 2021

# MAIN OUTCOMES IN FISCAL YEAR 2021

**The Center increased its delivery of CD relative to FY2020 against the backdrop of the pandemic.** This was made possible by an improvement in the liquidity position, following the frontloading of contributions by member countries and financial partners in early 2020. Right at the outset of the pandemic in the region, the Center began adapting its work plan to respond more effectively to new needs arising from the pandemic. Policy goals remained broadly unchanged, but more resources were allocated toward business continuity and recovery plans, risk management and mitigation, transparency and accountability, and IT and digitalization. At the same time, the Center switched to providing CD only virtually, which remained the modality for the delivery of all types of CD throughout the fiscal year.

**Public finances.** Support was provided to countries to maintain business continuity and for recovery plans, following the breakout of the pandemic. Work geared toward increasing the ability of tax administrations to limit revenue losses in the near term and increase revenue through improved risk management, stronger controls and enhanced managerial skills as the economies recover from the COVID-19 crisis. Customs built capacity to adopt post-clearance audit, manage risks,

and enhance managerial skills. In the area of public finance management, there was an increased focus on fiscal transparency, notably to better support the tracking of pandemic-related expenses and increase accountability. At the same time, assistance to strengthen treasuries, fiscal-risk management, budget processes, and policy frameworks continued.

**Financial sector.** Countries made further progress in bolstering financial supervision and regulation. Although responding to the pandemic took center stage, diverting time and resources from reform agendas, most countries strengthened supervisory capacities, while some advancements were also made in improving regulatory frameworks. At the regional level, there was progress on regional convergence towards the implementation of financial reporting standards.

**Macroeconomic statistics.** Member countries continued improving real sector and government finance statistics and increasing the integration of statistics in these two areas. Countries also worked on enhancing the harmonization of public finance statistics to make them more comparable across the region. The aim remains to continue improving the quality of macroeconomic data for public and private decision making.

**The Center’s assistance has been subject to important innovations.**

The initial months of the second year of Phase III was an adaptation period, in which modifications to the work plan were made to respond to needs arising from the pandemic, and to switch and adapt TA and training provision from *in situ* to remote (Box 1). In line with the 2018 IMF’s CD Strategy Review, the Center continued to work to increase the integration of CD work with IMF surveillance – including by conducting regular briefings with country teams—and TA with training. This, with the aim of making both CD activities and country work more effective, to the benefit of member countries. Collaboration with CD providers allowed to exploit synergies and address needs. The RBM system remains the key tool to monitor progress towards achieving CD objectives. CAPTAC-DR has started the transition from CD-Port to CDMAP, with the aim of strengthening

the management of CD and better inform the decision-making process surrounding the planning and delivery of CD. CDMAP will reorient CD to a result-based model (outcomes), instead of the milestone-based model the Center currently uses (see Box 2). The Center has gone through an important transition over the last year, following the appointment of a new coordinator and the hiring of several new resident advisors.

**Despite the challenges from the COVID-19 pandemic, capacity building efforts continued at a level comparable to previous years.**

Under the RBM scoring, the weighted average progress in milestones reached an estimated grade of 3.5 out of 4.0, similar to previous years. Milestone performance was affected by (i) a low start of TA delivery in the first quarter of the year due to COVID-19 and (ii) the need to identify member countries’ evolving

priorities in the aftermath of the pandemic. Nonetheless, member countries worked on a number of milestones somewhat higher than in FY20 (175 milestones, compared to 150 the previous fiscal year). About four-fifths of planned milestones were largely or fully achieved (Table 1 and Appendix I).

**Impact of the COVID-19 pandemic on hiring.**

In addition to forcing the Center to rely fully on virtual work for the delivery of CD assistance during the whole fiscal year, the pandemic made it extremely difficult to recruit resident advisors to fill vacant positions, and in some instances also hiring short-term experts. After long processes, new resident experts were recruited for the areas of central bank operations, real sector statistics, and government finance statistics in early 2021.<sup>1</sup> This followed the hiring of a new resident advisor in public financial management in mid-2020.

### BOX 1. ADAPTING CD DURING THE PANDEMIC OUTBREAK

*Since mid-March 2020, the Center started assisting the CAPDR region remotely only, given the travel restrictions introduced in response to the COVID-19 pandemic. Actions were taken to adjust the Center’s activities to the new circumstances and continue to respond to the CD needs of member countries.*

**Coordination within IMF and with national authorities and regional bodies.** At the start of FY21, the Center collaborated with the IMF CD departments, country teams, the Central American Council of Finance Ministers (COSEFIN), the Central American Council of Superintendents of Banks, Insurance, and Other Financial Institutions (CCSCSO) and the Central American Council (CMCA) to evaluate priorities and actions to respond to the challenges presented by the pandemic. Resident advisors, in close coordination with CD departments, consulted country authorities about new needs emerging from the pandemic. Country work programs were adjusted to respond more effectively to these needs. It took several weeks before these changes started being implemented.

**Remote COVID-19 response assistance.** To start assisting member countries in their responses to the various COVID-19 challenges, CAPTAC-DR and the CD Departments prepared “first-response” regional webinars that addressed some of the previously identified priorities. As a result, over 50 activities related with the COVID-19 pandemic were undertaken. The focus was on business continuity and recovery plans, risk management and mitigation, transparency and accountability, and IT and digitalization.

**TA mission and remote training.** TA missions became more flexible to better accommodate officials’ availability and connectivity capabilities. The number of virtual missions was ultimately smaller than originally planned, with each mission lasting longer to accommodate to the different circumstances and achieve their original objective. Regional (virtual) training seminars were conducted broadly in line with the original work plan.

<sup>1</sup> Except in the case of the expert on central bank operations, the work areas of these advisors were covered by IMF staff from Headquarters prior to filling of the vacancies.

## BOX 2. IMPLEMENTATION OF THE CAPACITY DEVELOPMENT MANAGEMENT AND ADMINISTRATION PROGRAM

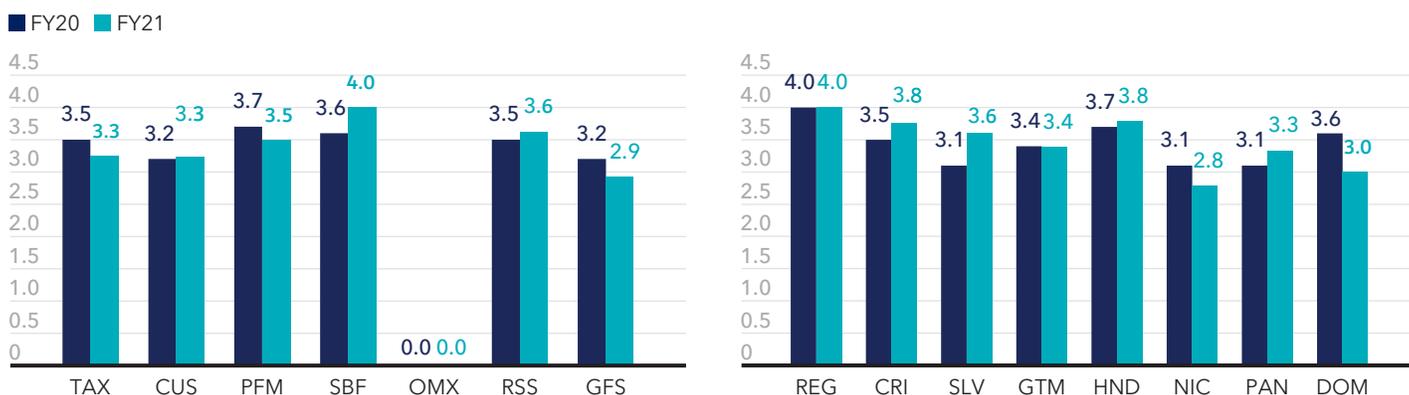
The Capacity Management and Administration Program (CDMAP) operationalizes the 2018 CD Strategy, which focuses on (i) improving efficiencies in CD delivery, (ii) enabling a greater share of resources to be targeted directly at meeting members’ needs, (iii) integrating training and surveillance activities, and (iv) developing country-centric and regional approaches to assistance.

The Center has started implementing CDMAP, although this is expected to become fully operational in FY22. CDMAP is helping to support a more efficient and transparent implementation of the CD Governance Framework by addressing key elements of CD operations:

- **Result-Based Management Governance (RBM).** In line with the 2018 Strategy Review, the RBM Governance Framework outlines how CD results data should be collected and reported to inform strategy and implementation. The guidelines are consistent with current good practices and their putting into practice is going to be facilitated by the CDMAP.
- **Detailed design, costing, and allocation of funding source.** CDMAP aims to provide a comprehensive picture of CD activities, by operationalizing processes and systems for budgeting, planning and result monitoring across IMF CD departments, the Center, field operations and funding sources. **Once fully implemented during FY22, CDMAP will introduce a different breakdown of the budget from that currently presented in Table 3.**
- **Comprehensive outcome-based CD model.** The delivery will be reoriented to an outcome-based CD model, which refers to a concrete, short or medium-term measurable result achieved when the authorities act on CD recommendations. This will replace the milestone-based model that RTACs have been using. In this context, CDMAP will streamline internal reporting requirements and enhance reporting to the Steering Committee.
- **Demand capture and consolidation.** CDMAP covers the project lifecycle—from capture and consolidation of country demand to execution and reporting of outcomes. It will also serve to prioritize, plan, and execute the integration of CD and surveillance operations.
- **CD country and regional prioritization.** In line with the RBM Governance Framework, CDMAP aims to support the full spectrum of CD delivery: the achievement of single-country and multi-country CD objectives over a specified timeframe through a series of CD activities.

### CHART 1. PROGRESS ACHIEVED IN MILESTONES DURING FISCAL YEAR 2021

(Expert-weeks weighted averages, as of end-April 2021)



Scale: (0) Cancelled, (1) unmet, (2) partially unmet, (3) largely met, (4) fully met. Reg: Regional projects. FY21: May 2020-April 2021.

Source: CAPTAC-DR staff estimations.

**TABLE 1. PROGRESS ACHIEVED IN MILESTONES DURING FISCAL YEAR 2021**

(As of end-April 2021)

By Area	Number of milestones	Fully met (4)	Largely met (3, <4)	Partially met (>1, <3)	Not met (1)	Percent of fully- and largely met milestones in total
<b>I. By area</b>						
<b>Public Finances</b>	<b>89</b>	<b>43</b>	<b>25</b>	<b>7</b>	<b>14</b>	<b>76</b>
Tax Administration <sup>1</sup>	30	12	14	0	4	87
Customs Administration	37	17	9	4	7	70
Public Financial Management	22	14	2	3	3	73
<b>Financial Sector</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
Financial Supervision and Regulation	21	21	0	0	0	100
Central Bank Operations	--	--	--	--	--	--
<b>Macroeconomics Statistics</b>	<b>65</b>	<b>40</b>	<b>17</b>	<b>5</b>	<b>3</b>	<b>88</b>
Real Sector	27	26	0	0	1	96
Government Finance	38	14	17	5	2	82
<b>II. By country</b>						
Regional Projects	36	32	2	2	0	94
Costa Rica	28	19	7	1	1	93
El Salvador	25	11	10	1	3	84
Guatemala	19	10	6	0	3	84
Honduras	20	13	5	2	0	90
Nicaragua	12	5	3	1	3	67
Panama	20	7	6	3	4	65
Dominican Republic	15	7	3	2	3	67
<b>Total</b>	<b>175</b>	<b>104</b>	<b>42</b>	<b>12</b>	<b>17</b>	<b>83</b>

Source: CAPTAC-DR.

<sup>1</sup> There were two active FAD projects on tax administration under the RMTF in Guatemala and Honduras in FY2021. This explains the smaller number of milestones in this area compared to that in customs administration.



**SECTION II**

FINANCIAL REPORT

# FINANCIAL REPORT

**Financing of Phase III.** The Center has received pledges for about US\$33.1 million vis-à-vis a budget of US\$40 million for the five years of Phase III (Table 2). Pledges increased by about US\$6.5 million during FY21, following a new contribution (US\$4.8 million) by the European Union, the incorporation of Colombia as a Center financial partner (US\$0.25 million contribution for the first year), and an expected IMF contribution through CCCDI of US\$0.6 million for FY22. The several financial partners and members have agreed to transfer leftover funds from Phase II to Phase III, providing an additional US\$0.2 million to the funding of the current Phase. Country authorities and IMF staff, including the Center, continue to engage with potential and existing partners to seek new contributions to cover the funding gap, now estimated at about US\$7 million.

**Work program and budget execution in FY21.** The Center began this fiscal year with a fully funded budget, thanks for the frontloading of contributions by partners and member countries in

early 2020 and the under execution of the FY20 budget. However, the pandemic sharply reduced the level of CD activity during the first quarter of FY21 as travel came to a complete halt. The Center's CD assistance started to pick up in the second quarter and continued to expand in the remainder of the fiscal year as both the Center and authorities adapted to the virtual work modality. Against this background, the execution of the work plan in terms of experts-week reached 80 percent for the whole fiscal year. This corresponds to over 690 expert-weeks, which represents an increase of over 30 percent compared to the previous fiscal year. The under-execution of the work program also reflects the fact that virtually no CD was delivered on central bank operation due to the absence of a resident expert. A portion of CD activities that could not be delivered due to the pandemic will be shifted to the next fiscal year. The virtual nature of the work substantially lowered travel-related and operational expenses. Against this background, overall budget execution for the year was 50 percent of the approved

envelope of US\$8.5 million (Table 3).

**Resources from budget under execution.** FY21 was the second consecutive year recording substantial budget under execution. A very tight liquidity position for most of the year and the outbreak of COVID-19 pandemic had left substantial unused budget resources in FY20.<sup>2</sup> These resources may eventually help reduce the financing gap for Phase III, although—as discussed in Section VI—the Center will expand its work program and budget for the remainder of the phase to respond to pent-up CD demand in the last two fiscal years, address new CD needs that have arisen in the context of the COVID-19 crisis, and advance its emerging themes agenda.

**In-kind collaboration.** Multiple partners<sup>3</sup> continued to provide in-kind support to the Center in the delivery of training courses, traditional seminars, and webinars. IMF CD departments also delivered CD activities included in the FY21 work program.

<sup>2</sup> Budget execution in FY20 was about 40 percent of the approved budget.

<sup>3</sup> Among others, these included China-IMF Capacity Development Center, the Institute of Fiscal Studies of Spain, the World Customs Organization through the Trade Facilitation Program of the Swiss State Secretariat for Economic Affairs (SECO), the National University of Distance Learning in Madrid (UNED), the Inter-American Center of Tax Administrations (CIAT), and the customs administrations of Mexico, Peru, Spain and Uruguay.

## CHART 2. ALLOCATED RESOURCES DURING FISCAL YEAR 2021

(In expert-weeks; as of end-April 2021)



Source: CAPTAC-DR staff estimations.

## TABLE 2. FINANCIAL PLEDGES AND CONTRIBUTIONS TO PHASE III

(As of end-March 2021)

	Agreements			Received	Future
	Currency	Amount	Amount <sup>1</sup>		
			(In U.S. dollars)	(In U.S. dollars) <sup>2</sup>	
<b>Partners</b>			<b>22,739,802</b>	<b>12,387,334</b>	<b>10,522,468</b>
Central American Bank of Economic Integration	USD	2,500,000	2,500,000	1,500,000	1,000,000
European Union	EUR	7,000,000	8,135,948	3,349,740	4,850,837
Luxembourg	EUR	2,000,000	2,272,727	1,143,650	1,212,709
Mexico	USD	5,000,000	5,000,000	3,000,000	2,000,000
Norway	NOK	30,000,000	3,462,684	2,038,294	1,465,792
Spain	EUR	1,000,000	1,118,443	1,105,650	-
Colombia	USD	250,000	250,000	250,000	-
<b>Members</b>			<b>9,500,000</b>	<b>4,800,073</b>	<b>4,700,000</b>
Costa Rica	USD	1,500,000	1,500,000	900,000	600,000
Dominican Republic	USD	1,500,000	1,500,000	600,000	900,000
El Salvador	USD	1,500,000	1,500,000	600,000	900,000
Guatemala	USD	1,500,000	1,500,000	900,000	600,000
Honduras	USD	1,500,000	1,500,000	900,073	600,000
Nicaragua	USD	500,000	500,000	300,000	200,000
Panama	USD	1,500,000	1,500,000	600,000	900,000
<b>Phase II Rollover<sup>3</sup></b>			<b>224,781</b>	<b>224,781</b>	<b>-</b>
<b>Total</b>			<b>32,464,583</b>	<b>17,412,188</b>	<b>15,222,468</b>

Source: IMF Partners Connect (<https://www.imfconnect.org/content/imf/en/partners-connect/welcome.html>).

<sup>1</sup> Converted at the exchange rate prevailing at the date of signing the letter of understanding.

<sup>2</sup> Converted at the exchange rate prevailing at the date of receiving the contribution.

<sup>3</sup> Comprises left-over funds from Phase II that could potentially be transferred to Phase III.

**TABLE 3. BUDGET EXECUTION DURING FISCAL YEAR 2021 AND PROPOSED BUDGET FOR FISCAL YEAR 2022**

(In thousands of U.S. Dollars)

Project/Activity	Phase III Program Document Budget	FY21 Budget			FY22 Proposed Budget	FY23 Indicative	FY24 Indicative
		Approved	Estimated Outturn	Execution (Percent) <sup>1</sup>			
<b>Tax Administration</b>	<b>5,046</b>	<b>1,008</b>	<b>515</b>	<b>51</b>	<b>884</b>	<b>1,060</b>	<b>1,102</b>
Long-term advisors	2,036	395	164	42	394	440	462
Short-term advisors and Fund missions	2,042	422	274	65	321	390	407
Seminars	467	91	0	0	55	112	113
Backstopping and management <sup>2</sup>	500	100	77	77	113	118	121
<b>Customs Administration</b>	<b>5,046</b>	<b>972</b>	<b>434</b>	<b>45</b>	<b>1,048</b>	<b>1,207</b>	<b>1,255</b>
Long-term advisors	2,036	395	152	39	394	432	454
Short-term advisors and Fund missions	2,042	386	227	59	453	544	568
Seminars	467	91	0	0	83	110	111
Backstopping and management <sup>2</sup>	500	100	55	55	118	121	124
<b>Public Financial Management</b>	<b>5,335</b>	<b>1,135</b>	<b>602</b>	<b>53</b>	<b>1,163</b>	<b>1,365</b>	<b>1,420</b>
Long-term advisors	1,888	367	253	69	364	397	413
Short-term advisors and Fund missions	1,944	428	265	62	500	607	668
Seminars	887	218	22	10	193	250	222
Backstopping and management <sup>2</sup>	616	123	62	50	106	111	117
<b>Banking Supervision and Regulation<sup>3</sup></b>	<b>4,757</b>	<b>985</b>	<b>574</b>	<b>58</b>	<b>1,008</b>	<b>1,033</b>	<b>1,071</b>
Long-term advisors	1,794	348	347	100	391	417	434
Short-term advisors and Fund missions	1,556	350	115	33	314	360	374
Seminars	307	72	0	0	165	114	119
Backstopping and management <sup>2</sup>	578	112	91	81	138	141	143
<b>Central Bank Operations</b>	<b>4,235</b>	<b>835</b>	<b>83</b>	<b>10</b>	<b>871</b>	<b>987</b>	<b>1,051</b>
Long-term advisors	1,794	348	56	16	351	369	377
Short-term advisors and Fund missions	1,556	374	-	-	403	458	469
Seminars	307	-	0	0	-	43	87
Backstopping and management <sup>2</sup>	578	112	28	25	116	117	118
<b>Real Sector Statistics</b>	<b>5,095</b>	<b>1,047</b>	<b>464</b>	<b>44</b>	<b>983</b>	<b>1,021</b>	<b>995</b>
Long-term advisors	1,758	341	20	6	329	384	369
Short-term advisors and Fund missions	1,800	442	207	47	257	312	301
Seminars	837	128	30	23	193	114	119
Backstopping and management <sup>2</sup>	700	135	208	154	205	211	207
<b>Government Finance Statistics</b>	<b>4,096</b>	<b>848</b>	<b>370</b>	<b>44</b>	<b>883</b>	<b>991</b>	<b>976</b>
Long-term advisors	1,836	357	64	18	341	396	385
Short-term advisors and Fund missions	1,002	247	148	60	250	290	282
Seminars	761	148	34	23	165	172	178
Backstopping and management <sup>2</sup>	497	96	124	129	127	133	131
<b>Training by ICD</b>	<b>1,309</b>	<b>100</b>	<b>159</b>	<b>159</b>	<b>662</b>	<b>745</b>	<b>767</b>
Administrative expenses <sup>4</sup>	1,660	265	208	78	578	303	319
Contingency	800	160	-	-	202	218	224
Trust fund management	2,617	507	239	47	580	625	643
Subtotal	39,997	7,862	3,647	46	8,860	9,556	9,824
<b>IMF and host country in-kind</b>	<b>3,400</b>	<b>680</b>	<b>656</b>	<b>96</b>	<b>705</b>	<b>734</b>	<b>763</b>
<b>Grand Total</b>	<b>43,397</b>	<b>8,542</b>	<b>4,303</b>	<b>50</b>	<b>9,565</b>	<b>10,290</b>	<b>10,587</b>

Source: Fund staff estimations.

<sup>1</sup> Compared to approved budget.

<sup>2</sup> Includes backstopping, project management, language services, security, and governance costs under CD departments.

<sup>3</sup> Includes IMF's Legal Department missions.

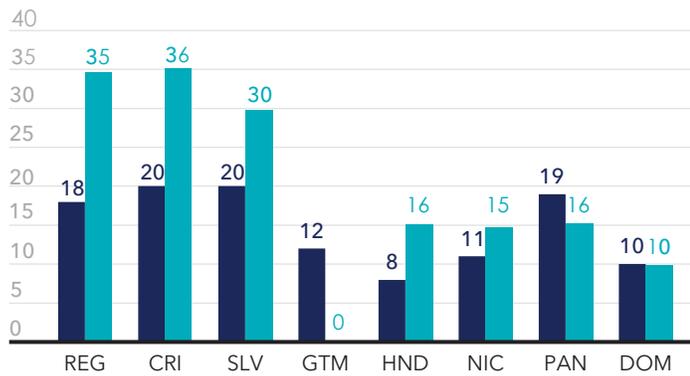
<sup>4</sup> Comprises FIN and WHD project management, as well as local office operating costs.

**FIGURE 1. RESOURCE ALLOCATION BY AREA DURING FISCAL YEAR 2021**

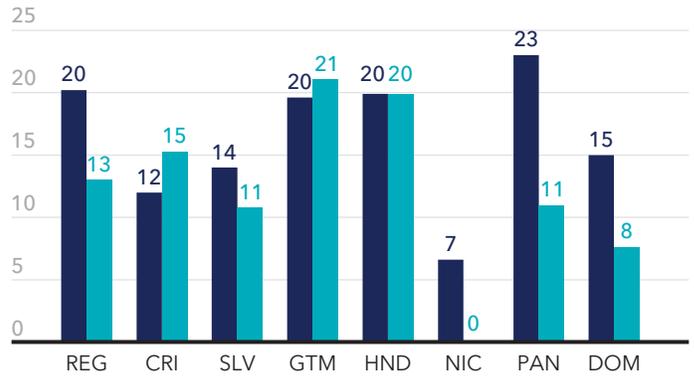
(In expert-weeks; as of end-April 2021)

■ Budget ■ Actual

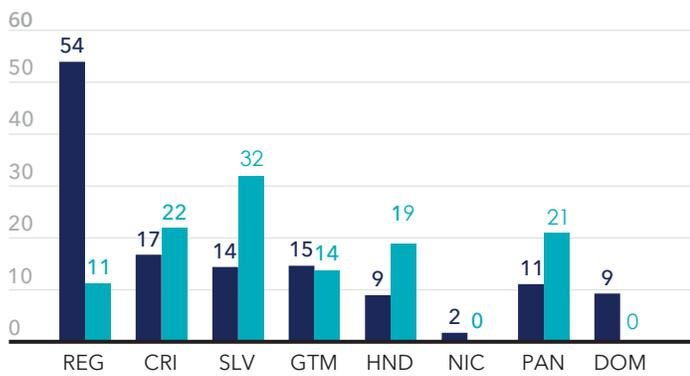
**Tax Administration**



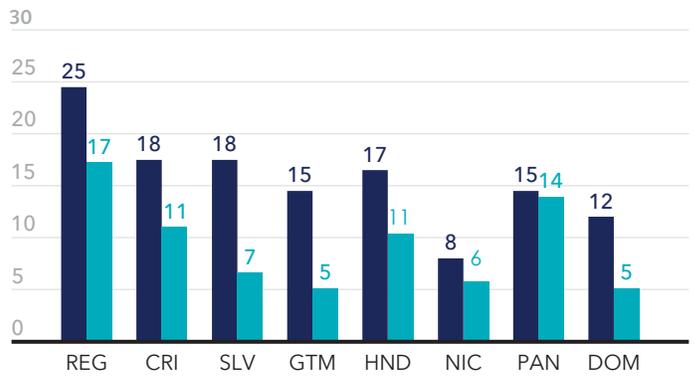
**Customs Administration**



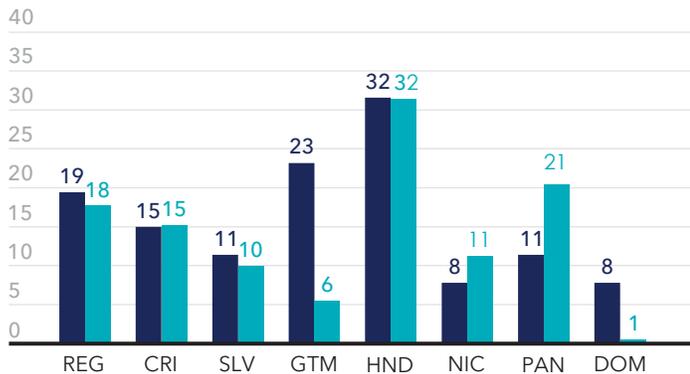
**Public Financial Management**



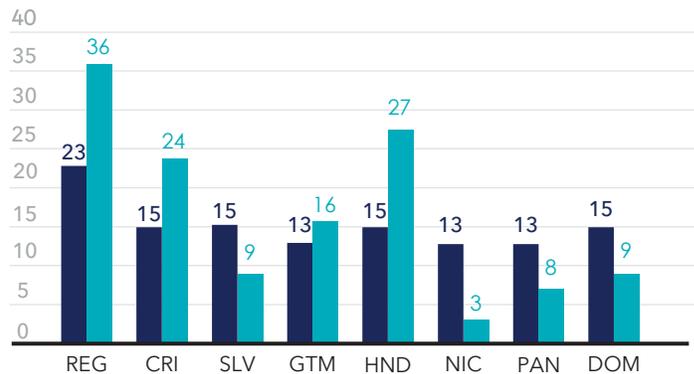
**Financial Supervision and Regulation**



**Real Sector Statistics**



**Government Finance Statistics**



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021. Values may not add to totals due to rounding.



**SECTION III**

REPORT BY AREA  
OF OPERATION

## TAX ADMINISTRATION

**Member countries have tried to protect tax revenue collection in the context of the COVID-19 crisis.**

Efforts have focused on recovering tax revenues through strengthening non-contact services and compliance with tax obligations. The region's tax administrations have implemented improvements in the support of their services and facilities for tax payment. Low IT development remains the main obstacle to progress. CD activities

also supported building capacity to increase revenue as the economy recovers from the COVID-19 crisis. Main outcomes achieved during the fiscal year include:

- **Regional projects.** The virtual module of the 2020 edition of the Advanced Course for Managers was successfully carried out, with the participation of high-level tax and customs administrations officials

Regional Management Development Program, Customs and Tax Administrations. Image from archive.



from the region. The course has both virtual and face-to-face modules and aims at strengthening the managerial capacities of the participants through the use of model cases and shared experiences reflecting good practices. The face-to-face module is still pending, having been postponed due to the pandemic.

- **Managerial capacity.** The Center has supported the development of multi-year strategic plans in Costa Rica and the Dominican Republic. This entails the strategic design of IT as the basis for the development of the tax administration.
- **Risk management.** The implementation of a risk-based tax compliance system remains a pending task in the region. The development of this system has been supported in Honduras and Costa Rica, which show great progress in the identification, assessment, and prioritization of risks, with plans to improve compliance

being prepared. Support to El Salvador, Guatemala, Nicaragua, and Panama for the adoption of a system of tax compliance based on risk management has been strengthened. However, the process is constrained by the lack of information and a culture of decision-making based on it.

- **Core functions.** TADAT evaluations in most countries of the region have led to the prioritization of strengthening the core tax processes. The identification of potential taxpayers has started in Honduras, while the improvement of the control process for on-time filing of returns is being strengthened in Honduras and Panama. The improvement of tax audits through auditing procedures and better audit coverage in Large Taxpayers has been the focus of work in Costa Rica, El Salvador, Nicaragua, and the Dominican Republic. The implementation of

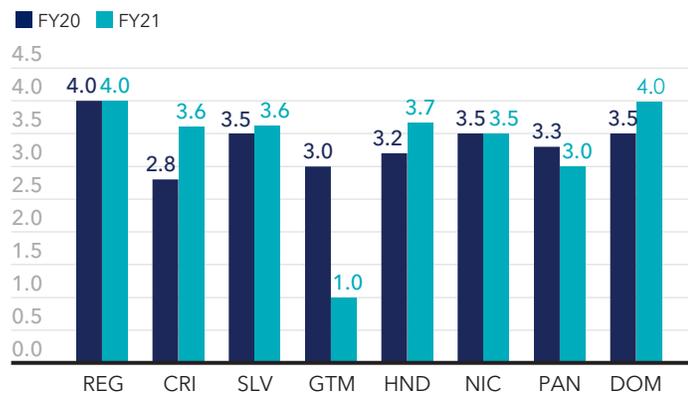
electronic invoicing has yet to have an effect in those countries that have managed to implement it. The implementation of electronic invoicing has made limited progress or is still pending in El Salvador, Honduras, Nicaragua, Panama, and the Dominican Republic.

- **Training.** The conduct of webinars has gained important ground in the context of the COVID-19 pandemic to meet the training needs of tax administrations. The Center's webinars have included a wide variety of topics, such as continuity of operations, strategic planning, risk management and tax auditing within a pandemic context. These events have typically involved the participation of over 100 officials from the 7 CAPDR countries and have featured expert speakers from outside the region. The events have sought to address pressing CD needs in the region that have often resulted from the pandemic.



**Milestones.** The region largely achieved planned milestones (3.3 out of 4), though it recorded a slightly lower score than last year (3.5 out of 4). The often-challenging conditions created by COVID-19 made milestone achievement harder compared to FY20. Countries were committed to maintaining operations and recovering revenue against a crisis backdrop. These commitment guided CD delivery by the Center to member countries. The Center provided technical support to maintain and recover tax compliance through short-term measures, as well as via structural measures for managing compliance and auditing risks.

Tax Administration Milestones



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met.  
 Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.

## CUSTOMS ADMINISTRATION

**Customs administrations in the region are playing a special role in supporting governments to address the negative impact of the COVID-19 pandemic by adopting special measures.** These measures aimed to accelerate the movement of medical supplies, virus test kits, and other goods needed to confront the crisis. This support has involved working 24/7 to monitor customs compliance while protecting staff and private operators. CAPTAC-DR worked closely with authorities by using remote tools to put in place measures to respond to the crisis and support the implementation of the work program for FY21.

**In line with the strategic goals of the Program Document, countries continued to strengthen customs administrations' core functions and management skills in FY21.** Work to support progress was guided by the WTO's trade facilitation agreement (WTOTFA), the regional strategy on integrated risk management, and a special series of notes produced by the IMF to help members respond to the COVID-19 pandemic. Moreover, the Center helped the region develop capacities for the design of gender and governance policies, and the

implementation of digitalization. Main outcomes included:

- **Regional projects.** The Regional Diagnostic on Post-Clearance Audit was delivered to the region's authorities. This made evident the gaps in institutional capacities to improve customs compliance and technical assistance needs by comparing with the World Customs Organization instruments and good

practices by reference countries outside the region. The Center also started a regional study on gender in customs administrations, which is expected to be completed by the end of FY22.

- **Customs processes.** Countries narrowed the gap with the standards of the WTOTFA and enhanced transparency in customs, while adapting processes to address the

Workshop on the modernization of the customs administration of Guatemala. Image from archive.



COVID-19 crisis. Honduras and Panama adopted an inter-agency protocol with the tax administration to improve collaboration, with the registry of trade operators being the first approach toward creating a unified taxpayer registry. As for digitalization, Costa Rica implemented the first customs website aligned with the WTOTFA (see Annex 2), while Guatemala defined a digitalization strategy for custom processes. Guatemala also worked to improve customs air cargo and clearance processes, aiming to strengthen controls and transparency and reduce the time to release goods.

- **Risk management.** Member countries improved capacities to mitigate fraud risk and contraband and their post clearance audit processes, following the strategic lines of the regional integrated risk management strategy. Honduras strengthened the institutional risk management committee and defined a compliance-improvement program and an action plan to strengthen post clearance audit based on risk management focused on sensitive economic sectors. The Dominican Republic established its first National Integrated Risk Management Strategy in line with its new strategic plan and continued

with the implementation of measures to improve fuels control. El Salvador identified sensitive goods and sectors in international trade based on risk management and initiated the implementation of a new post-clearance audit process focused on the identified sensitive sectors. Guatemala approved a strategy and action plan to reinforce controls over special procedures to avoid abuse of fiscal benefits and created a new post-clearance audit unit dedicated to improving customs compliance. Panama defined an action plan for improving post-clearance audit capacities.



- **Managerial capacity and governance.** The Center assisted customs administrations in building managerial skills to elaborate business continuity plans to deal with the COVID-19 crisis and undertake customs modernization initiatives. Guatemala and Honduras developed business continuity plans to minimize the impact of the pandemic on collection and the tax burden. The Dominican Republic aligned new governmental priorities to the customs strategic plan and strengthened governance arrangements to monitor the execution of the modernization projects.

- **Training.** The pandemic changed the way of delivering training by the Center while opening opportunities to undertake new training activities. Results have been better than expected regarding participation of customs officers in training events and the diversity of content shared with participants. Furthermore, alliances were struck with other stakeholders that allowed the delivery of assistance to monitor compliance despite the pandemic. The Center conducted the following training activities:

- As noted above, for the second year in a row, a course for the development of managerial

skills was conducted, with ample participation of managers from the CAPDR region, Bolivia, Colombia and Peru, and collaboration of partners.<sup>4</sup> As in the past, the first phase of this program was delivered remotely. The second phase is expected to be completed in FY22 once travel and public health conditions allow.

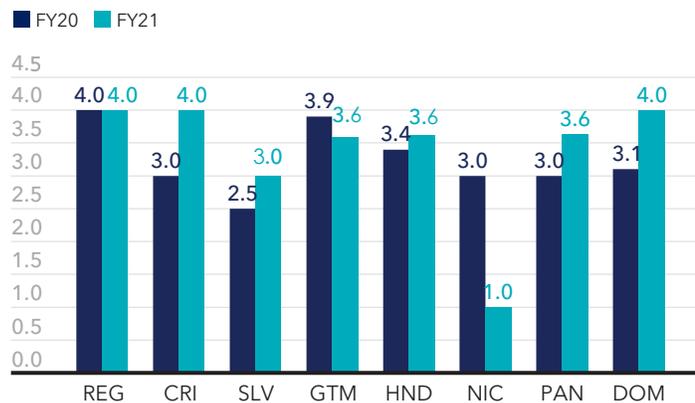
- The Center organized a series of six webinars focused on existing tools for risk management and post-clearance audit in customs. These events addressed strategic topics, helping customs administrations align approaches and allowing participants to exchange practical, operational experiences. The virtual format allowed to increase participation,

with an average of over 230 officials—both from managerial and operational levels—from 13 countries from the Latin-American region taking part in the webinars.

- Customized training of best practices in post-clearance audit was delivered to officials from Honduras, El Salvador, and Panama.

**Milestones.** Despite the temporary interruption of CD assistance at the start of the fiscal year due to the pandemic and the challenges posed by remote delivery methods, countries largely achieved milestones set for FY21, reaching a score of 3.3 out of 4.0, compared to 3.2 last year. Nicaragua did not request assistance from the Center.

Customs Administration Milestones



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.

<sup>4</sup> These comprised Spain's Institute of Fiscal Studies (IFS), the World Customs Organization (WCO) through the Trade Facilitation Program of the Swiss State Secretariat for Economic Affairs (SECO), the Inter-American Center of Tax Administrations (CIAT), and the National University of Distance Learning in Madrid (UNED).

# PUBLIC FINANCIAL MANAGEMENT

**The region continued to make progress in improving their public financial management (PFM) systems under the difficult circumstances created by the pandemic.**

At the same time, member countries received assistance from the Center to address new PFM needs arising from COVID-19

- **Treasury management.** The pandemic put to the test the flexibility and response capacity of the treasuries to meet the demands of the sanitary emergency and maintain continuity in government financial operations. The Center supported the implementation of electronic payments for institutional purchases in Guatemala, which will allow timely accounting records and the reduction of the cash fund outside the treasury single account (TSA). Panama continued to strengthen the concentration of funds in the TSA and the organizational structure of the National Treasury so that it becomes the governing body of the treasury subsystem. In Costa Rica, the Center is supporting the coverage expansion of the TSA, which is key to strengthening the efficiency of treasury management, the administration of liquid assets, and increasing fiscal transparency.

- **Fiscal risks and transparency.**

Countries continued to make efforts to foster fiscal transparency through accounting records and the publication of information about fiscal risks. The Center also continued to support capacity to identify, analyze, and manage fiscal risks. Costa Rica and El Salvador advanced in the implementation of IPSAS, which will provide higher quality data for fiscal monitoring and analysis. The rapid disbursement of large volumes of financial assistance from international institutions increased the need to reinforce fiscal transparency, the quality of data from the transparency portals, and control of COVID-19 expenses. Against this background, a diagnostic of COVID-19 spending controls was prepared for El Salvador. The Center also provided assistance for the labeling of COVID-19 expenses and other exceptional expenses to address natural emergencies in the budget execution stage.

Furthermore, assistance was provided to improve internal controls in budget execution, including audits, control regulations, and regulatory instruments for emergency public purchases. Honduras has implemented the

recommendations made by the experts from FAD and CAPTAC-DR, managing to clearly incorporate data on COVID-19 expenses in the transparency portal, in addition to emergency expenses to respond to hurricanes Eta and Iota. This information will be generated from 2021 based on the budget execution system. This constitutes significant progress, allowing to make budget execution more transparent and better tracking down of spending, promoting accountability.

- Budgeting.** A wide variety of CD activities were undertaken by the Center in this area. The Center supported Costa Rica in the organization of a macro-fiscal unit, as well as in starting the development of a medium-term fiscal framework. Guatemala is making progress in optimizing the financial programming model and has improved the forecasting model for macroeconomic variables. Also, the methodology of the models was formalized so that they are institutionalized as tools for the medium-term fiscal framework's

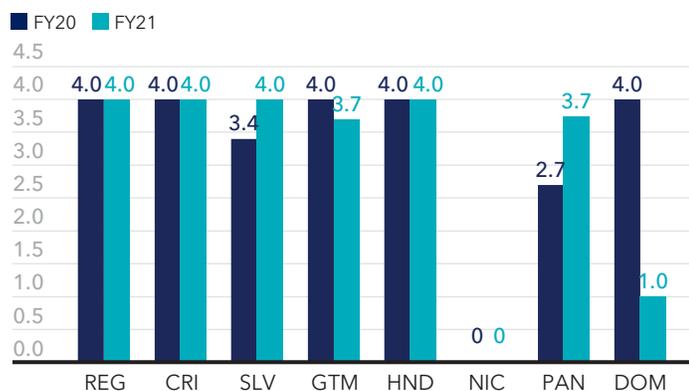
projections. In Honduras, assistance was redirected towards budget control and monitoring given the magnitude of the resources that were executed outside the general budget. Finally, Panama carried out an evaluation of the causes of payment arrears and the absence of records for some pending payments.

- Training.** Several webinars were organized to respond to emerging needs from the COVID-19 pandemic, with the support of the IMF's Fiscal Affairs Department. These focused

on fostering transparency of COVID-19 expenses, budget preparation during the COVID-19 pandemic, and transparency in hiring and controls of COVID-19 expenses. These short events were well attended and included participants from CAPDR.

**Milestones.** Despite the pandemic, milestone progress for the period reached 3.5 out of 4.0, slightly lower than the 3.7 of the previous fiscal year. Nicaragua did not request assistance from the Center.

Public Financial Management Milestones



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.

Participants at Regional Treasury Management Program. Image from archive.



# FINANCIAL SUPERVISION AND REGULATION

**The Center assisted financial sector authorities in coping with COVID-19.** From the outset of the pandemic, the Center kept close and continuous virtual contact with banking supervisors and regulators to assist them on designing and managing their responses to the crisis.

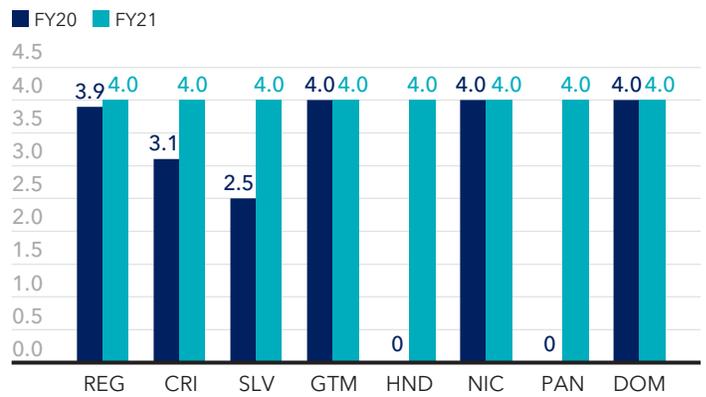
**Countries made further strides in bolstering financial supervision and regulation.** Despite the interruption of activities due the COVID-19 outbreak, milestone progress was attained in risk-based supervision and prudential regulation. Most countries enhanced supervisory capacities through virtual technical assistance and training. Main outcomes include:

- **Regional projects.** The regional council of superintendents of banks (CCSBSO) assessed the accounting measures taken by its members to face COVID-19 pandemic. As part of the regional convergence towards the implementation of financial reporting standards, common guidelines were developed on the implementation of the expected credit loss model (IFRS 9).
- **Regulatory framework.** Regulatory agendas were largely paused in almost all countries, as available resources were assigned to the pandemic response. However, Costa Rica reviewed a draft version of its credit risk provisioning regulation to consider COVID-19 effects and started working on regulations for financial groups. El Salvador initiated the transition to new accounting standards, based on the IFRS.
- **Basel standards.** The Basel agenda was also put on hold due to the pandemic. This said, banking supervisors in Panama reviewed and amended the roadmap for the implementation Basel standards.
- **Supervision.** Although responding to the pandemic was the top priority, countries developed and updated tools and procedures to supervise financial risks, including: credit risks (Dominican Republic, Honduras, Nicaragua), liquidity risks (Costa Rica), and cyber/IT risks (Guatemala). Some countries continued developing capacities on financial group supervision (Costa Rica). El Salvador developed key accounting capacities among regulators and supervisors on key IFRS.

- **Training.** In close collaboration with other IMF Departments (e.g. MCM and ICD), the Center organized three regional webinars on: (i) banking regulatory and supervisory response to the impact of COVID-19, (ii) financial sector policies, and (ii) financial inclusion.

**Milestones.** The weighted average of progress on milestones reached 4.0 out of 4.0, above that of last fiscal year (3.6 of out of 4).

#### Financial Supervision and Regulation Milestones



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.



## REAL SECTOR STATISTICS

**Countries continued to modernize real sector statistics broadly as planned.** Most countries are updating the base year of the national accounts following the main recommendations of the *System of National Accounts 2008 (2008 SNA)*. Base, baskets, and weights of price indices are also being updated

to improve inflation measurement and national accounts estimates in real terms. In view of the impact of the COVID-19 pandemic, priority was given to providing technical assistance (TA) on rebasing the national accounts and updating the price indices as well as on providing training on business

continuity of real sector statistics. In addition, the Center continued its efforts towards TA activities on employment statistics by gender. Assistance on natural resources and some training courses and seminars were interrupted in FY21 due to the COVID-19 pandemic.

Participants at Base-year change regional seminar. Image from archive.



- Regional projects.** The Center worked on harmonizing national accounts statistics and government finance statistics in the region and helped the regional working groups on macroeconomic statistics, supervised by the SECMCA, to confront and compare the coverage, sectorization, and classification of the public sector accounts in the aforementioned statistics to detect similarities and differences for harmonizing them.
- Base year.** Most countries achieved some progress in the rebasing of their national accounts. Costa Rica disseminated its new national accounts series, with 2017 as the benchmark year, in January 2021 (See Annex 3). Honduras made progress in compiling GDP series by the production and expenditure approaches for the base year 2016. Nicaragua and El Salvador started the compilation of the employment matrix and employment by gender for their new base years—2019 for Nicaragua and 2022 for El Salvador. Panama delayed the rebasing project to 2021 owing to the COVID-19 pandemic and budget resource constraints; however, it advanced in the compilation of the food balance sheet (FBS), the supply and use table (SUT), and the estimates for electricity and mining for the new base year 2018. Guatemala disseminated the new series with 2013 as the benchmark year and respective metadata in December 2019.
- Institutional sectors.** Costa Rica completed the compilation of the sequence of accounts by institutional sectors for the new benchmark year 2017. Honduras advanced in the compilation of the sequence of accounts by institutional sector for the benchmark year 2016 and the balance of payments (BOP) and the international investment position (IIP) statistics according to the recommendations of the BOP manual six edition (BOPM6). Nicaragua advanced in the compilation of the sequence of accounts for the general government.
- Price indices.** Nicaragua, Honduras, and Panama made some progress in updating the producer price index (PPI). Panama advanced in rebasing the consumer price index (CPI) and the export and import price indices (XMPI). Nicaragua is updating its CPI and the Dominican Republic rebased its CPI with assistance from ECLAC.

Participants at regional seminar of 2008 System of National Accounts. Image from archive.

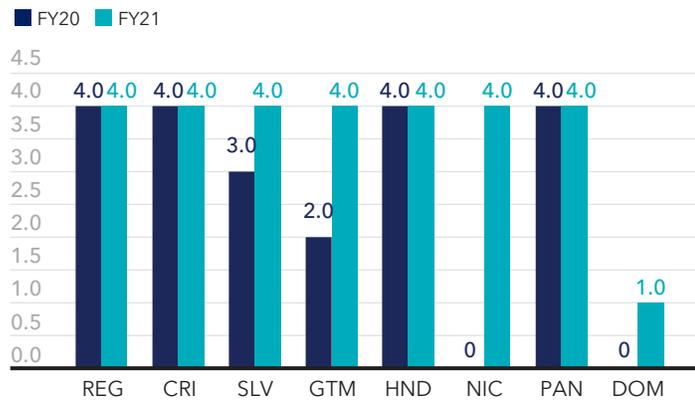


- Training.** The Center conducted regional webinars on the harmonization of national accounts and government finance statistics, on inclusive growth, and on business continuity of national accounts and consumer price indices (CPI) owing to the impact of the COVID-19 pandemic. Guatemala received customized training on applied sampling techniques and to record the impact of the COVID-19 pandemic in its national accounts. El Salvador received customized training on sectoral accounts and flow of funds and on quarterly national accounts. Panama received customized training on the FBS and the SUT as well as on price indices.

**Milestones.** The region achieved a milestone score of 3.6 out of 4.0 (3.5 last fiscal year). Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua,

and Panama fully met envisaged milestones. The Dominican Republic did not request assistance from the Center—it only requested training.

**Real Sector Statistics Milestones**



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.

# GOVERNMENT FINANCE STATISTICS

**Countries' progress in strengthening government finance and public debt statistics was delayed by the pandemic, but regional project supported reasonable improvements.** Countries had to adapt bilateral projects to record COVID-19 government related interventions into fiscal and debt statistics, in line with transparency and governance needs (see Annex 1). The challenges

imposed by the global emergency on fiscal policy brought fiscal and debt indicators to the spotlight, boosting the need for improved government finance and debt statistics in the region, demanding their full integration with decision and policy making. For some countries, such as Costa Rica and El Salvador, integration of fiscal statistics and policy making was a key factor, while for others increasing demand

Participants at regional seminar of Government Finance Statistics Manual 2014. Image from archive.



for improved government finance data supported fair progress, generating initiatives for analytical reporting—as published by Guatemala for the consolidated central government, following the most updated international standards. Progress on public sector debt statistics continued to be moderate on expanding coverage, adopting nominal value, and aligning residence criteria with best practice, though regional work supported initiatives in some of the countries. Key outcomes achieved with the support of the Center included:

- **Regional projects.** In line with the strategy for the regional harmonization of public sector statistics approved by COSEFIN and CMCA in November 2018, the region (but Nicaragua) continued to update the harmonized statistics dataset hosted at the website of CMCA, in line with IMF standards (GFSM 2014), comprising monthly, quarterly, and annual central government and debt statistics. Guatemala and Honduras have done important coverage expansions on data published. Nicaragua, expected to join the regional publication during 2020, has not yet joined other countries in this important effort. A working group began to prepare the first regional report, focused on integrating fiscal and macroeconomic analysis. This report is expected to be presented to CMCA and COSEFIN by the end of the fiscal year (April).

On debt statistics, the regional project made important progress, hosting a joint seminar with UNCTAD, which produces the SIGADE, the Debt Management and Financial Analysis System (DFMAS) used in all seven countries. This joint effort supported internal exercises in Honduras, El Salvador, the Dominican Republic, Costa Rica, and Guatemala, and is expected to lead to improved debt data in the next fiscal year.

- **Government finance statistics.**

Following capacity building advances during 2018-2020, countries made strong progress in government finance statistics, in line with best standards:

- **Dissemination.** All seven countries disseminated annual data to the *Government Finance Statistics Yearbook*. Six countries presented 2019 data by end-2020, and one presented 208 data. Guatemala has made significant progress on the publication of central government monthly fiscal data according to the most updated international standards. Together with the Dominican Republic and Honduras, Guatemala regularly publishes government finance statistics based on GFSM 2014. Other countries continue to disseminate fiscal files on their websites only based on national presentations. Dominican Republic and Guatemala have now been the first in the region to expand their GFSM 2014 publication to general government, the former quarterly and the latter annually. Publication of general government fiscal data in Guatemala and the Dominican Republic is expected by the end of the first semester of 2021.
- **Functional classification.** Honduras is finalizing the work to compile annual spending using the functional classification, joining the six other countries. This classification allows *inter alia* the use of indicators such as social expenditure and outlays on environmental protection by the central government.
- **Analytical reports.** Supported by the Center and the IMF's Statistics Department, countries continued to integrate their fiscal data with their macro-fiscal frameworks.

Besides improvements in previous years—such as publishing an appendix on the budgetary law to introduce GFS concepts for analytical purposes—Guatemala has now been the first in the region to publish a quarterly analytical report using central government fiscal data with a GFSM 2014 presentation. The Dominican Republic continues to use internal reports making use of GFS both in the central bank and the finance ministry and connecting the reports with the medium-term macro-fiscal evaluation. El Salvador continued in 2020 to publish a report on the four main public enterprises, using some GFS indicators to monitor requirements of the fiscal responsibility law. Honduras keeps its pace adapting some fiscal responsibility law indicators to the most updated concepts.

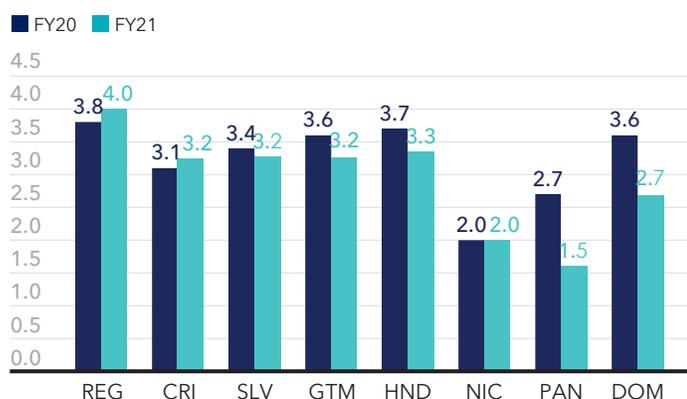
- **Debt statistics.** Costa Rica, Guatemala, Honduras, El Salvador, and the Dominican Republic progressed in pilot exercises to estimate and compile accrual interest payments and nominal value of debt in line with international standards. Expansion of institutional coverage was limited for all the region, with specific pilot exercises done by Costa Rica and Guatemala. El Salvador and Honduras continued to progress on reconciling debt data compiled by the Finance Ministry and Central Bank. The Center and IMF's Statistics Department delivered a virtual workshop on public sector debt data to eligible Data for Decisions (D4D) countries (Nicaragua, Honduras, and El Salvador) to boost the implementation of debt statistics improvements.
- **Training.** The Center delivered regional webinars and remote seminars on: (i) the recording of COVID-19 government interventions

in fiscal and debt statistics; (ii) compiling improved and consistent general government fiscal and public sector debt data; (iii) using and reporting GFS for macroeconomic policy and decision making; (iv) the harmonization of public finances and national accounts institutional coverage; and (v) international experience with integrating IPSAS and GFS. The Center has also delivered virtual workshops to assess the progress of the GFS regional work plan. On public debt, the Center held a joint seminar with UNCTAD on best practices and international experience in compiling public sector debt data. CAPTAC-DR also delivered extensive hands-on and

customized training on debt and fiscal statistics for Guatemala, the Dominican Republic, and Honduras.

**Milestones.** Milestone progress was fair, with a score of 2.9 out of 4.0, below last year's score of 3.2.

Government Finance Statistics Milestones



Scale: (0) Cancelled, (1) unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. Expert-weeks weighted average; estimated as of end-April 2021.



**SECTION IV**

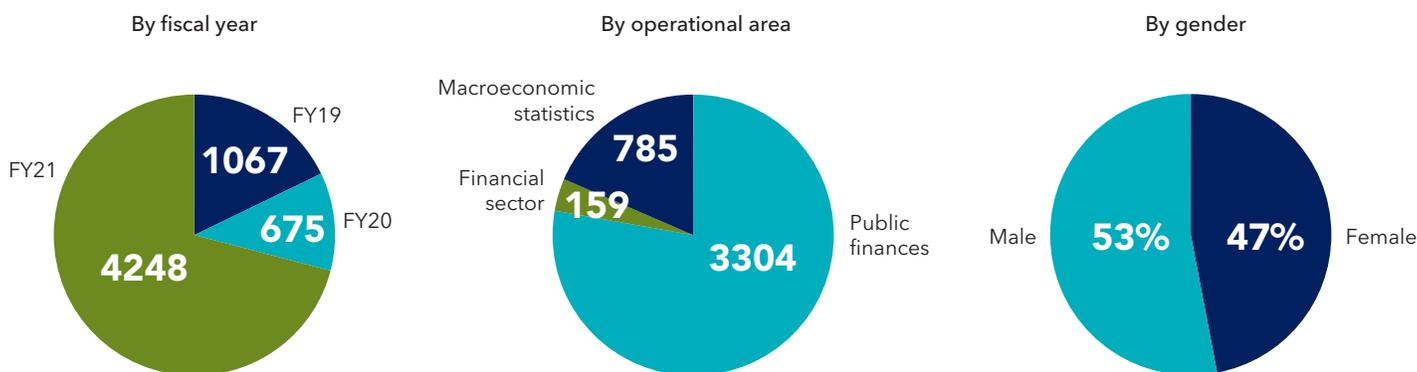
TRAINING

# TRAINING

The Center made great strides on adapting training activities to the virtual modality while further integrating training with the technical assistance (TA) in line with member countries priorities. CAPTAC-DR exercised its strategy of using training to strategically share best practices and international experiences, while employing regional and customized training to facilitate the adoption of TA advice. It continued to work on increasing coordination among workstreams to make training more effective, including in relation to dealing with the pandemic. This integration was particularly prominent between the areas of tax and customs administration, public financial management and government finance statistics (GFS), and real sector statistics and GFS. Salient features are as follows:

- Policy analysis.** The Center carried regional seminars and webinars in response to COVID-19 (e.g., business continuity, emergency response, strategic planning) and related to cross-cutting themes (it used tools available for improving post clearance audit and risk management, social security liabilities, fiscal transparency and accountability, sustainability of government pension systems) (Table 4). ICD delivered courses on financial sector policies, financial inclusion, debt sustainability, and inclusive growth. The seminars combined theory with study of international experiences—identifying best practices—and hands-on training.
- Programs.** The program for the development of managerial skills for tax and customs administration launched a new edition, completing only its virtual module due to the pandemic (see reports on tax and customs administration in Section III). A seminar on the alignment of accounting standards and government statistics was also carried out. Training on the harmonization of government statistics and national accounts was also conducted. As in previous years, these programs were sequenced to facilitate adoption of recommendations and progress in milestones.
- Webinars.** Shortly after the outbreak of the COVID-19 pandemic, the Center started implementing a new

**CHART 3. PARTICIPANTS IN TRAINING FY21**  
(Estimated as of end-April 2020)



Source: CAPTAC-DR staff.

training modality via short virtual seminars (typically lasting 2 hours), mainly on topical issues of interest to the authorities. Many of these events were COVID-19 related and serve to identify good practices to respond to the different challenges posed by the pandemic in different policy areas. They were later incorporated in the work plan for FY21 (Table 5). In coordination with the balance of payments division of the Statistics Department, two webinars were conducted to learn about the challenges during the health emergency for the compilation of the 2020 balance of payments and IIP to seek the need for possible (remote) TA assistance or training

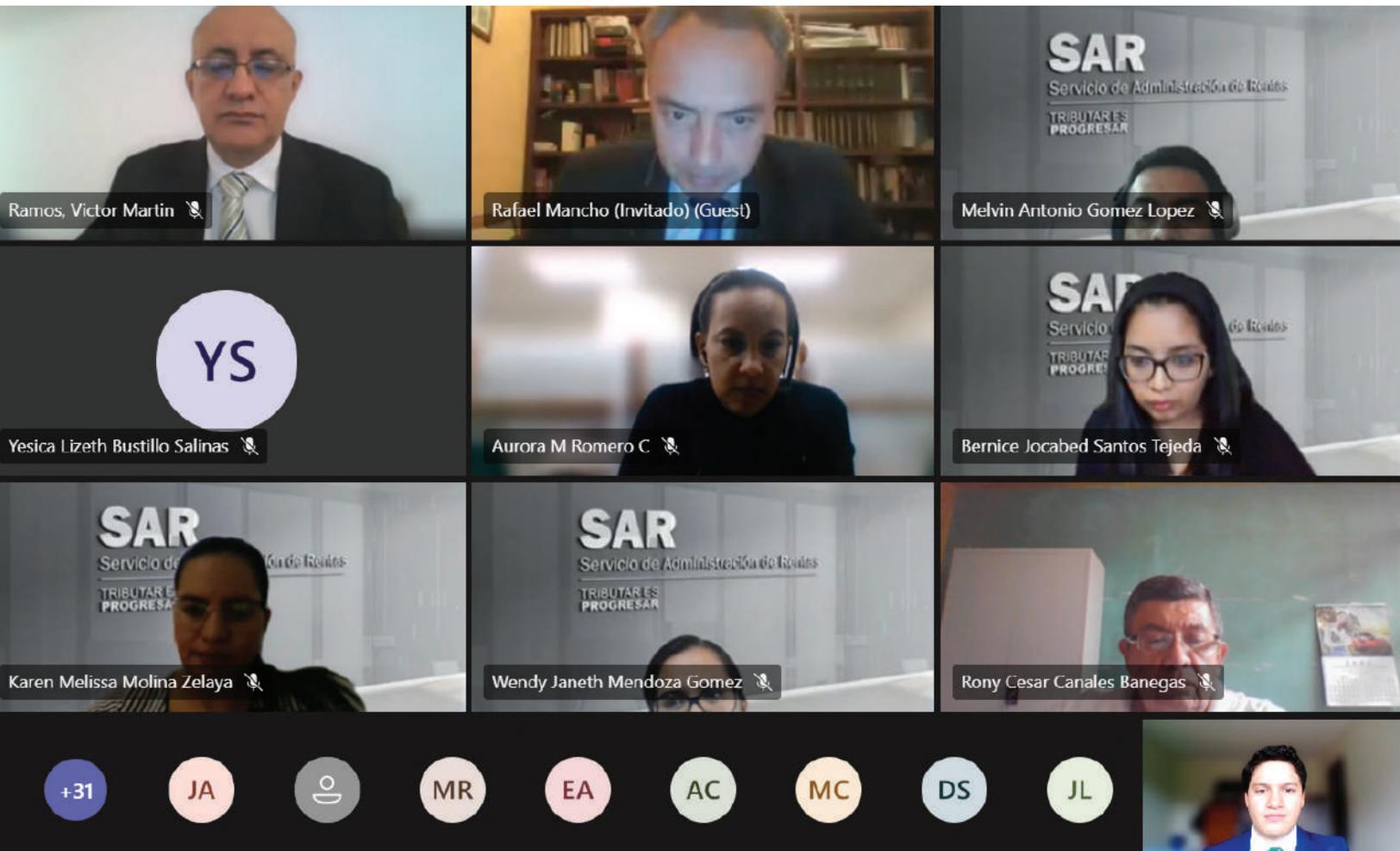
from the IMF. These webinars helped to promote cooperation and sharing of ideas among participants from the CAPDR region.

- **Customized training.** The Center continued with the practice of tailoring training to address the specific needs of members (Table 6). The main objective remained to enhance the implementation of TA advice and entrench capacity gains.

**Delivery.** The Center delivered 14 regional and 24 bilateral remote trainings events, with participation of 1,743 officials. These events featured gender balanced participation and recorded an overall score of 4.7 out

of 5 (see Chart 3 and Tables 4 and 6). They were accompanied by webinars (23 in total), which initially focused on addressing new needs arising from the pandemic and whose content was subsequently broadened to address more general training needs. These events have featured the exchange of experiences and identification of best practices. Webinars, in particular, recorded a high level of attendance and at times included participation by high-ranking government officials (Table 4). Participants and authorities expressed the positive contribution of these training events to meet country CD needs and support the achievement of policy objectives.

Participants in the remote regional seminar on Best Practices in VAT Audit Processes, Tax Administration.



**TABLE 4. REGIONAL TRAINING DURING FISCAL YEAR 2021**

(May 2020-April 2021)

Area	Topic	Collaborating Agency	Participants			Country, Date	Country <sup>3</sup>
			Number	Female Share <sup>1</sup>	Score <sup>2</sup>		
<b>Tax Administration</b>	Best practices on auditing the value-added tax	...	49	73	4.8	Remote, Mar	Region
<b>Customs Administration</b>	Regional diagnostic on post-clearance audit	IMF FAD	50	50	4.8	Remote, Apr	Region
<b>Public Financial Management</b>	Fiscal sustainability	Delivered by IMF ICD	32	28	4.8	Remote, Apr	Region
	Tools for fiscal risk management	IMF FAD	32	55	4.8	Remote, Apr	Region
<b>Financial Supervision and Regulation</b>	Selected topics from financial inclusion	Delivered by IMF ICD	31	55	4.8	Remote, Dic	Region
	Selected topics from financial sector policies	Delivered by IMF ICD	27	44	4.8	Remote, Oct	Region
<b>Real Sector Statistics</b>	Inclusive growth	Delivered by IMF ICD	15	55	4.8	Remote, Mar	Region
<b>Government Finance Statistics</b>	Special topics of public sector debt statistics	UNCTAD	119	43	4.7	Remote, Oct	Region
	Public debt statistics	HQ-D4D	41	51	4.3	Remote, Feb	Region
	Analytical reporting and transparency	IMF STA, CMCA and COSEFIN	54	50	4.7	Remote, Mar	Region
<b>Integrated training between areas</b>	Management development program (virtual phase) -TAX & CUS-	IFS	40	40	...	Remote, Jan	Region
	Integration of International Public Sector Accounting Standards and government finance statistics -PFM & GFS-	IMF FAD, IMF STA	110	55	4.7	Remote, Apr	Region
	International experiences in harmonizing national accounts and finance statistics -RSS & GFS-	CMCA, COSEFIN, IBGE, Ministry of Economy Brasil, INEGI of Mexico, IMF STA	90	46	4.7	Remote, Oct	Region
	Harmonizacion of national accounts and government finance statistics -RSS & GFS-	IMF STA and CMCA	30	55	4.8	Remote, Mar	Region
<b>Total</b>			<b>720</b>	<b>50</b>	<b>4.7</b>		

Source: CAPTAC-DR.

<sup>1</sup>In percent of total participants.

<sup>2</sup>Rating assessed by participants; scale of 1 (lowest) to 5 (highest).

<sup>3</sup>Region comprises Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and the Dominican Republic.

**TABLE 5. REGIONAL WEBINARS DURING FISCAL YEAR 2021**

(May 2020-April 2021)

Area	Topic	Collaborating Agency	Participants			Country, Date	Country <sup>3</sup>
			Number	Female Share <sup>1</sup>	Score <sup>2</sup>		
Tax Administration	Fiscal transparency of COVID-19 expenditures	IMF FAD	17	12	...	Remote, Jul	Region
	Audit procedures in a digital audit process	...	71	51	...	Remote, Aug	Region
	Fiscalization procedures in a remote audit process	IMF FAD	104	54	...	Remote, Sep	Region
	Planning and risk management during COVID-19	IMF FAD	84	45	4.8	Remote, Oct	Region
	Tax compliance risks post COVID-19 crisis	IMF FAD	128	50	...	Remote, Oct	Region
	Assessment and prioritization of tax compliance risks	...	147	50	...	Remote, Nov	Region
	Control of formal obligations as a pillar of tax compliance	...	90	55	4.8	Remote, April	Region
Customs Administration	Post-clearance audit in response to COVID-19	Custom agencies of Spain, and Uruguay, IMF FAD	42	50	5.0	Remote, July	Region, Mexico, Peru, Spain, and Uruguay
	Post-clearance audit and risk management tools (part I): risk analysis	IMF FAD	164	43	4.7	Remote, Nov	Region
	Post-clearance audit and risk management tools (part II): traceability and monitoring	Custom agency of Uruguay IMF FAD	231	47	4.8	Remote, Dec	Region
	Post-clearance audit and risk management tools (part III): electronic audits	Custom agency of Spain, IMF FAD	231	47	4.8	Remote, Jan	Region
	Risk management tools for secure exchange of information	WCO	200	50	4.8	Remote, Feb	Region
	Business intelligence applied to customs risk management	IMF FAD	293	47	4.8	Remote, March	Region
	Decentralized customs post-clearance audit model	Custom agency of Mexico	295	47	4.8	Remote, April	Region
Public Financial Management	Fiscal transparency of COVID-19 expenditures	IMF FAD	42	33	...	Remote, July	Region
	Transparency in contracts and controls of COVID-19 expenses	...	146	55	...	Remote, Sept	Region

Area	Topic	Collaborating Agency	Participants			Country, Date	Country <sup>3</sup>
			Number	Female Share <sup>1</sup>	Score <sup>2</sup>		
Financial Supervision and Regulation	Banking supervision and regional response to COVID-19	IMF MCM	30	33	...	Remote, June	Region and Colombia
	Covid-19 exit strategies	IMF MCM	22	50	...	Remote, Jan	El Salvador
Real Sector Statistics	Continuity of quarterly national accounts during COVID-19	Central Bank of Chile, DANE Colombia, IMF STA	19	42	...	Remote, Apr	Region
	Challenges for the balance of payments statistics during COVID-19 (part I and II)	IMF STA	12	42	...	Remote, May/ Jun	Region
	Business continuity for the compilation of the consumer price index	IMF STA	68	43	4.7	Remote, Aug	Region, North and South America
Government Finance Statistics	Follow-up of regional fiscal database update	SECMCA, SECOSEFIN	44	25	...	Regional, Jun	Region
	Best practices in registering fiscal responses to COVID-19	IMF STA	25	30	...	Remote, Apr	Region
<b>Total</b>			<b>2505</b>	<b>44</b>	<b>4.8</b>		

Source: CAPTAC-DR.

<sup>1</sup>In percent of total participants.

<sup>2</sup>Rating assessed by participants; scale of 1 (lowest) to 5 (highest).

<sup>3</sup>Region comprises Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and the Dominican Republic.

**TABLE 6. CUSTOMIZED TRAINING DURING FISCAL YEAR 2021**

(May 2020-April 2021)

Area	Topic	Collaborating Agency	Participants Number	Date	Country
<b>Tax Administration</b>	Tax compliance risk management (part I and II)	Tax agency	80	Dec-20	Costa Rica
<b>Customs Administration</b>	Good practices on the post-clearance audit process	Customs agency (AHH)	114	Aug-20	Honduras
	Customs valuation	Customs agency (AHH)	127	Aug-20	Honduras
	Customs value adjustment for canons and license rights	Customs agency (AHH)	129	Aug-20	Honduras
	Identification of risk sectors and operators	Customs agency (DGA)	20	Jul-20	El Salvador
	Risk cases in sensitive sectors	Customs agency (AHH)	34	Oct-20	Honduras
	Specific risks in prioritized sensitive sectors	Customs agency (AHH)	34	Jan-21	Honduras
	Formation and operation of comprehensive risk management committees	Customs agency (AHH)	28	Feb-21	Honduras
	Good practices on inbond processing	Customs agency (SAT)	40	Mar-21	Guatemala
	Management and control of inbond processing in the apparel sector	Customs agency (SAT)	40	Mar-21	Guatemala
	Good practices on post clearance audit	Customs agency (ANA)	40	Apr-21	Panama
<b>Public Financial Management</b>	Control, transparency, and audit techniques	Finance Ministry of Costa Rica	30	Feb-21	Costa Rica
	Treasury management: electronic payment	Finance Ministry of Guatemala	100	Mar-21	Guatemala
<b>Financial Supervision and Regulation</b>	Supervisory expected credit loss model	Banking supervision authority (CNBS)	27	Nov-20	Honduras
	Financial groups regulation	Banking supervision authority (SUGEF)	22	Feb-21	Costa Rica
<b>Real Sector Statistics</b>	Applied sampling techniques	Central Bank of Guatemala	8	Oct-20	Guatemala
	Quarterly national accounts	Central Bank of El Salvador	26	Nov-20	El Salvador
	Food balance sheet and supply and use table	Statistic Institute of Panama	10	Dec-20	Panama
	Price indices	Statistic Institute of Panama	15	Apr-21	Panama
	Sectoral accounts and flow of funds	Central Bank of El Salvador	20	Apr-21	El Salvador
<b>Government Finance Statistics</b>	General government finance statistics and public sector debt statistics data expansion	Finance Ministry of Guatemala	8	Feb-21	Guatemala
	Public-private partnerships in GFS and PSDS	Finance Ministry of Honduras	50	Mar-21	Honduras
	Consistency of above and below the line data	Finance Ministry of Honduras	9	Mar-21	Honduras
	General government and public sector debt statistics	Finance Ministry of the Dominican Republic	12	Apr-21	Dominican Republic
<b>Total</b>			<b>1023</b>		

Source: CAPTAC-DR.

### BOX 3. PROJECTS ON CROSS-CUTTING THEMES

*In line with the initial agenda proposed in the previous AR&WP FY20, the Center continued building capacity for cross-cutting policy issues. Gender balance and equality, climate change, governance and transparency, and technology and digitalization were embedded into the work plan for FY21 and specific regional projects started being implemented. Implementation through Phase III requires a close collaboration with IMF's country teams and partners.*

- **Work plan implementation and SDGs.** The CD activities for FY21 were characterized by an operationalization of cross-cutting policy issues. The COVID-19 context highlighted the importance of advancing in projects related to governance and transparency and technology and digitalization.
  - In line with the Sustainable Development Goals (SDGs) 5, 8, 10, and 17<sup>1</sup>, the Center has advanced on operationalizing CD on gender to add on a gender perspective in the formulation of socio-economic policies in the member countries. In the area of public finances, the Center support CD on managerial skills to promote gender balance in the tax and customs administrations. The financial sector focused on training officials in analyzing policy challenges and regulatory changes for financial inclusion. The macroeconomic statistics strengthened the employment matrices to measure gender gaps and informality (e.g., El Salvador, Nicaragua).
  - Aligned to SDGs 16 and 17, governance and transparency has become a focus in the work plan to fight corruption and strengthen institutions in member countries. Capacity building in public finances supported the development of strategic and operational plans for the tax administrations, specially under a COVID-19 framework (Costa Rica, Guatemala, and the Dominican Republic). Also, the reporting of fiscal risks in Costa Rica has enhanced fiscal transparency. In the financial sector, the focus was on adopting international reporting standards and secure transparency of information. The macroeconomic statistics strengthened the transparency and analysis of government finance and public debt statistics to inform policymaking.
  - In accordance with SDG 17, the Center advanced in the digitalization and use of technology to enhance macroeconomic policy frameworks. CD in the public finances area supported training of officials to adopt remote auditing in the tax administration. Also, the custom administration in Costa Rica launched the first webpage in line with the TFA of the WCO. In the financial sector, the capacity to regulate and supervise cyber-security risks was enhanced (Guatemala and the Dominican Republic). In macroeconomic statistics, the work focused on the publication of harmonized statistics and reports in CMCA/COSEFIN websites.

**Regional projects.** The Center advanced in two regional projects. First, the general guidelines of a regional institutional diagnosis of gender participation in the customs and tax administrations. The objective of the project is to identify institutional gaps to achieve gender balance in the administrations and its implementation is part of the work plan for FY22. Second, the area of government finance statistics continued to assist the CMCA and COSEFIN to publish harmonized data of GFS and PSDS data. The development of regional reports enhanced the analysis of fiscal and macroeconomic policy.

<sup>1</sup> The 17 Sustainable Development Goals (SDGs) are part of the 2030 Agenda for Sustainable Development, a global agenda for peace and prosperity. The goals mentioned in this box refer to the following targets: i) SDG 5: 5.1, 5.5, 5.a, and 5.b, 5.c; ii) SDG 8: 8.10; iii) SDG 10: 10.4 and 10.5; iv) SDG 16: 16.4, 16.5, 16.6, and 16.7; and v) SDG 17: 17.1, 17.4, 17.6, 17.8, 17.10, 17.11, 17.12, 17.13, 17.18, and 17.9. For a complete description of each target visit: [sustainabledevelopment.un.org](https://sustainabledevelopment.un.org).

**SECTION V**

COMMUNICATIONS

# COMMUNICATIONS

**The Center disseminated regional key achievements and increased visibility of partners through new mechanisms.** The effort focused on making communications more effective and implementing new ways to disseminate key achievements.

- **Dissemination of TA information.** The sharing of TA reports continued helping exploit synergies with CD providers and partners, raised coordination of CD delivery and spread valuable experiences across the region. Dissemination of TA reports produced by the Center through the secure repository rose from 92 to 95 percent during the fiscal year (text table).
- **Consultation with partners.** Due to the virus outbreak and quarantine measures in the region, face-to-face dialogue with partners was replaced with remote meetings and briefings. Information on CD priorities, how the Center was adapting to the virtual work format, and the challenges of delivering CD effectively in this format, as well as the Center's financial situation, were discussed. Partners also attended several training events, providing useful feedback on some of these (Table 7).
- **Newsletter.** The quarterly newsletter had a major visual change, in line with the Center's communications strategy and the updated branding. Key results of regional seminars, joint

**Dissemination of TA Reports<sup>1</sup>**  
(Percent of reports)

	Mar 2021
<b>Total</b>	<b>95</b>
Public finances	94
Financial sector	90
Statistics	98

<sup>1</sup> Since July 2014.

activities with partners, interviews and infographics were reported to the public in the Newsletter.

- **Progress reports.** The Center continued to produce quarterly reports to monitor progress on the execution of the work program and the achievement of milestones under the RBM framework. These were shared with country authorities, partners, and IMF staff. Following the start of virtual work, this year some of these reports included details of CD activities being undertaken by the Center. Reflecting feedback from partners, the progress report was streamlined in the second half of the fiscal year, with the aim of making its messages clearer while still providing detailed information on advances in work program implementation and achievement of milestones. Quarterly updates on the financial situation of the Center continued to be shared with Steering Committee members. Finally, the rolling schedule of CD events was reduced from **10 to 6 weeks**,

owing to the higher uncertainty on the timing of activities that arose with the pandemic.

- **Social media.** The Center's website continues to be the main place to showcase CD and training activities, and information about TA missions. The Newsletter also disseminates this type of information. The website has been updated in line with the renewed branding ([www.captac-dr.org](http://www.captac-dr.org)). Consistent with our communication and visibility strategy, the Center's social media presence increased during the fiscal year. The twitter account (@captacdr) facilitated the sharing of key activities, news on training events, TA missions, videos and infographics, and other relevant activities. Followers in this platform increased from 950 to 1,300 this year. The Center opened a new Facebook account (Captac-Dr) in to order to better organize and strengthen its social media presence.

**TABLE 7. CONSULTATION WITH EXTERNAL PARTNERS DURING FISCAL YEAR 2021**

(May 2020-April 2021)

Partner	Area <sup>1</sup>	Type of engagement	Date	Country
Central American Bank of Economic Integration	CC/GFS	Meeting with delegation	Jul	Remote
	GFS	Meeting with delegation	Sep	Remote
	GFS	Participation in regional seminar	Oct	Remote
	GFS	Participation in regional seminar	Oct	Remote
Colombia	CC	Meeting with delegation	Jun	Remote
	CUS	Participation in regional seminar	Jul	Remote
	PFM	Participation in regional seminar	Jul	Remote
	SBF	Participation in regional seminar	Nov	Remote
	CC	Meeting with delegation	Nov	Remote
	CC	Meeting with delegation	Dic	Remote
	SBF	Participation in regional course	Dic	Remote
	CC	Meeting with delegation	Dic	Remote
	CC/SBF	Meeting with country authorities	Feb	Remote
European Union	CC	Meeting with delegation	Sep	Remote
	CC	Meeting with delegation	Oct	Remote
	CC	Meeting with delegation	Oct	Remote
	GFS	Participation in regional seminar	Oct	Remote
	CC	Briefing to regional delegations	Dic	Remote
	SBF	Participation in regional course	Dic	Remote
	CC	Meeting with delegation (Lead Economist)	Jan	Remote
	PFM	Meetings of the fiscal tables of Honduras and El Salvador	Jan-Apr	Remote
Luxembourg	CC	Meeting with delegation	Dic	Remote
Mexico	CC	Meeting with delegation	Dic	Remote
Norway	CC	Meeting with delegation	Nov	Remote
Spain	CC	Meeting with delegation	Jul	Remote
	CUS	Participation in regional seminar	Jul	Remote
	PFM	Participation in regional seminar	Jul	Remote
<b>Other CD providers:</b>				
Others	TAX/CUS	Participation of AECID, CIAT, IADB, IFS, UNED	Nov	Remote
	GFS	Participation of UNCTAD in regional seminar	Oct	Remote
	CC, TAX, CUS, PFM	Meeting with GIZ	Feb	Remote
	CC	Meeting with IADB	Mar	Remote
	SBF	Meeting with authorities of Singapur	April	Remote

Source: CAPTAC-DR Staff.

<sup>1</sup> Acronyms are as follows: Center coordinator (CC); tax administration (TAX); customs administration (CUS); public financial management (PFM); financial supervision (SBF); central bank operations (OMX); real sector statistics (RSS); and government finance statistics (GFS).



**SECTION VI**

WORK PROGRAM  
FOR FISCAL YEAR 2022

# WORK PROGRAM FOR FISCAL YEAR 2022

**The work plan for FY22 is guided by the strategic objectives of the Program Document and adapted to the requirements of members vis-à-vis the current, pandemic-affected situation.** Like the work plan for FY21, the current one reflects the priorities of members and the Strategic Note of the IMF Western Hemisphere Department. The work plan features mainly multiyear projects, including an emphasis on regional integration and cross-cutting themes previously proposed. The work plan for the central banking workstream is in the process of being prepared and will be reported to the Steering Committee once it is concluded. With the Center's financial and liquidity position having improved compared to the start of the current Phase, the overall work plan is consistent with the desired level of CD delivery—given existing human resources at the Center and at IMF

capacity development departments. Fundraising efforts will continue to close the remaining financing gap and thus avoiding undesired cutbacks in the assistance during the remainder of Phase III.

**The work program for FY22 features a significant expansion compared that from FY21 and will continue being guided by the strategic objectives of the Program document.** The expansion of the work program is needed to at least partially catch up on the lower-than-normal delivery of CD in FY20 and FY21, respond to new needs arising from the pandemic, support the implementation of new Fund-supported programs in the region, and continue to support work on cross-cutting themes. In the process, the Center's CD assistance would provide support to the

economic recovery efforts underway in the region and to safeguarding macroeconomic stability (Box 4). The program for FY22 includes a total of 981 expert-weeks and 19 regional seminars (Chart 4), compared to 870 weeks and 13 regional seminars envisaged in the FY21 work plan.<sup>5</sup> The workstreams experiencing the greatest expansion are those in the area of public finances, where needs are stronger. The overall level of CD activity by the Center is envisaged to continue to expand during the remainder of Phase III, although at much smaller pace. Based on the strategic objectives outlined in the Program Document for Phase III, the Center will continue to increase reliance on multiyear regional projects and integrating into its work program gender balance and equality, climate change, governance and transparency, and digitalization.



<sup>5</sup> The number of experts-weeks and regional seminars executed in FY21 was 664 weeks and 14, respectively.

# I. WORK PROGRAM

## A

## TAX ADMINISTRATION

**Member countries will prioritize the development of measures to restore tax compliance.** Technical assistance will focus on strengthening management capacity through risk management and improving the basic processes of the tax administration, such as strengthening the tax registry for the detection of potential taxpayers, control of tax returns, and the tax audit as pillars of compliance. Expected results include:

- **Risk management.** Countries are expected to implement risk management as part of their strategic planning to improve tax compliance. The Center will assist Costa Rica and Honduras in evaluating the results of the risk-based Compliance Improvement Plan. In the case of El Salvador, Guatemala, Nicaragua, Panama, and the Dominican Republic, the Plan is expected to culminate in the identification and assessment of risks as part of the strategy to improve compliance.
- **Taxpayers registry.** The improvement of the tax registry is the commitment of all countries in the current context generated by COVID-19, for which the following actions will be carried out: (i) identification of information sources for the identification of non-registered taxpayers; (ii) validation of the economic activities of the registrants; and (iii) determination of tax obligations by economic activity. The Center will support these actions in El Salvador, Honduras, Panama, and the Dominican Republic.
- **Tax returns.** Costa Rica, Honduras, and Panama need to implement substantial control actions by electronic means to increase taxpayer compliance with filing obligations as required by law. The actions will support: (i) the identification of third-party information sources to detect potential taxpayers; (ii) the use of computer tools to communicate tax obligations; and (iii) the control plan for filing returns as required by law.
- **Auditing.** Countries need to implement auditing procedures for the main taxes and according to the taxpayer segment. The Center will continue to support Costa Rica, El Salvador, Nicaragua, Panama, and the Dominican Republic in the development of audit procedure guides for the main taxpayer segments.
- **Managerial capacity.** The Center will guide the management skills training program with an emphasis on gender balance, designing practices to reduce discretion and corruption, and incorporating the effects of climate change. The training will also focus on developing skills in risk management and tax auditing through workshops with best practices.

## CUSTOMS ADMINISTRATION

**Member countries plan to continue strengthening their customs administrations' capacities, with a special focus on addressing the negative impact of the pandemic.**

The goal is increasing adoption of the WTO trade facilitation agreement, the regional strategy on integrated risk management, and supporting the customs union. The Center will also help the region develop capacity for the design of gender and governance policies. Planned achievements include:

- **Regional projects.** COSEFIN will advance with the strategy on integrated risk management. The Center will support the region to achieve milestones oriented to increase the tax base and combat customs fraud, including: (i) definition of guidelines for establishing an effective cargo control model in primary zones to increase traceability and avoid illegal introduction of goods; (ii) implementation of the first phase of a regional evaluation on quality of the data available for risk analysis on the Customs IT systems; and (iii) identification of minimum requirements to design an effective PCA management and monitoring IT system. Additionally, a regional

diagnostic will be presented to authorities with an assessment of the state of play, implications and benefits, and gaps identified related to gender balance at customs administrations.

- **Customs processes.** The region will continue closing the gap with the standards of the WTO agreement to advance customs integration, increase digitalization, and enhance competitiveness. The plan is to define a national strategy for improving trade facilitation (Panama), consolidate the registry of trade operators focused on creating a unified taxpayers' registry with the tax administration (Honduras and Guatemala), and raise customs transparency, reduce clearance time, and improve cargo control (Dominican Republic and Guatemala).
- **Risk management.** Milestones are oriented to increasing compliance levels and facilitate legitimate trade, in line with the regional strategy on integrated risk management. Key actions will include: (i) identify sensitive economic sectors and define risks matrices for better identification of non-compliance traders and operations (Dominica Republic,

El Salvador, and Panama); (ii) define a compliance improvement program (El Salvador); (iii) prepare a national anti-fraud strategy (Guatemala); (iv) consolidate procedures for post-clearance auditing to increase compliance on sensitive economic sectors (El Salvador, Honduras, and Guatemala); (v) implement action plans to improve post-clearance audit (Costa Rica, Nicaragua, and Panama); (vi) define new current account procedures to reinforce controls over special regimens to avoid abuse of fiscal benefits (Guatemala); and (vii) consolidate adoption of a methodology for the segmentation of importers based on risk management for improving import controls (Nicaragua). Additionally, the Center will help achieve structural conditionality included in IMF programs in the region,

including: (i) define a compliance improvement program jointly with the tax administration (Costa Rica); and (ii) automate transfer of goods over special regimes for improving traceability of goods (Honduras).

- **Managerial capacity and governance.** The Center will assist in building managerial skills to undertake the modernization of customs and strengthen the governance structure. Main milestones include: (i) define medium-term strategies for customs modernization and develop an indicators dashboard to monitor progress (Costa Rica and Panama); (ii) update strategic plans (El Salvador) to incorporate new government's priorities (Dominican Republic).

- **Training.** To facilitate the implementation of TA advice, the Center will deliver regional training on: (i) managerial skills for tax and customs administrations, to be delivered for a third year in a row, to also foster inter-agency coordination; (ii) technical capacities of customs auditors and risk-analysis officers, to increase risk management and post-clearance audit effectiveness; and (iii) customs good practices by organizing a series of 5 webinars to share experiences and lessons learned inside and outside the region, including cross-cutting topics. Nicaragua and Panama will receive customized training on post-clearance auditing, while El Salvador and Honduras on risk analysis in sensitive economic sectors.

PUBLIC FINANCIAL  
MANAGEMENT

**Countries will continue developing capacities in treasury management, fiscal transparency, and budgeting, while incorporating cross-cutting issues such as gender equality and climate change.** Key activities for FY22 include:

- Treasury management.** It is proposed to continue supporting the expansion of the treasury single account (TSA) in Costa Rica, Panama, Guatemala, and El Salvador. Support for the automation of payments will be provided to Panama, Guatemala, and El Salvador. Costa Rica will receive assistance to incorporate the payment of social transfers into its single account and implement an automated control and operation model. The Guatemalan Treasury will receive support to determine gaps in its organizational and operating model compared to a modern management model of active Treasury, with the aim of preparing a reorganization project that allows to migrate to a model that promotes the modernization of financial management in the public sector. The Dominican Republic will receive support to strengthen the cash programming model and active cash management to speed up payments.
  - Fiscal risks and transparency** Support is maintained in Honduras, Costa Rica, and Guatemala for the determination of fiscal risks, by including a greater number of risks. This would raise presentation standards, expand dissemination, and improve governance and transparency. Piloting of the recently developed IMF's Fiscal Risks Tools is envisaged in the region for FY22. The program also includes technical assistance on the implementation of the IPSAS program and promoting coordination with the regional project for the harmonization of fiscal statistics, which will allow the generation of higher quality data for fiscal analysis.
  - Budgeting.** The pandemic has exacerbated the immediate need for countries to strengthen the development of a medium-term fiscal framework and improve the quality of projections to support informed decision-making. Guatemala, Honduras, Nicaragua, and El Salvador will continue to develop the medium-term fiscal framework, while Costa Rica will initiate the design of the MTEFF model, as a first step to strengthen budget formulation.
  - Training.** The training program for FY22 will comprise seminars on the following topics: (i) the budget as a fiscal policy tool to promote gender equality; (ii) improving budget execution and control, as a mechanism for fiscal governance and transparency; (iii) improving coverage and quality of fiscal reports; (iv) capacity building to plan, implement and sustain PFM reforms; and (v) Modern treasury management. With the aim of stimulating the exchange of experiences in the region and promoting peer-learning, the program also includes 6 webinars. For each of these events a note summarizing the discussion, conclusions, and recommendations (where appropriate) would be prepared.
- Additionally, with the support of partners, the Center will offer training for the implementation of IPSAS. This is expected to be multi-year program as the implementation of IPSAS in the region would take several years. The training program also includes a multi-year technical assistance project aimed primarily at Finance Ministry officials, with the goal of strengthening capacity for macro-fiscal analysis and forecasting at their institutions. The project will be managed by ICD and cover the Dominican Republic, El Salvador, Honduras, and Nicaragua.

# FINANCIAL SUPERVISION AND REGULATION

## Countries will continue bolstering financial supervision and regulation to underpin financial stability while responding to the various circumstances created by the pandemic.

Projects will focus on strengthening risks supervision on a stand-alone basis as well as on a consolidated basis. Further progress would be achieved in the banking and non-banking sectors (i.e. insurance and securities). The Center will stand ready to support the authorities on exit strategies from the temporary measures adopted in response to COVID-19. If needed, and in consultation with MCM, the workplan will be adjusted to address country needs in this area. Expected outcomes for next year include:

- **Regional projects.** Following the roadmap for the adoption of IFRS, the CCSBSO will develop common accounting provisions on non-current assets held for sale and discontinued operations (IFRS 5) and provide training on Insurance contracts (IFRS 17). In line with Basel Pillar II standard on banks' internal capital adequacy assessment program (ICAAP), regional supervisors will draft

minimum regulatory guidelines and build supervisory capacities.

- **Regulatory framework.** The Center will continue to help revamping risks management regulations. In the banking sector, countries plan to introduce a financial group framework (Costa Rica) and improve prudential requirements on market (Dominican Republic, Guatemala) and operational (Dominican Republic) risks. El Salvador will continue its IFRS convergence project, and Nicaragua will work on accounting provisions applicable to banks under liquidation. In the insurance sector, Guatemala will continue enhancing corporate governance and risk management regulations, and El Salvador will introduce new technical reserves requirements.
- **Basel standards.** Countries will resume efforts on implementing some Basel II/III components. Key projects comprise the introduction of: (i) banks' ICAAP regulatory framework (El Salvador); (ii) a new capital conservation buffer (Panama); (iii) first steps towards the implementation of a net stable funding ratio (Honduras); (iv) interest rate risk in banking

book requirements (El Salvador, Panama); and (v) enhancing the analysis of contagion risk by improving the assessment of financial interconnectedness among supervised entities (Honduras).

- **Supervision.** Countries will strengthen capacities to oversee financial risks in the banking and non-banking sectors. Building on previous TA, Honduras will continue working on a supervisory expected credit loss model. TA to enhance offsite banking supervision capacities will be provided to Nicaragua, and supervisors will be trained on prudential standards and practices on financial groups supervision (Costa Rica, Panama). In the securities sector, the Center will help develop a roadmap to implement a risk-based supervision framework (Dominican Republic).
- **Training.** To support the building of supervisory capacities, regional training events will be delivered on: (i) supervisory stress testing tools, (ii) the impacts of climate change on financial stability and the supervisor's role, (iii) fintech supervision and regulation, and (iv) credit portfolio supervision.

## REAL SECTOR STATISTICS

**The work plan will continue to focus on updating the base years of the national accounts and implementing the main recommendations of the 2008 SNA.**

The Center will focus its efforts towards TA activities on distributional accounts, employment statistics by gender, harmonization of the national accounts with the government finance statistics, and on price statistics. Milestones will focus on the following projects:

- **National accounts.** Costa Rica will use the value added tax (VAT) digital invoices to compile volume and price indices as well as the SUT. Honduras (rebasings to 2016) will complete the SUT and the new annual and quarterly series. El Salvador will prepare its roadmap to change the base year of the national accounts to 2022 and will start work on designing the surveys. Nicaragua will complete the employment matrix for 2019 and will have some progress in the compilation of the SUT and the sequence of accounts for 2019. Panama will advance in the compilation of the SUT and the sequence of accounts for 2018.

Guatemala (rebased to 2013) will enhance the sampling techniques used in its economic surveys. Dominican Republic did not request TA; it only requested training.

- **Institutional sectors.** As part of the rebasing projects, countries plan to compile the sequence of accounts for all institutional sectors, including the balance sheet account and the flow of funds table in some cases. Honduras will complete the compilation of the BOP and IIP statistics in accordance with the recommendations of the BOPM6.
- **Price indices.** Panama will rebase the CPI and will make progress in compiling updated PPI and XMPI. Honduras and Nicaragua will update their PPIs. These projects require updating the base, basket and weights of the goods and services included in those indices. The Center will now provide training on digital data sources to compile price indices as this training was suspended during the last fiscal year due to the COVID-19 pandemic.

# GOVERNMENT FINANCE STATISTICS

## Countries will strengthen government and debt statistics to support fiscal monitoring and enhance policy making and regional analysis.

Guided by the regional strategy and supported by IMF's WHD, countries will address quality gaps and broaden the institutional coverage of fiscal and debt statistics, some to still achieve general government coverage and others aiming to the nonfinancial public sector. The emphasis will be on the consistency with other macroeconomic statistics, generating capacity to regularly disseminate regional and national reports on fiscal analysis, and supporting medium-term fiscal frameworks and debt sustainability analysis. Key activities and expected outcomes comprise:

- **Regional projects.** The regional working group will enhance the dataset of harmonized statistics, by broadening the coverage to the general government and nonfinancial public sector, aggregating balance sheet items, improving the compilation and the frequency of functional expenditure. Debt data is expected to include other accounts payable, cover at least the general government, initiate the adoption

of nominal value, and reconcile residence criteria. Countries plan to initiate regular dissemination of quarterly regional reports with analytical indicators to authorities of CMCA and COSEFIN. The CMCA has also showed great enthusiasm to work together with the Center to speed up the regional harmonization of the macroeconomic statistical data sets.

- **Government statistics.** Member countries will: (i) compile monthly and quarterly statistics for the general government that could be published in the IMF International Financial Statistics and the regional dataset hosted at CMCA's webpage, (ii) initiate or speed up the compilation of nonfinancial corporations fiscal data for Honduras, Guatemala, Dominican Republic, and El Salvador; (iii) broaden transactional coverage of annual statistics to initiate a transition to a stock-flow approach; and (iv) continue to support efforts to integrate the statistics, policy and decision making. There will be specific training to help countries compile and analyze improved fiscal and debt data from the social

security schemes. Capacity building will be aligned with the macro-fiscal framework and aimed at supporting customized needs. Hands-on training is expected to be resumed in some countries and intensified in others to continue to support member-oriented priorities.

- **Debt statistics.** The Center will help improve the reporting of statistics, including to the World Bank-IMF database, and enhance the stock-flows approach. The joint efforts with UNCTAD are expected to continue and the work plan—delayed by the global pandemic—keeps considering actions to overcome institutional coverage limitations; address country-specific data gaps; support member countries estimate nominal and market value; enhance the accuracy between the compilation of stocks and flows; and ensure consistency in the classification of domestic and external debt, including proper collection of other accounts payable. The Center will provide regional and customized training. For Honduras, Nicaragua, and El Salvador, it will include integrated TA funded by D4D.

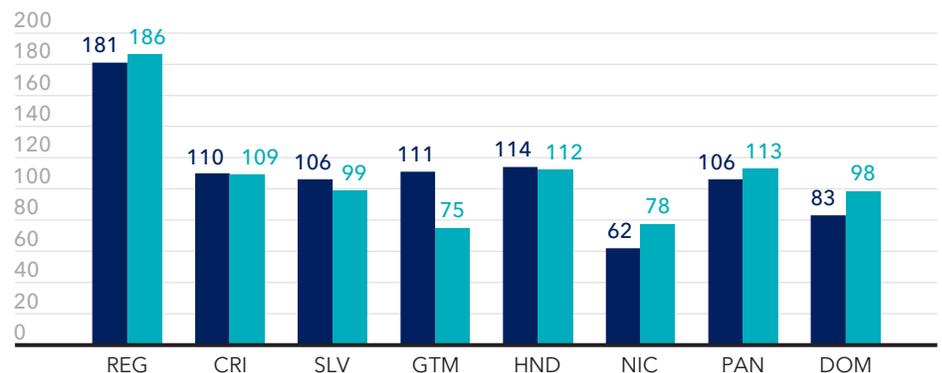
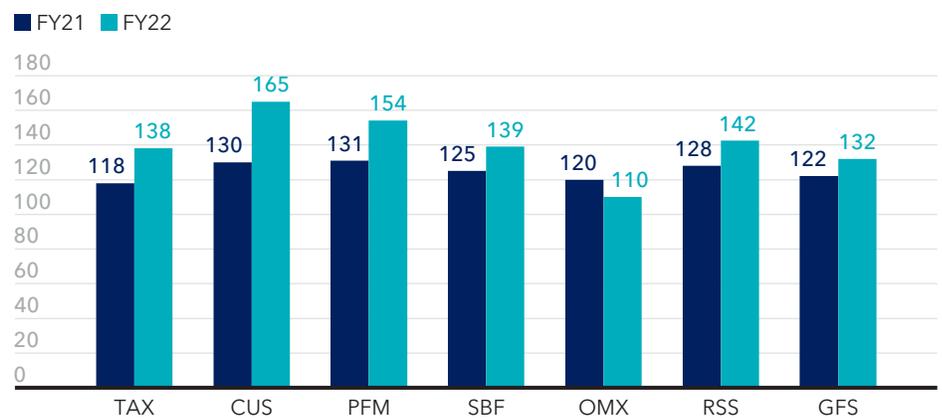
## II. FINANCIAL BUDGET

The Center proposes a budget of US\$9.6 million for FY22, slightly above the indicative level envisaged in the Program Document (see Table 3), consistent with the expansion of the work program but with work remaining virtual for much of the year. Although the timing for the resumption of travel remains uncertain, the budget assumes that the Center will resume presential delivery of CD assistance towards

the second half of the fiscal year. The indicative budgets for the remainder of the Phase are also somewhat higher relative the Program Document, owing both the resumption of normal travel and the expanded work program. Appendix II summarizes the expected outcomes and milestones that have been agreed with country authorities and the IMF's CD Departments for FY22.

**CHART 4. PROPOSED RESOURCE ALLOCATION FOR FISCAL YEAR 2022**

(In expert-weeks)



Source: CAPTAC-DR staff estimations. First chart considers the proposed Central Bank Operation's expert-weeks.

## BOX 4. SUPPORTING THE ECONOMIC RECOVERY AND STABILITY

**The COVID-19 pandemic has increased the economic and social challenges faced by the CAPDR region.** Recent natural disasters have also exposed the region's vulnerabilities, giving rise to new challenges. In addition to recovering the economic ground lost in 2020 and safeguarding stability, progress needs to be made on closing existing social gaps with higher middle-income countries by further reducing poverty levels and unequal income distribution while improving social infrastructure. The need to confront climate change has also become starker.

**Against this background, CD assistance by the Center will seek to support the economic recovery and macroeconomic stability while advancing cross-cutting themes.** The Program Document for Phase III, which outlines the role of the Center in tackling CAPDR's challenges, serves as a pillar to conduct key actions that accompany member countries in developing technical and institutional capacities to design and implement sound economic policies. The strategy and objectives for Phase III stay relevant to assist countries in CAPDR to navigate new challenges that have arisen with the pandemic and support the economic recovery and macroeconomic and financial stability. In several countries, this support will take place in the context of existing or new Fund-supported programs, with key aspects of their implementation relying on adequate and timely CD assistance.

- **Public finances.** Tax revenues in the region experienced a substantial decline in 2020 and supporting revenue mobilization efforts has become even more important. In this regard, CD assistance on revenue administration will focus on reversing recent revenue losses and continue building capacity to support revenue growth as the economy recovers and over the medium term. Increasing revenue is important to underpin fiscal consolidation and sustainability while providing governments with the capacity to respond to pressing social needs and improve public services and infrastructure. The Center's work in this area would aim, inter alia, to strengthen revenue administrations' management and governance arrangements, enhancing core administration functions, and promoting gender balance in the organizational structures. Assistance in public financial management (PFM) will continue to be geared towards strengthening fiscal frameworks, which is needed to further improve fiscal management and to support fiscal sustainability. CD activities in PFM would also promote gender budgeting, as well as raising fiscal transparency to foster good governance and strengthen anti-corruption frameworks.
- **Financial sector.** Assistance in this area will continue to focus on strengthening financial supervision and regulation to support financial stability. A healthy banking sector would also be key to supporting credit growth and the economic recovery. CD activities will include supporting the adoption of international best practices in risk-based supervision and the implementation of components of Basel II and III. Work in this area could be expanded to address member-countries' potential requests for assistance in supporting the expected exit from temporary measures in the post-pandemic recovery.
- **Statistics.** To help policy makers and private investors take better informed decisions, CD assistances in real sector statistics will continue to focus on bringing statistics closer to international best practice, along with improved harmonization with external and government finance statistics (GFS). CD in GFS will focus on improving the quality, coverage, and timeliness of data, which is important for decision-making and to adequately monitor fiscal developments and the implementation of IMF-supported programs.

**SECTION VII**

PROPOSED TRAINING  
AND OUTREACH

# PROPOSED TRAINING AND OUTREACH

## Training is integrated with the rest of the work plan to make CD assistance more effective.

The training strategy is based on the following consideration: (i) using training to share international experiences and best practices; (ii) use of regional and customized training to facilitate the adoption of TA recommendations; (iii) use of webinars to address conjunctural topics of interest to member countries, as well as specific issues that may be part of broader projects. Outreach will be geared toward disseminating the Center’s work to a broad audience as well as enhancing stakeholders’ support to the work program.

**Training.** The Center will continue to provide regional training in cross-cutting themes and policy analysis. Key training activities will include: (i) managerial development, and gender and inequality gaps in tax and customs administrations; (ii) environmental and social risks supervision in the banking system;

## Proposed ICD Activities for Fiscal Year 2022

(May 2021-April 2022)

Topic	Description
Macroeconomic diagnostics	The course will deal with assessing fiscal and monetary policy, financial stability, exchange rates, public and external debt sustainability, among others.
Economic issues in regional integration	The course will cover economic and monetary integration; trade, financial, and monetary integration; its costs and benefits, and political economy aspects of integration.
Macro-fiscal analysis and forecasting (first year) <sup>1</sup>	The project seeks to strengthen institutional and technical capacity to conduct macro-fiscal analysis and to produce macroeconomic and fiscal projections. It is addressed primarily to Ministry of Finance officials.

<sup>1</sup> This is a regional TA project with a duration of three years.

and (iii) governance and transparency in statistics and use of technology and digitalization on compilation and dissemination of government and price statistics. Other proposed regional training for FY22 is displayed in the Table 8 and text table.

**Outreach.** The main goal will be to further raise understanding of Center’s activities while providing visibility to financial partners

(see Box 5). The Center will continue to share information on capacity building through social media, as well as through the Center’s quarterly newsletter and webpage. These activities might be expanded to include presentational outreach to stakeholders as pandemic-related restrictions allow, with the aim of fostering better understanding of the Center’s work and its role in capacity building in the region.

**TABLE 8. PROPOSED REGIONAL SEMINARS FOR FISCAL YEAR 2022**

(May 2021-April 2022)

Area	Topic	Proposed date	Participants
<b>Tax Administration</b>	Tax audit powers	Jan	30
<b>Customs Administration</b>	Strengthening capacities of auditors for post clearance audit effectiveness	Sept	50
<b>Public Financial Management</b>	Improving coverage and quality of fiscal reports	Oct	50
	Treasury management	March	30
	Gender budgeting	July	30
	Improving PFM laws and effective institutions	April	30
	Monitoring and controls of budget execution	March	30
<b>Financial Supervision and Regulation</b>	Stress testing tools	July	30
	Impacts of climate change on financial stability	Sept	30
	Fintech supervision and regulation	Feb	30
	Credit portfolio supervision	March	30
<b>Real Sector Statistics</b>	Business continuity and price indices during COVID-19	Aug	30
	Alternative data sources for price indices	Jan	30
	Distributional accounts and inequality	Dec	30
	National accounts statistics and other macroeconomic statistics	Feb	30
<b>Government Finance Statistics</b>	Developing governance through analytical reporting	April	30
	Compiling improved social security schemes fiscal data	Nov	30
<b>Integrated training between areas</b>	Management development program (fourth edition) -TAX & CUS-	March	30
	Management development program (closure of third edition) -TAX & CUS-	March	40
	Transparency and harmonization of macroeconomic statistics -RSS & GFS-	Jan	30

Source: CAPTAC-DR.

**TABLE 9. PROPOSED REGIONAL WEBINARS FOR FISCAL YEAR 2022**

(May 2021-April 2022)

Area	Topic	Proposed date	Participants
<b>Tax Administration</b>	Tax compliance risk management	July	50
	Tax audit procedures	Aug	45
	Filing and payment obligations control	May	60
<b>Customs Administration</b>	Good practices on the customs administration (series of 5 webinars)	Nov	750
<b>Public Financial Management</b>	Adoption, adaptation and convergence of International Public Sector Accounting Atandards	July	45
	Treasury management	June	50
	Electronic payments	Nov	60
	Identification of fiscal risks due to natural disasters	Feb	40
	Fiscal transparency	March	65
<b>Government Finance Statistics</b>	Government finance statistics and national accounts	June	60
	Government finance and financial sector statistics	Jan	45
	Government finance and external sector statistics	Oct	55

Source: CAPTAC-DR.

## BOX 5. IMPROVING COMMUNICATIONS AND VISIBILITY

The Center has been consolidating and improving its communication and visibility strategy, comprising the following goals: i) disseminate the progress on capacity development; ii) share good practices and success stories of members to a broader audience; iii) increase engagement of members to CD projects and TA recommendations; iv) promote synergies with other TA providers, and; v) attract and give visibility to financial partners. The strategy develops, improves, orders, and decentralizes visibility activities through the Center's different digital communications channels.

- Operational strategy.** The Center has developed three steps that operationalize the communications and visibility strategy: i) design creative and quality content that portrays impact and novelty of CD activities; ii) implement a story-telling form of communication by linking the Center's actions with the objectives set in the work plan, and; iii) work closely with IMF's Communication Department (COM) and ICD to aim to a consolidated image in all the Center's communications channels. The main goal is to catch the attention of a broader audience and provide educational, consistent, and communicative messages.
- Collaboration.** In line with CAPTAC-DR's new brand, the Center has had close collaboration with COM and ICD communications team to devise a coordinated communications and visibility strategy. Furthermore, financial partners, especially the European Union and Colombia, have contributed to developing the main goals, actions, and channels to disseminate key messages.
- Social and written media.** The web page, the quarterly newsletter and the Facebook and Twitter accounts have been key to promote diverse creative material, such as relevant messages, short **analytical notes** and articles, blogs, interviews, infographics, and videos—showing relevant multi-country relevant topics, such as the progress on cross-cutting themes projects, and highlights from regional training events. These diverse platforms facilitate a fast and close exchange of CD progress in CAPDR with the regional councils, members, financial partners, other TA providers, and the IMF.
- Seminars.** The regional seminars continue to be the main vehicle to encourage knowledge exchange between countries by sharing own experiences, CD progress and goals, and workplan achievements. Also, the participation of financial partners and other TA providers increases the awareness of member countries' officials and consolidates key recommendations and messages on the importance of CD.

Workshop on the modernization of the customs administration of Guatemala. Image from archive.



Werner Ovalle, Customs Agency of Guatemala, during the virtual meeting of customs directors.



Virtual regional seminar on the harmonization of national accounts and public finance statistics.



CAPTAC-DR's new logo.



**CAPTAC-DR**  
Regional Technical  
Assistance Center for  
Central America, Panama,  
and the Dominican Republic

# ANNEXES

# Annex I.

## Strengthening government finance and debt statistics for analysis and decision making through regional harmonization

(Success case of Government Finance Statistics)

*The region has made important strides in harmonizing GFS and PSDS. Countries are currently building standardized capacity to improve the governance of enhanced fiscal and debt data. The future regional agenda needs to focus on the alignment with other macroeconomic statistics, analytical reports, enhanced datasets, and fuller integration with macroeconomic policy.*

### A. INITIAL SITUATION

CAPTAC-DR's government finance (GFS) and public sector debt statistics (PSDS) project initiated in 2017, focusing on a diagnosis of the fiscal statistical development of member countries. The assessment indicated different levels of capacity, resources, and priorities across the region. Key shortcomings in government finance and debt statistics included:

- **Institutional coverage presented several issues:**
  - (a) limited institutional coverage of fiscal and debt data for some of the countries;
  - (b) institutional coverage based on national definitions, not aligned with international standards;
  - (c) different institutional coverages between datasets compiled for government finance and debt statistics in the same country;
  - (d) different institutional coverage on fiscal and debt data compiled by distinct agencies (ministries of finances and central banks);
  - (e) different institutional coverage on fiscal and debt data compiled by distinct departments within the same institution;
  - (f) trust funds controlled by the public sector and inadequately classified according to national legislation as part of the private sector;
  - (g) national sectorization criteria in conflict with international standards;
  - (h) off-balance operations. Furthermore, institutional coverage varied a lot from country to country, based on national definitions of public sector or non-financial public sector.
- **Dissemination and publication of data were focused on national presentation and diverged significantly from international standards.** Only 5 out of 7 countries submitted data for the IMF's Government Finance Statistics Yearbook using a GFSM 2014 format, none of the countries published in their webpages GFS and/or PSDS according to the most updated international standards, and coverage of transactions and institutional coverage of datasets varied a lot, making it difficult to make international comparability.
- **Above and below the line fiscal data were not compiled according to international standards.** Some member countries did not compile or publish below the line data, and when published, they presented the same figures as above the line data, without statistical discrepancy, which indicated that data did not follow best compilation practices.
- **Coverage of debt instruments were based on national definitions.** Short-term bonds in some countries were not even registered as a debt instrument. In all the region, countries only published 2 out of 6 internationally recognized debt instruments: loans and debt securities.
- **Nominal and market value were not compiled or estimated by member countries.** Although member countries claim they have accrued expenditure, all countries of the region recorded interest expenses on a cash basis, indicating face value was the only data disseminated.
- **Debt securities residency were classified according to the issuance criteria as external or internal and did not consider international standards.** This generated inconsistencies in some countries comparing external debt compiled in balance of payments and external debt compiled in PSDS.
- **Data compiled as government finance and public sector data were not used for decision making.** Countries used two distinct statistical fiscal and debt datasets: one to comply with international standards and another derived from the national presentation for analysis, decision making, and surveillance.
- **Straightforward statistical comparison in the region was limited since countries applied national definitions.** Statistical harmonization for international comparability was not prioritized. Cross-country analysis was limited by lack of harmonized data.

## B. PROGRESS ACHIEVED

In consultation with country authorities, the Center designed a medium-term strategy to enable capacity to strengthen government finance and debt statistics for analysis and decision making through regional harmonization. The strategy entailed a sequence of components: (i) diagnostic missions; (ii) the preparation of bilateral capacity building work plans, customized for each country and respecting their resources and priorities; (iii) defining GFSM 2014 as the international statistical standard for countries' implementation plans; and (iv) designing a regional harmonization project, composed of three dimensions to improve fiscal and debt data, and supported by the regional councils of central bank governors (CMCA) and ministers of finances (COSEFIN). See Diagram 1 for more details.

The governance of the regional harmonization strategy is based on three pillars: (i) the regional project; (ii) high level instances, represented by CMCA, COSEFIN and CAPTAC-DR, which define the objectives and approve the medium-term regional work plan; and (iii) technical instances, represented by the secretariats of CMCA and COSEFIN, and GTEFP—a technical working group composed of members of the six central banks, the seven ministers of finances, and the national institute of statistics of Panama (INEC). This technical group, together with CAPTAC-DR, SECOSEFIN and SECMCA get together at least twice a year for regional seminars and workshops, follow up on

the regional and bilateral work plans and meet with other regional macroeconomic statistics working groups to improve datasets and discuss international experiences. See Diagram 2 for more details.

This structure of governance approved in 2018 a medium-term GFS and PSDS regional harmonization plan for 2018-2023, currently being extended to 2018-2024. The regional work plan, published on the web sites of both CMCA and COSEFIN, defined milestones for each of the items diagnosed in section A above.

Main achievements to date include having all seven countries of the region report data to the IMF's Governance Finance Statistics Yearbook and six out of seven reporting spending according to the classification of the functions of government (COFOG). This classification allows, for instance, the publication of social spending and expenditure on natural resources according to an international format, comparable with data from other economies.

Other important achievements are the ones related to the gradual improvement of GFS and PSDS and the integration with macroeconomic policy, analysis and decision making. Some of the countries also have integrated GFS with their fiscal responsibility laws, transparency, and medium-term macro fiscal framework. Diagram 3 illustrates the most important accomplishments since the beginning of the CAPTAC-DR's GFS project back in 2017.

**DIAGRAM 1. THREE-LEVEL PROCESS: GFS & PSDS HARMONIZATION THROUGH INTERNATIONAL STANDARDS**

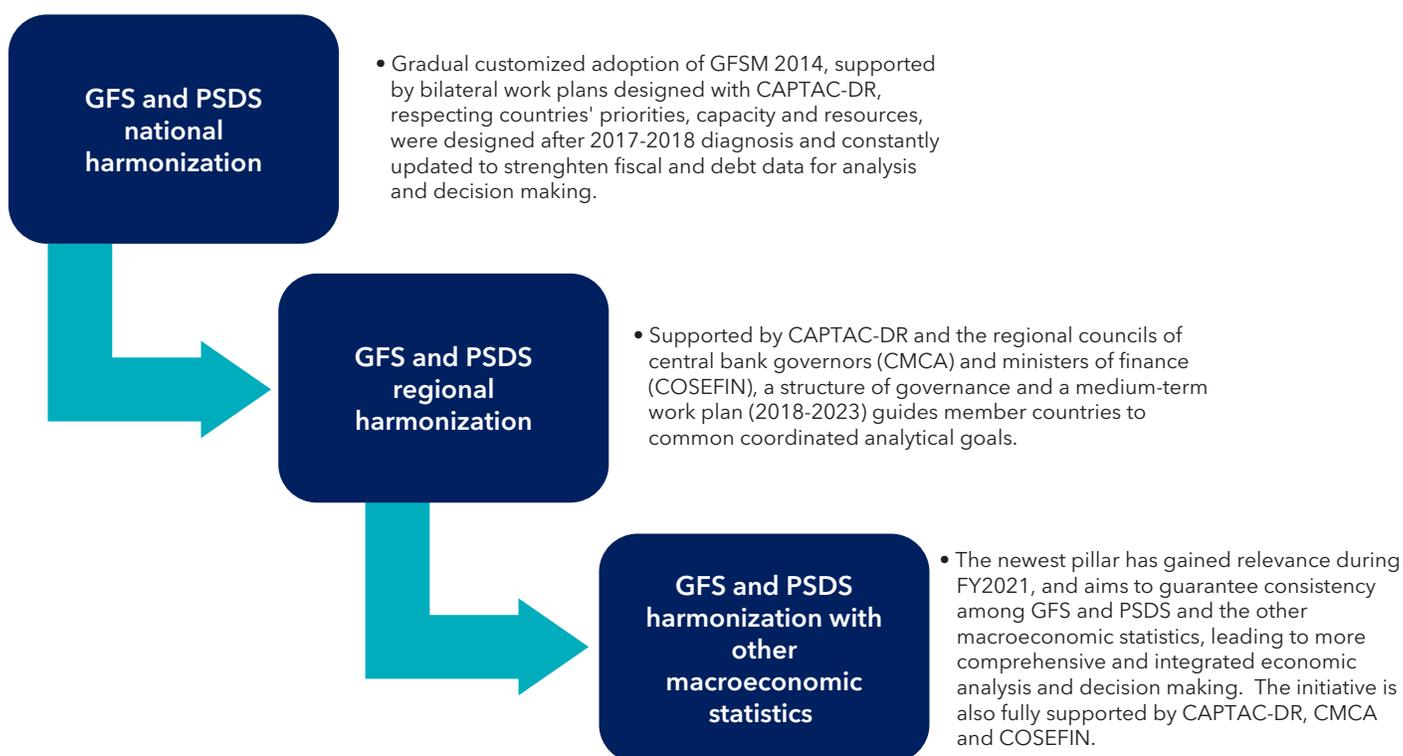


DIAGRAM 2. GFS & PSDS REGIONAL HARMONIZATION GOVERNANCE

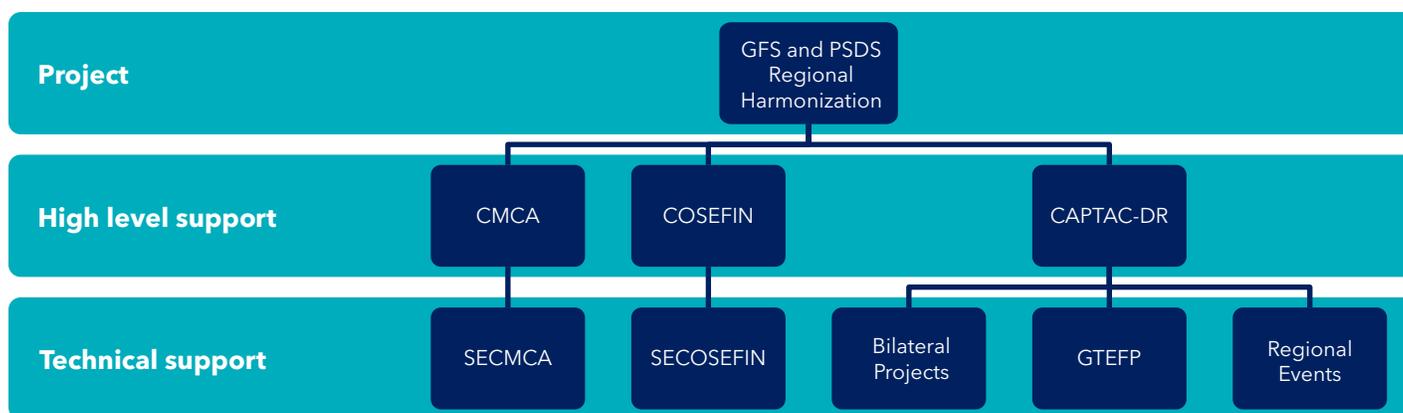


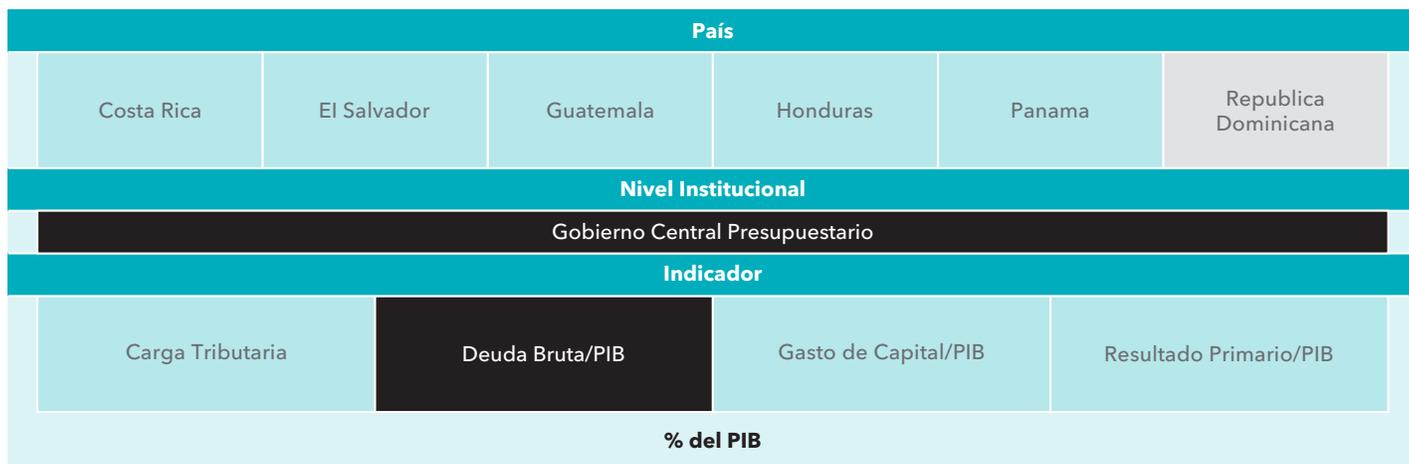
DIAGRAM 3. COUNTRIES MAIN ACHIEVEMENTS TO INTEGRATE GFS & PSDS WITH ECONOMIC POLICY AND DECISION MAKING

	<p><b>Costa Rica</b></p> <ul style="list-style-type: none"> <li>• Macroeconomic Policy: alignment of GFS 2014 statistics and program underway, concerning coverage, datasets, concepts and framework.</li> </ul>
	<p><b>El Salvador</b></p> <ul style="list-style-type: none"> <li>• Fiscal Responsibility: Integrated with the medium-term macro-fiscal framework, and aligned with national fiscal responsibility law, a report with fiscal data from the four main nonfinancial public corporations is published making use of the GFSM 2014 framework.</li> </ul>
	<p><b>Guatemala</b></p> <ul style="list-style-type: none"> <li>• Report on the 2019 Fiscal Performance: published with GFSM 2014 format</li> <li>• Quarterly Analytical Reports: Started being published in 2020 in a GFSM 2014 format</li> <li>• Budget Integration: An annex explaining the main concepts of the international standards is published since 2019</li> <li>• Financial systems and debt sustainability analysis (DSA) are gradually incorporating international standards</li> </ul>
	<p><b>Honduras</b></p> <ul style="list-style-type: none"> <li>• Stand-by agreement: contemplates ongoing gradual improvements on GFS and PSDS</li> <li>• Fiscal Responsibility Law: gradually incorporates new GFS indicators, as statistics improve</li> </ul>
	<p><b>Dominican Republic</b></p> <ul style="list-style-type: none"> <li>• Macroeconomic Policy: both the CB and the MOF make use of GFSM 2014 reports for fiscal and monetary policy analysis</li> <li>• Publications: besides publishing fiscal data on a GFSM 2014 format regularly for central government, the framework is used on quarterly economics reports.</li> </ul>

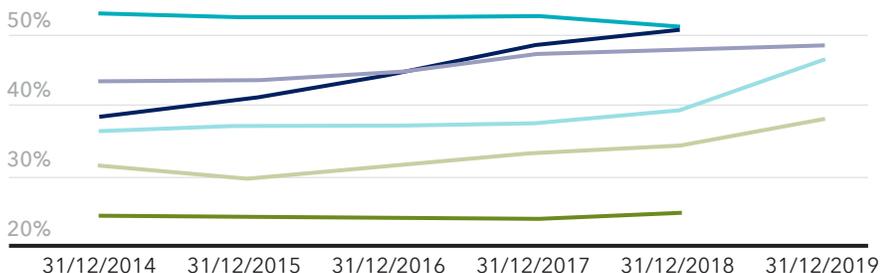
At the regional level, one of the most important accomplishments was the joint publication, in December 2019, of the regional harmonized GFS and PSDS dataset, available at <http://www.secmta.org/EFPA.html>. Figure 2 illustrates how the database is presented, as well as a group of selected indicators.

The harmonized dataset conveys relevant metadata, and standardized GFS and PSDS tables that allow cross-country comparability. Depending on the level of national progress, countries present different instances of coverage of the public sector. Data are presented monthly, quarterly, and annually.

**FIGURE 2. REGIONAL HARMONIZED GFS & PSDS DATASET: TRANSPARENCY, COMPARABILITY AND GOVERNANCE**



● Costa Rica ● El Salvador ● Guatemala ● Honduras ● Panama ● República Dominicana



La deuda Bruta (Deuda Total en las EDSP-Excel) es la posición de saldo en derechos financieros que requieren el pago de interés y/o principal por parte del deudor al acreedor en una fecha en el futuro. Incluye todos los pasivos mantenidos en instrumentos de deuda (es decir, pasivos totales excepto la participación de capital y en fondos de inversión, y los derivados financieros y opciones de compra de acciones por parte de los empleados).

GOBIERNO CENTRAL			
Estadística de Deuda del Sector Público (EDSP)	METADATOS EDSP	Estadística de Finanzas Públicas (EFP)	METADATOS EFP
<ul style="list-style-type: none"> <li>Costa Rica Armonizada</li> <li>El Salvador Armonizada</li> <li>Guatemala Armonizada</li> <li>Honduras Armonizada</li> <li>Panamá Armonizada</li> <li>República Dominicana Armonizada</li> </ul>	<ul style="list-style-type: none"> <li>Costa Rica</li> <li>El Salvador</li> <li>Guatemala</li> <li>Honduras</li> <li>Panamá</li> <li>República Dominicana</li> </ul>	<p><b>Anual</b></p> <ul style="list-style-type: none"> <li>Costa Rica (Extrapresupuestario)</li> <li>Costa Rica (Consolidado)</li> <li>Costa Rica (Presupuestario)</li> <li>El Salvador (Consolidado)</li> <li>El Salvador (Extrapresupuestario)</li> <li>El Salvador (Presupuestario)</li> <li>Guatemala (Extrapresupuestario)</li> <li>Guatemala (Presupuestario)</li> <li>Guatemala (Consolidado)</li> <li>Honduras (Extrapresupuestario)</li> <li>Honduras (Presupuestario)</li> <li>Rep. Dominicana (Consolidado)</li> <li>Rep. Dominicana (Extrapresupuestario)</li> <li>Rep. Dominicana (Presupuestario)</li> </ul> <p><b>Trimestral</b></p> <ul style="list-style-type: none"> <li>El Salvador (Presupuestario)</li> <li>Guatemala (Extrapresupuestario)</li> <li>Guatemala (Presupuestario)</li> <li>Honduras (Extrapresupuestario)</li> <li>Honduras (Presupuestario)</li> <li>Panamá (Presupuestario)</li> <li>Rep. Dominicana (Presupuestario)</li> </ul>	<ul style="list-style-type: none"> <li>Costa Rica Anual 2014-2016</li> <li>Costa Rica Anual 2017-2018</li> <li>Costa Rica Mensual</li> <li>El Salvador Anual</li> <li>El Salvador Trimestral</li> <li>Guatemala</li> <li>Honduras</li> <li>Panamá</li> <li>República Dominicana</li> </ul>

### C. NEXT STEPS

During CAPTAC-DR's Phase III, the region seeks to strengthen capacity to improve analysis to support fiscal and debt sustainability, make regional comparisons, and allow decision makers to have timely data to help overcome the economic challenges generated by the global pandemic and more generally supporting good-quality public policies.

To this end, members intend to consolidate progress achieved so far and improve compilation procedures to support analytical needs and decision making. Next steps include:

- Expand coverage of GFS and PSDS to the general government, nonfinancial public sector and finally the whole public sector;
- Guarantee above and below the line consistency, as institutional coverage gradually expands;
- Expand coverage of debt instruments to include other accounts payable and SDRs;
- Compile and disseminate debt data at market and nominal value, the latter by estimating and/or compiling accrued interest;
- Align residency of debt instruments with international criteria;
- At the regional level, initiate conveying a regional fiscal analytical report to the authorities of CMCA and COSEFIN; and
- Initiate regional harmonization process with other macroeconomic statistics, mainly national accounts, and general government data, as well as external debt with balance of payments data.

## Annex II.

# Fostering transparency, trade facilitation and voluntary compliance in Costa Rica Customs by increasing digital communication and information channels (Success case of Customs Administration)

*The region has scaled up the operational procedures, post-release audit methods and enforcement, and risk management techniques with the technical assistance of CAPTAC-DR. The new normal requires the acceleration of digitization initiatives by customs administrations to properly address the challenges caused by the covid-19 pandemic. The future regional agenda needs to enhance customs processes to close the gap with the standards of the WTO agreement to advance customs integration, increase digitalization, and enhance competitiveness.*

### A. INITIAL SITUATION

The appointment of new authorities at the beginning of 2020 represented an opportunity to resume the path for the adoption of recommendations formulated to overcome the main challenges identified in the mission of the IMF's Fiscal Affairs Department (FAD) of September 2018. FAD and CAPTAC-DR had recommended to the Ministry of Finance to undertake the following three main strategy lines in customs and tax administrations: (i) a digitalization; (ii) an integrated risk management approach; and (iii) a substantial improvement of processes.

The customs administration had a webpage within the Ministry of Finance's corporate web portal, with limited resources available. These comprised customs services, an organization chart, points of contact, and its strategic plan. To get access to information, legislation, and other customs-related resources, traders had to call, send emails, or visit any customs office. Additionally, many stakeholders at the National Trade Facilitation Committee, among other stakeholders, had requested to customs the development of a customs specific web portal to increase virtual access to information and services. According to the Customs Administration, in a National Public-Private Forum called "Building the customs service we want", which took place at the end of 2018, a request to implement a customs web portal was highlighted as one of the major needs to improve international trade.

The expected results of the technical assistance provided by CAPTAC-DR in this case included: (i) creation of the first web portal specifically dedicated to customs resources and services to facilitate virtual access from any device with internet access and reduce face-to-face interaction with traders; (ii) improve customs transparency and contribute

to the country's competitiveness and efforts to attract investment by promoting clear rules about national customs procedures with a worldwide coverage; (iii) provide traders and customs officers with a tool to promote voluntary compliance and reduce discretion in customs processes. (iv) contribute to the country's compliance with the WTO Trade Facilitation Agreement.

### B. PROGRESS ACHIEVED

In March 2021, the National Customs Service of Costa Rica launched its new web portal called "AduanaFácil", designed and developed with technical assistance from CAPTAC-DR and inspired by the WTO Trade Facilitation Agreement. This web portal developed as a "One-Stop-Shop", includes a series of guidelines and services written in an easy to understand language, and allows customs to increase transparency, trade predictability and promotion of voluntary compliance while further meeting commitments made by the country to articles 1 and 2 of the WTO Trade Facilitation Agreement. Additionally, this initiative is also part of the administration's response to address COVID-19 impact by promoting remote assistance of traders and represents the first step in line with the digitalization initiative of the Ministry of Finance called "Hacienda Digital".

In just one week after launching this new web portal reached more than 23,000 visits from 35 countries and has been regarded as a key achievement of the National Customs Service by other governmental agencies and the private sector, highlighting its importance to strengthen customs relations with stakeholders, based on transparency, efficiency, digitalization, and promotion of voluntary compliance.

### C. NEXT STEPS

Over the coming years, Costa Rica's customs administration will continue improving this initiative, with CAPTAC-DR support, to increase its benefits related to transparency, trade predictability, and voluntary compliance. Future actions include:

- Implementation of internal protocols to keep information and resources updated.
- Strengthening of the customs' service center to meet the new demand for inquiries.
- Incorporation of the new online services and resources to *AduanaFácil* in coordination with the National Trade Facilitation Committee.
- Implementation of a chatbot to improve attention to traders' inquiries by applying IA technology.
- Continue with the implementation of the business processes management initiative to facilitate trade and fostering voluntary compliance.

## Annex III.

# Costa Rica launches rebased national accounts series (Success case of Real Sector Statistics)

*Costa Rica, in close collaboration with CAPTAC-DR, has updated the base year of the national accounts. This modernization strengthens basic data, helps measure the informal sector, and informs better investment decisions and policy making.*

### A. INITIAL SITUATION

The estimates of the benchmark year 2012 of the national accounts of Costa Rica became obsolete with the passage of time. The appearance of new economic activities and the termination of others due to, inter alia, the evolution of the economy led to changes in the values and relative prices of goods and services. Updating the base year became imperative. This included revisions of the national accounts' coverage, structure, and relative prices.

The years elapsed since the update of the benchmark year is a key indicator of the quality of the national accounts data. As the structure of an economy evolves and more or better data sources become available, revisions are needed to realign national accounts with economic reality. Likely the most significant element of national accounts revisions is the update of the benchmark year, although there are other reasons for making important revisions with the update of the benchmark year, for example, changes in statistical methods, statistical sources, as well as changes in concepts, definitions and classifications.

The compilation of official statistics is an essential service to the public. The fundamental role of official statisticians is to provide regular, timely, impartial, and high-quality statistical information. Governments, businesses and citizens use these data on the economic and social state of the country to inform the debate, research and fact-based decision-making.

Reliable GDP data are critical for macroeconomic and financial policy analysis, including IMF surveillance. Data users rely on national accounts compilers to provide consistent, timely and relevant GDP series, in line with international best practices.

Policy discussions rely critically on timely data, the availability of long time series, and data that are comparable over time and across economic sectors. Due in part to the current economic and social crisis, data dissemination and quality issues more generally have received increased attention in the Fund's operational work.

In this new data ecosystem, the role of inter-agency cooperation, the sharing of administrative data and

exploring new data sources are essential to facilitate the compilation of statistics and to respond to growing data requests from users.

Clearly defined agreements governing inter-agency coordination and promoting an easy access to source data are necessary to maximize the use and value of existing data. Available statistics and administrative sources must be fully utilized. It is possible to clearly state that better access to administrative data by statistical agencies simply means better statistics. The Ministry of Finance has agreed on data sharing mechanisms with the Central Bank of Costa Rica (CBCR) that grant access to the BCCR to tax and administrative data for statistics purposes.

Statistical agencies also face new challenges when it comes to accessing data and safeguarding privacy and confidentiality, and generally establishing the legal foundation for strong partnerships with private data owners.

As a user of national accounts, the International Monetary Fund, and specifically the Statistics Department and CAPTAC-DR, have made substantial efforts to assist the member countries in improving the timeliness, accuracy and other aspects of the quality of their macroeconomic statistics, including the national accounts. These efforts contribute to strengthening policy design and policy evaluation that, in turn, support high quality and inclusive growth, employment, price stability, and external viability goals of member countries.

### B. PROGRESS ACHIEVED

CAPTAC-DR provided technical assistance to the BCCR for the collection of the needed source data, the compilation, the review, and the release of the new national accounts' series for the base year 2017.

The System of National Accounts 2008 (SNA 2008) recommends updating the base year every five years and Costa Rica has implemented this recommendation with great punctuality, by updating the benchmark year of the national accounts from 2012 to 2017.

Costa Rica's new series disseminated on January 19, 2021, follow more closely the recommendations of the 2008 SNA and provide an updated perspective on the national economy and better quality-data. The methodological revision of the economic accounts allows for a greater harmonization of the national accounts and the balance of payments statistics.

**The main methodological changes consisted of:**

- Breakdown of accounts according to the origin of the capital in domestic and foreign.
- Census of direct investment companies.
- Complete sequence of national accounts.
- Balance sheets of non-financial assets by institutional sector.
- Improvement in surveys of the non-financial private sector with greater availability of data.
- Studies of undervaluation in imports.
- Review of the livestock activity measurement models.
- Improved calculation of financial intermediation services (FISIM).

- Measurement of global value chains in manufacturing and services.
- Review of construction prototype models.

According to the results obtained, the GDP level with new base year is higher by 3.5 percent. However, the growth rates of the new series are very similar to those of the previous one.

**C. NEXT STEPS**

The publication of Costa Rica's new National Accounts series is an important milestone for the Costa Rican statistical system. However, the work does not stop here. We live in a rapidly changing economy, where concepts such as Big Data, Globalization and Digitization begin to have an impact on the work of statisticians around the world. The CBCR is working to incorporate the value added tax (VAT) digital invoices as a source in the compilation of volume and price indices as well as the supply and use tables (SUT) for obtaining the national accounts estimates.

In addition, the CBCR will continue the compilation of the sequence of accounts by institutional sectors up to the balance sheet account for the rest of the years of the new series. The sequence of accounts is only available for the new benchmark year 2017.

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# APPENDIXES

# APPENDIX I:

## Execution of Work Plan for Fiscal Year 2021 (May 2020-April 2021)

### Tax Administration

Strengthening tax administrations through improved controls, intensifying risk analysis and adopting better control management systems to achieve a more balanced reform in the different dimensions of a tax administration.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Manage technical assistance in tax administration matters. Support and coordinate initiatives of regional authorities, in coordination with other institutions that provide technical assistance.	Effective and transparent TA management. Effective cooperation with other TA providers and donors. Satisfactory response to requests from the Center's stakeholders.	Reports for the Management Committee of CAPTAC-DR and other stakeholders. Situation and activity report at the beginning and end of the period with appreciation of the LTX on the evolution of the activity of strengthening the tax administrations of CAPTAC-DR.	The countries of the region require international support to strengthen the tax administration and its main functions.	Execution of the extension and communication plan. Preparation of the Work Plan for the fiscal year 2022 and the Annual Report for the fiscal year 2021.	7.0	11.9	4.0
Strengthen revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Reform management capacity strengthened in place for reform implementation, including dedicated resources. Gender equality and transparency awareness increase at managerial level.	Tax administrations do not have trained management personnel to make decisions, due to high turnover or lack of training plan. First edition of the management development program took in FY 2019.	Third edition of the Management Development Program (included customs) aim to middle-level managers launched jointly with other donors by April 2021.	4.0	0.0	4.0
Regional Seminar on "Best practices in VAT audit processes".	Audit and other verification programs more effectively ensure accuracy of reporting.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	The supervision of audits is low.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2021.	5.0	3.3	4.0
ISORA 2020 Workshop.	A reform strategy and a strategic management framework are adopted and institutionalized.	Key performance indicators established, regularly reported and monitored.	Tax administrations participate in the two last editions, but they have had several problems with the construction.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2021.	1.0	0.0	0.0

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Regional Seminar on "Tax Information Exploitation".	Tax Administrations improve the controls and services they provide based on the incorporation and use of tax information.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	Taxpayer coverage of VAT and Income Taxes are below the average for Latin America.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2021.	1.0	2.4	4.0
Regional Webinars on "Remote audit procedures"	Audit and other verification programs more effectively ensure accuracy of reporting.	Sound methodologies used to monitor the extent of inaccurate reporting and tax gaps.	The covid19 has caused tax administrations to limit face-to-face work, and some tax procedures such as audits have been affected.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2021.	--	1.2	4.0
Regional Webinars on "Tax compliance risk management"	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The tax administrations has initiated to identify risks, assessment and quantification.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2021.	--	16.0	4.0
<b>Total Region</b>					<b>18.0</b>	<b>34.8</b>	<b>4.0</b>
Costa Rica							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The DGT has initiated to identify risks, assessment and quantification.	Compliance risks identified and classified. Compliance risks quantified by April 2021.	5.0	7.2	4.0
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance improvement program in place to mitigate identified risks.	There are no real compliance to mitigate risks.	Compliance programs based on identified risks are implemented by April 2021.	7.0	13.4	3.5
Strengthen revenue administration management and governance arrangements.	Strengthen revenue administration management and governance arrangements.	Key performance indicators established, regularly reported and monitored.	DGT has indicators, however these are not routinely prepared and are not monitoring.	Approve an aligned strategic and operational plan with outcome indicators by April 2021.	2.0	5.0	3.5
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	The DGT has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in large taxpayers by April 2021.	6.0	10.0	3.5
<b>Total Costa Rica</b>					<b>20.0</b>	<b>35.5</b>	<b>3.6</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
El Salvador							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research	The DGII has a control plan to improve compliance, but it doesn't based on compliance risks	Compliance risks identified and classified. Compliance risks quantified by April 2021.	8.0	14.3	3.5
Strengthen revenue administration management and governance arrangements.	Organizational arrangements enable more effective delivery of strategy and reforms.	Clear separation of roles and responsibilities between HQ (definition of standard operation procedures, planning and monitoring) and local branches (execution) adopted.	The DGII has cross functions at the central and regional levels as well as at the strategic and operational levels.	Separation of responsibility between the central level and the decentralized level are implemented. Separation of roles between the strategic and operational level are implemented by April 2021.	3.0	3.8	3.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGII has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in large taxpayers by April 2021.	9.0	11.9	4.0
<b>Total El Salvador</b>					<b>20.0</b>	<b>30.0</b>	<b>3.6</b>
Guatemala							
Strengthen revenue administration management and governance arrangements.	A reform strategy and a strategic management framework are adopted and institutionalized.	Key performance indicators established, regularly reported and monitored.	The SAT has indicators, however these are not routinely prepared and are not monitoring.	Strategic and operational plans are managed by results by April 2021.  Strategic and operational plans include dedicated resources by activity by April 2021.	6.0	0.0	1.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The SAT has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in all taxpayers segments by April 2021.	6.0	0.0	1.0
<b>Total Guatemala</b>					<b>12.0</b>	<b>0.0</b>	<b>1.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
Strengthen core tax administration functions.	A larger proportion of taxpayers meet their filing obligations as required by law.	On-time filing ratio improves over time.	There is no immediate control of the filing obligations.	Control actions for VAT and Income tax returns are implemented by April 2021.	6.0	11.2	3.5
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Accurate and reliable taxpayer information held in centralized database.	There is no constant updating policy for the taxpayer registry and the current format does not provide reliable information for tax management.	The taxpayer registry is updated for active taxpayers by April 2021.	2.0	4.3	4.0
<b>Total Honduras</b>					<b>8.0</b>	<b>15.5</b>	<b>3.7</b>
<b>Nicaragua</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The DGI has a control plan to improve compliance, but it doesn't based on compliance risks.	Compliance risks identified and classified by April 2021. Compliance risks quantified by April 2021.	5.0	10.5	3.5
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGI has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in all taxpayers segments by April 2021.	6.0	4.3	3.5
<b>Total Nicaragua</b>					<b>11.0</b>	<b>14.8</b>	<b>3.5</b>
<b>Panama</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The DGI has an early stage risk management model.	Compliance risks identified and classified. Compliance risks quantified by April 2021.	7.0	10.3	3.0
Strengthen core tax administration functions.	A larger proportion of taxpayers meet their filing obligations as required by law.	On-time filing ratio improves over time.	The declaration control model and the extensive controls present opportunities for improvement.	Control actions for VAT and Income tax returns are implemented by April 2021.	6.0	6.2	3.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGI has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in all taxpayers segments by April 2021.	6.0	0.0	1.0
<b>Total Panama</b>					<b>19.0</b>	<b>16.5</b>	<b>3.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Strengthen revenue administration management and governance arrangements.	A reform strategy and a strategic management framework are adopted and institutionalized.	Key performance indicators established, regularly reported and monitored.	The DGII has indicators, however these are not routinely prepared and are not monitoring.	Strategic and operational plans are managed by results by April 2021.  Strategic and operational plans include dedicated resources by activity by April 2021.	<b>4.0</b>	<b>10.3</b>	<b>4.0</b>
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGII has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in all taxpayers segments by April 2021.	<b>6.0</b>	<b>0.0</b>	<b>1.0</b>
<b>Total Dominican Republic</b>					<b>10.0</b>	<b>10.3</b>	<b>4.0</b>
<b>Total Countries</b>					<b>100.0</b>	<b>122.6</b>	<b>--</b>
<b>Total Region</b>					<b>18.0</b>	<b>34.8</b>	<b>--</b>
<b>Total Budget</b>					<b>118.0</b>	<b>157.4</b>	<b>3.3</b>

## Customs Administration

Strengthen the capacities of customs administrations in the region through an integrated customs control that allows them to increase transparency and facilitate customs processes, implementing international best practices on risk management.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Effective management of the regional technical assistance on customs administration.	Effective execution of the annual work plan and good coordination with other donors and regional institutions support the achievement of milestones defined by regional customs administrations.	Progress level on milestones' achievement.	The strategic objectives for phase III emphasize a strengthening in the areas of managerial capacity, governance arrangements, and core functions to facilitate trade and reduce evasion, while improving gender balance in customs. Donor coordination to avoid duplication and overlapping in delivering TA continue as a priority during this phase III.	The WP execution report is submitted to the Steering Committee by April 2021. The WP proposal for FY2022 is submitted for endorsement of the Steering Committee by April 2021.	<b>6.0</b>	<b>4.5</b>	<b>4.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Strengthened revenue administration management and governance arrangements.	Support functions enable more effective delivery of strategy and reforms.	Gender equality and transparency awareness increase at managerial level in Customs administration. Improved human resources strategies and practices to support the tax and customs administrations.	There isn't a regional reference on how the customs and tax administrations are addressing the gender balance issues that helped to define HR policies and take actions oriented to search a better arrangement at such respect. This study addressed an IMF emerging topic. SICA has a regional policy on gender balance and equality (PREIG) approved in 2013 and which goal is "to incorporate measures needed to ensure development and progress of women from CAPDR by 2025 in all party states, under conditions of equality and equity in political, economic, social, cultural, environmental and institutional areas, both at national and regional level.	A regional study on gender allocation in the customs and tax administrations is prepared by April 2021.	3.0	0.0	2.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	Legal base, procedures and capacities strengthened to exchange information with the tax department, other government agencies and foreign customs.	The regional strategy on integrated risk management developed by CAPTAC-DR endorsed by regional DG's established the need of boosting massive analysis of information for improving risk assessment, defining as milestone executing a diagnostic on data quality at regional level. Regional customs administrations have data quality challenges and lack of processes for information management. 2 out of 7 regional customs administrations had implemented IT platforms to conduct massive information analysis for risk management and performance measurement.	Regional Diagnostic on Post Clearance Audit completed by April 2021.	4.0	6.7	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved monitoring and evaluation of compliance risk mitigation activities.	The CAPDR region has developed and adopted by COMIECO a regional strategy on customs integrated risk management (ERGIRA by its Acronyms in Spanish) with the support of CAPTAC-DR jointly with WCO and USAID. In that framework, there are already some initiatives in the region under implementation such as: NII equipment, RFID technology, electronic seals, information exchange and intelligence, among others. The good performance of such initiatives and the implementation itself of ERGIRA require knowledge of good practices and international standards application.	A regional seminar on "IT tools available for improving post clearance audit and risk management is organized by December 2020".	3.0	1.8	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Reform management capacity strengthened or in place for reform implementation, including dedicated resources. Gender equality and transparency awareness increase at managerial level.	By delivering TA in the region, the Center has identified the need of strengthening management skills in middle- and high- level managers to to formulate and implement sound reform and modernization programs. CAPTAC-DR defined the only one program in CAPDR region for strengthening managerial capacities of Customs and Tax administrations' authorities. The program was launched in FY2020 and it is planned to deliver it until FY2023 jointly with the Institute for Fiscal Studies of Spain (IEF), CIAT, the WCO, the Spanish Agency for International Cooperation (AECID), the IDB and the National University of Distance Education in Madrid (UNED). In FY2020 de program received a rate of 4.7/5 from participants as satisfaction level.	The Advanced Course for the management of Customs and Tax Administrations jointly with other TA providers is executed by December 2020.	4.0	0.0	3.0
					20.0	13.0	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	A business process management initiative has been defined as priority by Vice Minister of Incomes and the Customs Director General. A new dedicated team was appointed to develop such initiative. The customs processes have many manual activities, discretionary tasks, unlinked operations. They also lack of enough HR, traceability, tools and controls, among other challenges. All the business processes at customs, tax and treasury administrations are not linked themselves and are managed as silos.	The first customs website is implemented aligned with the WTO Trade Facilitation Agreement provisions by April 2021.	<b>7.4</b>	<b>10.6</b>	<b>4.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Improved customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations	Risk-based control selectivity applied more consistently. Rate of physical inspections decreased. Effective application of procedures based on international standards for valuation, origin and the tariff classification of goods improved. Traceability of goods and customs actions in the customs systems strengthened.	Physical inspection's rate at borders, ports and airport is lower than 10 percent but without an effective assertiveness rate. There is a need for more and experienced personnel at customs. Santamaria Customs is the most relevant in terms of number of operations and one of the three most important from revenue point of view. A national strategy of Integrated Risk Management was developed with support of CAPTAC-DR. An importers' segmentation base on risks was developed in FY2018 and new risk profiles were defined based on such segmentation. An Integral Risk Management Strategy was drafted in FY2019, but a specific control program to combat customs evasion is still pending.	Plan of Integral Cargo Control implemented in a second phase in Santamaría customs by April 2021.	4.6	0.0	1.0
Strengthened revenue administration management and governance arrangements.	Customs laws are updated, simplified, and better aligned with modern standards and international protocols.	Substantive provisions of the tax and customs laws are better aligned with modern standards and/or protocols, and are widely communicated, and applied.		Analysis of the project for the amendment of the National Customs Law, based on the international good practices, is finalized by April 2021.	--	4.7	4.0
<b>Total Costa Rica</b>					<b>12.0</b>	<b>15.3</b>	<b>4.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>El Salvador</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment. Customs inspection is not focused on critical risks' sectors. The use of non-intrusive inspection equipment has been implemented in main borders and Acajutla Port. Risk management is not integrated at customs. There are limited information exchanged with tax administration.	A protocol for exchanging information with Tax Administration is implemented by April 2021. Implementation of a new model on Customs post clearance audit focused on economic sectors and sensitive goods by April 2021. Sensitive goods and sectors in foreign trade are identified based on risk management by December 2020.	8.4	10.8	3.0
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	Customs service lacks a medium-term strategy. Strategic management is limited to report progress on projects. Organizational structure needs to be improved according with the new challenges faced by customs and with a medium-term modernization plan. There is not a culture of use indicators to make decisions at all levels, but it uses some statistics that help in some way to such propose but are not enough.	A customs modernization strategic plan is approved by December 2020. A dashboard for strategic, tactical and operational indicators is adopted by December 2020. Operational plans are adopted by December 2020.	5.6	0.0	1.0
<b>Total El Salvador</b>					<b>14.0</b>	<b>10.8</b>	<b>3.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Active engagement with the trade community supports voluntary compliance. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	The new SAT's strategic plan includes, among other projects, the redefinition and automation of main customs processes and other customs modernization initiatives. CAPTAC-DR supported SAT in FY2018 and FY2019 in the definition of a customs modernization program called MIAD (Integral Customs Modernization Program), already part of the new strategic plan. MIAD aims at implementing international best practices including the WTO Trade Facilitation Agreement, strengthening fraud controls, increasing transparency, and implementing digitalization and risk management strategies. One of the strategic actions recommended by FAD in the 2016 mission was the Integrated Cargo Control Plan implemented in Puerto Quetzal, which is now including as part of the new Customs Modernization Program (MIAD).	Improved customs cargo and clearance processes are implemented at the International Airport's Customs Office by April 2021.  Definition of a Digitalization Strategy for Customs Processes by April 2021.	7.4	7.6	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment strategy. Risk management is not fully integrated at customs. Lacks of an effective coordination with domestic taxes. Post clearance audit is conducted by an integrated tax-customs area out of the customs intendance, without significant results in terms of promoting voluntary compliance. Special procedures lack of effective customs controls. In FY2019 CAPTAC-DR supported the definition of an action plan to increase controls of royalties and right licencies.	A Customs post clearance audit program based on risk management is implemented by April 2021. The first phase of a new model to improve special procedures management is implemented by April 2021.	10.2	9.0	3.0
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Multi-year reform implementation plan, with supporting resource plan, adopted and well communicated.	New authorities were appointed in January 2020 as part of the change of national government in Guatemala. The new Minister of Finance has requested support from donor agencies to define priority actions to be undertaken to strengthen SAT and improving revenue results. FAD and CAPTAC-DR will joint WHD contry team to attend Minister's request.	A medium-term strategy is agreed with the authorities to reform and modernize SAT by December 2020.	2.0	4.5	4.0
<b>Total Guatemala</b>					<b>19.6</b>	<b>21.1</b>	<b>3.6</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	Customs inspection plans do not incorporate comprehensive risk assessment. FAD and CAPTAC-DR have supported and information exchange initiatives among Customs, SAR and SEFIN to increase capacities for preventing and mitigating tax evasion risks. Guatemala and Honduras started a customs union initiative to facilitate movement of goods through borders. El Salvador joint such initiative in 2018. Customs union operations lack of effective controls by customs and SAT and they with their counterparts in Guatemala and El Salvador. The new Customs Agency initiated operations in January 2019, with former and new staff.	A compliance improvement program based on risk management is defined by April 2021.	5.6	9.4	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Active engagement with the trade community supports voluntary compliance.	Honduras notified in 2014 its commitments category A under the WTO Bali Agreement. Lack of a process and procedures manual and a service desk for improving information dissemination to traders and other stakeholders. Trade operators' registration is weak and not validated with information from other agencies and customs. FAD and CAPTAC-DR have supported and information exchange initiatives among Customs, SAR and SEFIN to increase capacities for preventing and mitigating tax evasion risks.	Integration of customs trade operators register to a unified tax payer register (Customs- SAR, SEFIN), defined by April 2021  The first phase of a unified taxpayers' registration process is implemented by April 2021.	6.6	4.5	2.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	The new Customs agency initiated operations in January 2020 and one of their priority is strengthening its institutional, being the post clearance audit an important building block for such a purpose. The former agency had customs inspection plans without incorporate comprehensive risk assessment strategy. Risk management was not a fully integrated effort. Lacks of an effective coordination with domestic taxes. Special procedures lacked of effective customs controls. The post clearance process has limitations in terms of methodology, information, HR, IT tools, risk management and results.	Workshop on best practices on Post Clearance Audit is organized by April 2021. An action plan for improving post clearance audit is defined by April 2021.	7.4	6.3	4.0
<b>Total Honduras</b>					<b>19.6</b>	<b>20.2</b>	<b>3.6</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Nicaragua</b>							
Improved customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations.	Risk-based control selectivity applied more consistently.	Inspection rate is lower than 20 percent but without an effective assertiveness rate. There is not an importer' segmentation based on risks in place. Customs inspection plans do not incorporate a comprehensive risk assessment strategy.	A action plan for improving risk identification criteria based on an importers' segmentation, is implemented by April 2021.	3.8	0.0	1.0
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment. Customs inspection is not focused on economic sectors. The use of non-intrusive inspection equipment has been implemented in main borders. Risk management is not integrated at customs. Lacks of effective coordinated with domestic taxes. Results of post clearance audit activities have a big potential to increase.	An action plan for improving post clearance audit is defined by April 2021.	2.8	0.0	1.0
<b>Total Nicaragua</b>					<b>6.6</b>	<b>0.0</b>	<b>1.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
Improved customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations.	Risk-based control selectivity applied more consistently.	Customs lacks of a risk management strategy. One hundred percent of final import declaration are reviewed during clearance process without high level of effectiveness. Inspection of goods during clearance process is conducted with limited capacities, and following discretionary criteria. Customs inspection of goods is not focused on economic sectors. Risk management is not fully integrated at customs. Lacks of an effective coordination with domestic taxes.	A protocol for exchange information with Tax Administration is implemented by April 2021.	2.8	0.0	3.0
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	No integrated process management is applied. Management is performed by functions. In 2013, Panama adopted the Central America Customs Code (CAUCA by its acronym in Spanish) and its regulations, RECAUCA, but its customs procedures are not yet aligned with its provisions. In 2014, Panama notified the WTO its category A commitments under the WTO Trade Facilitation Agreement in 2014. A mission conducted by FAD in 2016 identified the need of defining a comprehensive trade facilitation strategy aligned with the WTO-TFA.	A pilot for improving the registration of traders' process implemented by April 2021. The new trade operators' register process is applied to all operators by April 2021.	4.6	4.3	3.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment. Customs inspection is not focused on economic sectors. The use of non-intrusive inspection equipment has been implemented in main ports. Risk management is not an integrated effort. Lacks of effective coordinated with domestic taxes. Results of post clearance audit activities have a big potential to increase. Customs control is currently mostly focused on border controls. The post clearance process has limitations in terms of methodology, information, HR, IT tools, and risk management.	Workshop on best practices on Post Clearance Audit is organized by April 2021. An action plan for improving post clearance audit is defined by April 2021.	4.6	6.7	4.0
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Multi-year reform implementation plan, with supporting resource plan, adopted and well communicated.	New authorities were appointed in the National Customs Agency in July 2019 as part of the change of government in Panama. The new Director General requested to FAD a diagnostic mission to define priority actions to be undertaken to reform and modernize the customs service in Panama. CAPTAC-DR would be part of the mission to be conducted by FAD.	A medium-term strategy is agreed with the authorities to reform and modernize Panama Customs Service.	11.0	0.0	1.0
<b>Total Panama</b>					<b>23.0</b>	<b>11.0</b>	<b>3.6</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	One hundred percent of customs declarations are reviewed during clearance process. Customs advance controls are not applied. Customs controls are not based on a comprehensive risk management strategy. Post clearance audit is one of the strengthens of the customs administration, but is not focused on economic sectors and there are needs for stronger support to this type of controls. The recovery debts' capacity is low. An action plan to improve post clearance audit was defined in FY2019 with low implementation level. Fuel control actions were started in FY2020.	Action plan for improving post clearance audit process end to end, implemented in its first phase by April 2021.  Second phase of the action plan to improve fuel control is implemented by April 2021.	9.4	0.0	2.5
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	One hundred percent of customs declarations are reviewed during clearance process. Customs advance controls are not applied. Customs controls are not based on a comprehensive risk management strategy. Post clearance audit is one of the strengthens of the customs administration but needs to be based on risk management.	Definition of a National Integrated Risk Management Strategy by April 2021.	5.6	4.5	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.		Execution assesment of the current Strategic Plan and list of actions to improve the preparation of its new version is finalized by April 2021.	--	3.1	4.0
<b>Total Dominican Republic</b>					<b>15.0</b>	<b>7.6</b>	<b>4.0</b>
<b>Total Countries</b>					<b>109.8</b>	<b>86.0</b>	<b>--</b>
<b>Total Region</b>					<b>20.0</b>	<b>13.0</b>	<b>--</b>
<b>Total Budget</b>					<b>129.8</b>	<b>99.0</b>	<b>3.3</b>

## Public Financial Management

Improve public financial management by strengthening the medium-term budget process, government accounting, treasury management and implementation of medium-term fiscal and macroeconomic projections.

Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Region</b>							
Planning, coordination, monitoring and follow-up of the TA in public financial management. Disclosure of the work done by CAPTAC-DR. Support to regional institutions in strengthening public financial management.	N.A.	N.A.	N.A.	N.A.	7.0	7.5	4.0
FAD-HQ Diagnostic mission.	To be defined.	To be defined.	To be defined.	To be defined.	28.8	0.0	4.0
Improved budget execution and control.	Budget execution monitoring and controls are strengthened	Effectiveness of internal controls for non-salary expenditure (Record Score: PEFA PI-25)	To be defined.	Document the experience in the execution, identification and control of COVID-19 expenses by April 2021.	--	4.0	4.0
Improved budget execution and control.	Appraisal, selection, and implementation of public investments is improved.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5 by April 2021.	3.7	0.0	4.0
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5 by April 2021.	3.8	0.0	2.0
Improved asset and liability management.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5 by April 2021.	10.6	0.0	3.0
<b>Total Region</b>					<b>53.9</b>	<b>11.5</b>	<b>4.0</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PEFA PI-14: C+ FTC 2.1.2: Good	A methodology is defined for the elaboration of a macro fiscal risk report by April 2021.	7.2	0.0	4.0
Strengthened identification, monitoring, and management of fiscal risks.	Central fiscal oversight and analysis of public corporation risks are strengthened.	Reporting specific fiscal risks (FTC 3.1.2).	FTC 3.1.2: Basic	A fiscal risk report including at least 7 sorts of fiscal risks is disclosed by April 2021.	3.9	4.5	4.0
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	One new IPSAS is implemented by April 2021.	5.7	9.2	4.0
Improve the management of assets and liabilities.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	To be determined.	To be determined.	--	8.0	4.0
<b>Total Costa Rica</b>					<b>16.8</b>	<b>21.7</b>	<b>4.0</b>
<b>El Salvador</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PEFA PI-14: C FTC 2.1.2:	A unit on Expenditure quality is created by April 2021.	7.2	0.0	2.0
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1: Basic	A new manual of accounting procedures is implemented by April 2021.	7.2	9.5	4.0
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1)  Frequency of in-year reporting (FTC 1.2.1)	To be determined.	To be determined.	--	22.7	4.0
<b>Total El Salvador</b>					<b>14.4</b>	<b>32.2</b>	<b>4.0</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis by April 2021.	5.7	4.5	4.0
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	FTC 3.1.2: Basic	To be defined.	5.4	4.5	3.0
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	At least one decentralized institution managed its resources through the TSA by April 2021.	3.6	5.2	4.0
<b>Total Guatemala</b>					<b>14.7</b>	<b>14.2</b>	<b>3.7</b>
<b>Honduras</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Medium-term perspective in budget framework (PEFA PI-16, FTC 2.1.3).	PEFA PI-16: C+ FTC 2.1.3: Good	To be defined.	9.0	18.7	4.0
<b>Total Honduras</b>					<b>9.0</b>	<b>18.7</b>	<b>4.0</b>
<b>Nicaragua</b>							
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Effectiveness and timeliness of cash flow forecasting and cash balance management (DEMPA DPI 11).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	More than 80% of payments are made electronically by April 2021.	1.8	0.0	0.0
<b>Total Nicaragua</b>					<b>1.8</b>	<b>0.0</b>	<b>0.0</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	FTC 2.1.2: Less than Basic.	The structure of budget program is improved by April 2021.	5.7	18.0	4.0
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Effectiveness and timeliness of cash flow forecasting and cash balance management (DEMPA DPI 11).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: B	A payment policy that rules payment agenda, terms of payment and decentralization of payment is implemented by April 2021.	5.4	3.0	2.0
<b>Total Panama</b>					<b>11.1</b>	<b>21.0</b>	<b>3.7</b>
<b>Dominican Republic</b>							
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting specific fiscal risks (FTC 3.1.2).	FTC 3.1.2: Less than Basic	A fiscal risk report is annexed to the Budget law by April 2021.	3.9	0.0	1.0
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Effectiveness and timeliness of cash flow forecasting and cash balance management (DEMPA DPI 11).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: B	Legislative and judicial institutions manage their funds through the TSA by April 2021.	5.4	0.0	1.0
<b>Total Dominican Republic</b>					<b>9.3</b>	<b>0.0</b>	<b>1.0</b>
<b>Total Countries</b>					<b>77.1</b>	<b>107.7</b>	<b>--</b>
<b>Total Region</b>					<b>53.9</b>	<b>11.5</b>	<b>--</b>
<b>Total Budget</b>					<b>131.0</b>	<b>119.2</b>	<b>3.5</b>

## Financial Supervision and Regulation

Implement and strengthen international best practices in financial supervision and regulation, including risk-based supervision, consolidated and cross-border supervision, and macroprudential supervision.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	CAPTAC-DR has been supporting the CCSBSO to strengthen the consolidated and cross-border supervision of regional financial groups. Previous TA included Liquidity risk and corporate governance supervision at financial groups.	Guidelines to update the standardized process to assess banking group's solvency are agreed by regional supervisors, by April 2021.	6.0	0.0	0.0
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices.	The authorities approve an action plan that lays out key steps for implementing TA recommendations to implement IFRS relating to NPLs.	Appropriate planning document for the implementation is produced.	CAPTAC-DR has been supporting the CCSBSO's Accounting Standards Committee to move towards IFRS.	A follow-up on previous TA recommendations, by April 2021.  A training program is designed and delivered to supervisors on IFRS under Covid-19, by April 2021.	3.0	4.0	4.0
Manage TA on financial supervision and regulation.	Manage and coordinate CAPTAC-DR's TA on financial supervision and regulation.	Technical assistance backstopping. Dissemination of information. Documents for the IMF and for the Steering Committee.	Budgeted resources (person-weeks) for FY 2021 TA on financial supervision and regulation.	Contributions to FY 2022 program document, FY 2021 Annual Report, and other documentation to TA stakeholders are drafted, by April 2021.	6.5	5.5	4.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to bolster supervisors' capacities on credit risk portfolio supervision.	A regional workshop on credit risk portfolio supervision is designed and delivered, by April 2021.	3.0	0.0	0.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to develop supervisors' capacities on stress testing banks resilience.	A regional workshop on stress testing tools is designed and delivered, by April 2021.	3.0	0.0	0.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to taking stock of supervisor's experiences on dealing with the environmental and social risks in banks.	A regional workshop on the environmental and social risks in banks and the regulator's role is designed and delivered, by April 2021.	3.0	0.0	0.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to taking stock of supervisor's experiences on dealing with Covid-19.	A regional webinar on Banking supervisory and regulatory response to Covid-19 is designed and delivered, by December 2020.	--	0.4	4.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	As part of ICD's annual work plan, the Institute looks forward to delivering regional TA in coordinations with CAPTAC-DR	A set regional webinars on banking supervision and regulations topics is delivered, by April 2021.	--	7.4	4.0
<b>Total Region</b>					<b>24.5</b>	<b>17.3</b>	<b>4.0</b>
Costa Rica							
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	CONASSIF has amend the legal framework in Costa Rica, to grant supervisors power to implement an effective consolidated and cross-border supervision of financial groups. SUGEF is looking forward to update and enhance current regulatory framework on this regard.	Improvement opportunities on the financial groups' regulatory framework are identified, by April 2021.  Coordination and information sharing guidelines on financial groups supervision are agreed among domestic supervisors, by April 2021.  Supervisors are trained on consolidated supervision best practices and standards, by April 2021.	5.5	3.7	4.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Develop/ strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	CONASSIF has amend the legal framework in Costa Rica, to grant supervisors power to implement an effective consolidated and cross-border supervision of financial groups. SUGEF is looking forward to update and enhance current regulatory framework on this regard.	Guidelines to update banking group's solvency and capital requirements are proposed, by April 2021.	6.0	0.0	0.0
Develop/ strengthen banking regulations and prudential norms.	Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.	Guidelines and regulations for corporate governance and internal controls are adopted.	CONASSIF has amend the legal framework in Costa Rica, amending information disclosure requirements regarding banks' products and services, corporate governance, risks management and financial information. SUGEF is the responsible to develop and propose amendments to current regulatory framework.	Regulatory framework on public disclosure is reviewed and recommendations are provided, to align them with international standards, by April 2021.	3.0	0.0	0.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Strengthened institutional structure and operational and procedures for RBS implementation	Risk-based processes and manuals are implemented	SUGEF deems important to bolster the set of tools available to strengthen the supervision of liquidity risk at the microeconomic and systemic level.	Criteria to design and produce a supervisory liquidity stress testing tool is provided, by September 2020.  Supervisors are trained on liquidity stress tools and their use for supervisory purposes, by September 2020.	3.0	3.7	4.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Develop/ strengthen banking regulations and prudential norms.	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Supervisors assess whether regulations and guidelines on risk measurement and management are being applied by banks	During FY 2019, a CAPTAC-DR mission assisted the General Superintendency of Financial Institutions (SUGEF) of Costa Rica on updating current credit risk provisioning regulation. As part of CONASSIF's regulatory agenda, by the first semester of 2020 SUGEF was to present the proposal for publication for comments.	The follow up on the implementation of previous TA recommendations is performed, by September 2020.  A complete review of the credit risk provisioning regulation proposal is discussed with SUGEF, by September 2020.	--	3.7	4.0
<b>Total Costa Rica</b>					<b>17.5</b>	<b>11.0</b>	<b>4.0</b>
<b>El Salvador</b>							
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices.	Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles.	Training of staff completed.	CAPTAC-DR has been supporting the CCSBSO's Accounting Standards Committee to move towards IFRS. Salvadorian regulation and supervision authorities look forward to initiate the process to move towards IFRS adoption.	A training program is designed and delivered to supervisors and regulators on IFRS 9, 32, 16, by April 2021.  Draft accounting provisions by Salvadorian authorities are reviewed and improvement opportunities are identified, by April 2021.	5.5	6.6	4.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Strengthened institutional structure and operational and procedures for RBS implementation.	Risk-based processes and manuals are implemented.	In order to improve credit risk supervision, the Salvadorian authorities deems necessary to update supervisor's PD estimation procedures, and update credit risk regulatory framework.	Improvement opportunities on the SSF' PD estimation model are identified, by April 2021.  Draft credit risk measurement and provisioning regulation by Salvadorian authorities is reviewed and improvement opportunities are identified, by April 2021.	6.0	0.0	0.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>El Salvador</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process	CAPTAC-DR has been supporting Salvadorian authorities to strengthen market risk management and introduce capital requirements. Now, they look forward to introducing IRRBB management requirements.	Guidelines for a IRRBB regulation are drafted, by April 2021.  IRRBB supervision tools and procedures are developed, by April 2021.  Supervisors and regulators are trained on IRRBB standards and supervision, by April 2021.	3.0	0.0	0.0
Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Banks send an internal capital adequacy assessment report to supervisors	As part of previous MCM TA mission, a road map to implement Basel standards included the introduction of ICAAP requirements.	Guidelines to introduce regulatory requirements for banks to develop an internal process to stress test their capital are drafted, by April 2021.  ICAAP supervision procedures are developed, by April 2021.  Supervisors and regulators are trained on ICAAP standards and supervision, by April 2021.	3.0	0.0	2.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Salvadorian authorities requested MCM's advice on exit strategies of Covid-19 temporary measures. In response, MCM organized a webinar to address the request, focused on credit risk regulatory measures.	A webinar on Covid-19 credit risk regulatory temporary measures exit strategies was designed and delivered, by January 2021.	0.0	0.4	4.0
<b>Total El Salvador</b>					<b>17.5</b>	<b>7.0</b>	<b>4.0</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/III requirements.	New liquidity regulations have been issued in line with Basel III requirements.	In order to move towards Basel standards, the SIB has been drafting liquidity risk requirements and developing impact studies to introduce the LCR.	Supervisors are trained on the Basel's LCR standard and supervisory practices, by April 2021.  LCR and liquidity risk management supervision procedures are updated and developed, by April 2021.	5.5	0.0	0.0
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	Risk based capital requirements are imposed and IS takes actions if insurers breach the requirements.	Recommendations provided by TA have been implemented.	SIB last self-assessment of IAIS Core Principles implementation is outdated (2014) The insurance supervisor plans to start a self-assessment process, and looks forward for an external support.	A gap analysis (self assessment of compliance of ICP 14 and 17) conducted, by April 2021.  Supervisors are trained on IAIS Core Principles implementation, by April 2021.	6.0	0.0	0.0
Develop/strengthen banking regulations and prudential norms	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Guidelines and regulations for risk measurement and management are adopted	SIB regulatory plan includes drafting amendments to the Banking Law on financial groups supervision, and introducing prudential requirements. There are MCM recommendations on this regard pending to implement.	Information requirements to carry out a diagnostic on retail portfolio overindebtedness are identified, by April 2021.  Guidelines to introduce in current regulatory framework the management of retail portfolio overindebtedness are drafted, by April 2021.	3.0	0.0	0.0
Develop/strengthen cybersecurity regulations and prudential norms	Robust governance policies & processes, including board & senior mgmt. oversight		SIB consider its institutional objective to strengthen its data governance will benefit from a diagnostic by a reliable third party	A diagnostic of SIB's current data and security governance framework in elaborated, by April 2021	0.0	5.2	4.0
<b>Total Guatemala</b>					<b>14.5</b>	<b>5.2</b>	<b>4.0</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Bank risk assessment frameworks strengthened: a) Quality and timeliness of regulatory data enhanced; and b) Flexibility of reporting system improved	Reports have been modified and adopted to require more relevant data for risk assessment	In order to improve credit risk supervision, the CNBS deems necessary to update supervisor's PD estimation procedures, considering IFRS 9 and Basel new developments on the matter.	Guidelines to improve and calibrate estimations of credit PD are proposed, by April 2021.  Supervisors are trained on the estimation of credit risk deterioration, including IFRS 9 considerations, by April 2021.	5.5	10.7	4.0
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/III requirements.	New liquidity regulations have been issued in line with Basel III requirements.	CAPTAC-DR supported the CNBS on the introduction of the LCR in its liquidity regulation. As per January 2020, the new LCR has been enforced. Continuing with its plan to strengthen liquidity risk supervision, the CNBS deems necessary to start the process to introduce the NSFR.	Criteria to estimate and introduce a NSFR is provided, by April 2021.  Guidelines to amend current liquidity risk regulation are drafted, by April 2021.	3.0	0.0	0.0
Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Supervisors set different capital charges over minimum requirements to account for differing bank risk profiles and risk management capacity.	Supervisors plan to set different capital charges over minimum requirements to account for diverse bank risk profiles and risk management capacity.	Improvement opportunities on the CNBS' draft methodology for the assessment of domestic financial interconnectedness are identified, by April 2021.	6.0	0.0	0.0
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices	The authorities approve an action plan that lays out key steps for implementing TA recommendations to implement IFRS relating to NPLs	Approved action plan	To complement regional TA to the Council of Superintendents' technical committee on accounting regulation, the CNBS looks forward to strengthen financial instruments supervision (i.e. Forwards and financial derivatives)	Supervisors are trained on fair value and financial instruments accounting, by April 2021.	2.0	0.0	0.0
<b>Total Honduras</b>					<b>16.5</b>	<b>10.7</b>	<b>4.0</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Nicaragua</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Strengthened institutional structure and operational and procedures for RBS implementation.	Supervisory structure and responsibilities are adopted to allow more cooperation between different functions, notably onsite and offsite functions.	MCM has recommended SIBOIF to bolster current on-site credit risk supervision practices, by enhancing portfolio samples. As SIBOIF lacks resources needed for that purpose, it deems appropriate to use external providers (auditors firms).	Guidelines to draft agreed-upon procedures with external reviewers to support credit risk supervision are developed, by April 2021.  Supervisors are coached on monitoring external reviewers' procedures to support credit risk supervision, by April 2021.	3.0	5.5	4.0
Develop/strengthen banking regulations and prudential norms.	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile.	Guidelines and regulations for risk measurement and management are adopted.	In line with FSSR recommendations, the SIBOIF will update current credit risk measurement and provisioning regulations. Among needed amendments, SIBOIF is planning first to address gaps on treatment of collaterals.	Amendments on credit risk measurement and provisioning regulation (treatment of collaterals) are drafted, by April 2021.	5.0	0.0	0.0
<b>Total Nicaragua</b>					<b>8.0</b>	<b>5.5</b>	<b>4.0</b>
<b>Panama</b>							
Develop/strengthen cybersecurity regulations and prudential norms.	Supervisors have capacity to upgrade regulations and effectively apply them.	Supervisors revise regulations in line with developments in sector and standards.	SBP has been working on updating its regulatory framework on IT risk, but they see necessary to focus their supervision activities more on cybersecurity issues.	Supervisors are trained about cybersecurity standards and best supervisory practices, by April 2021.  Guidelines to develop cybersecurity supervisory procedures are recommended, by April 2021.	5.5	0.0	0.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors timely address unsafe and unsound practices or activities that could pose risks to banks or to the banking system.	Supervisors apply sanctions and enforce prompt corrective actions to address banking problems.	In recent years the SBP has been dealing with weak banks and is looking forward to strengthen current supervisory review process in this regard.	Guidelines to amend supervisory processes on identifying and dealing with weak banks are developed, by April 2021.  Supervisors are trained on best practices and standards on dealing with weak banks, by April 2021.	6.0	0.0	0.0
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS)	Risk based capital requirements are imposed and IS takes actions if insurers breach the requirements	Enactment/ Issuance of necessary amended legislation and regulation to establish risk based capital requirements covering all material risks and ladder of interventions based on the level of capital	The Panamanian Insurance Superintendency required CAPTAC support to improve and enhance insurance supervision.	Improvement opportunities of current insurance sector supervision process and regulatory framework are identified, and an action plan to enhance them is drafted, by April 2021.	3.0	0.0	0.0
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices	The authorities approve an action plan that lays out key steps for implementing TA recommendations	Approved action plan	Besides supervising banks, SBP supervises Fiduciaries businesses (Trusts). The supervisor seeks to designing accounting rules under IFRS, for Fiduciaries contracts representing rights.	Guidelines to set accounting standards under IFRS for Fiduciaries contracts representing rights are developed, by April 2021.	--	0.0	0.0
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/III requirements.	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements.  New liquidity regulations have been issued in line with Basel III requirements.	Panamanian authorities has requested MCM's support to strengthen and update the banking prudential regulatory framework by developing a roadmap to implement the Basel III standards.	A mid-term roadmap to implement Basel III standards in existing or new regulations is drafted, by April 2021.	--	14.0	4.0
<b>Total Panama</b>					<b>14.5</b>	<b>14.0</b>	<b>4.0</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Develop/ strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	With the assistance of CAPTAC-DR, the SB and other domestic supervisors have started the implementation of a Consolidated Supervision Committee, as a forum for the cooperation and coordination for the supervision of financial groups.	Guidelines to operationalize the domestic committee for financial groups supervision are agreed among relevant supervisors, by April 2021.  Mechanisms to facilitate information exchange and joint supervision activities among domestic supervisors, are designed and formalized, by April 2021.	6.0	0.0	0.0
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/III requirements.	New Capital regulation and minimum requirements are issued in line with Basel II/III requirements.	To enhance its regulatory framework and move towards Basel standards, CAPTAC-DR has been supporting the SB on updating its market risk management requirements and introducing an IRRBB framework. Now, the SB plans to introduce market risk capital requirements.	The impact of implementing new market risk minimum capital requirements is assessed, by April 2021.  Guidelines for a regulation to introduce market risk minimum capital requirements are drafted, by April 2021.	6.0	0.0	0.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes	Supervisors monitor banking problems and risks and take early action as needed	By mid-August 2020, a new administration took office at the SB and placed as a priority to estimate the impact of Covid-19 measures on banks and later the banking system.	An action plan to monitor the impact on banks of Covid-19 measures related with credit risk is drafted, by December 2020	--	5.2	4.0
<b>Total Dominican Republic</b>					<b>12.0</b>	<b>5.2</b>	<b>4.0</b>
<b>Total Countries</b>					<b>100.5</b>	<b>58.5</b>	<b>--</b>
<b>Total Region</b>					<b>24.5</b>	<b>17.3</b>	<b>--</b>
<b>Total Budget</b>					<b>125.0</b>	<b>75.8</b>	<b>4.0</b>

## National Accounts Statistics

Continue the enhancement of compilation methods for national accounts and prices statistics through the implementation of the latest international guidelines, to provide macroeconomic information for policy makers, and foster measurement of inequality gaps.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
SC FY21 and LTX Retreat.	NA	NA	NA	NA	2.0	0.6	4.0
Captac-dr management FY21.	Give continuity to the CAPTAC-DR activities.	Documents developed, agreed with STA and WHD, as well as country authorities.	CAPTAC-DR needs to report annual activities.	Draft contributions to FY 2021 Annual Report, and other documentation to NA authorities and WHD, as well as support to STA activities.	3.0	5.0	4.0
Regional group, CMCA, ECLAC.	Represent Real Sector Statistics Area in regional agencies.			Relative to the baseline, the real sector statistics area need to be represented in regional agencies by April 2021.	1.8	1.1	4.0
Business continuity of national accounts and price indices owing to the impact of COVID-19 pandemic.	Staff capacity increased through training, especially on compilation methods (DQAF 0.2) and the impact of the COVID19 Pandemic in business continuity of national accounts and price statistics.	The number of staff trained on business continuity of national accounts and the CPI is adequate.	The number of staff trained on business continuity of these statistics is inadequate, by April 2020.	Relative to the baseline, the number of staff trained on business continuity of national accounts and the CPI is adequate by April 2021 (Average of 3 technicians by country member).	--	1.4	4.0
Harmonization of National Accounts with Government Finance Statistics	Staff capacity increased through training, especially on harmonizing the data sources and concepts between national accounts and GFS (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2020).	Relative to the baseline, the number of staff trained to compile national accounts for the general government sector harmonized with GFS is adequate by April 2021. (Average of 2 technician by country member).	--	6.9	4.0
Course on Inclusive Growth	Staff capacity increased through training, especially on Inclusive Growth for assessing, measuring and following the impact of macroeconomic policies on growth, poverty, inequality, and employment (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2020).	Relative to the baseline, the number of staff trained on Inclusive Growth is adequate by April 2021. (Average of 2 technician by country member).	--	2.8	4.0
<b>Total Region</b>					<b>19.4</b>	<b>17.8</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Annual National Accounts series are compiled with methodological basis following internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2).	ISWGNA recommended tables and accounts: financial accounts for all sectors and balance sheets, revaluation and other volume changes in asset accounts for all sectors.	The range of accounts/ aggregates compiled and disseminated does not satisfy national data needs, or is incomplete relative to the ISWGNA minimum requirements and/ or the recommended tables and accounts for the new base year 2017, by April 2020.	Relative to the baseline, financial accounts and balance sheets are developed to meet national data requirements and ISWGNA recommended tables and accounts, in the context of the new base year project to 2017, by April 2021.	7.2	3.9	4.0
Enterprise/ establishment data sources employed to compile national accounts statistics are adequate.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Methodologies used are the best possible given available data and capacity to comply with the 2008 SNA. Key issues may include: production approach detail; minimal use of fixed ratios; owner-occupied dwellings; FISIM; inventories and work-in-progress valuation; volume measures; expenditure components are derived independently and at sufficient detail.	Economic surveys by industry do not gather the data to measure production in process and cost of production, in the context of the new base year project to 2017, by April 2020.	Economic surveys by industry do not gather the data to measure production in process and cost of production, in the context of the new base year project to 2017, by April 2021. VAT Digital invoices will be used to compile volume and price indices, as well as the supply and use table, by April 2023.	4.0	5.8	4.0
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest 2008 SNA manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are not available and are not suitable for decision-making, by April 2020.	Annual accounts, in current values and volume, in the context of the new base year 2017 and implementation of the main recommendations of the 2008 SNA, are available by April 2021.	2.0	5.6	4.0
<b>Total Costa Rica</b>					<b>15.0</b>	<b>15.3</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>El Salvador</b>							
Enterprise/ establishment data sources employed to compile national accounts statistics are adequate.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Source data for estimating the non observed economy is incomplete, as of April 2020.	Relative to the baseline, employment matrices are compiled to estimate the informal sector, by April 2023. Some progress will be achieved by April 2021.	4.0	3.1	4.0
Quarterly national accounts compiled in accordance with internationally accepted good practices.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to ensure that the methods applied follow best practices and quarterly statistics are harmonized with the annual series, by April 2020.	Relative to the baseline, review the disseminated quarterly national accounts series, base year 2014, and train staff in compilation methods, by April 2021.	7.2	4.4	4.0
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2).	The scope covers 2008 SNA accounts/ aggregates: Minimum requirements specified by ISWGNA annual accounts (until net lending) for these sectors: non-financial corporations; financial corporations; general government; households; non-profit institutions serving households.	The range of accounts compiled and disseminated does not satisfy national data needs, or is incomplete relative to the ISWGNA minimum requirements and/ or the recommended tables and accounts, by April 2020.	Relative to the baseline, additional accounts by institutional sectors are developed to meet national data requirements and ISWGNA recommended tables and accounts, are made by April 2021.	4.0	2.5	4.0
<b>Total El Salvador</b>					<b>11.4</b>	<b>10.0</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Special treatments in National Accounts compilation due to the COVID-19 pandemic.	Staff capacity increased through training, especially on compilation methods (DQAF 0.2) and the impact of the COVID19 Pandemic in business continuity of national accounts and price statistics.	The number of staff trained on business continuity of national accounts is adequate.	The number of staff trained to compile these statistics is inadequate, by April 2020).	Relative to the baseline, the number of staff trained on business continuity of national accounts is adequate by April 2021.	--	<b>0.6</b>	<b>4.0</b>
Enterprise/ establishment data sources employed to compile national accounts statistics are adequate.	Staff capacity increased through training, especially on applied sampling techniques. (DQAF 0.2) and	The number of staff trained on applied sampling techniques is adequate.	The number of staff trained on applied sampling techniques is inadequate, by April 2020.	Relative to the baseline, the number of staff trained on applied sampling techniques is adequate by April 2021.	--	<b>5.0</b>	<b>4.0</b>
<b>Total Guatemala</b>					<b>23.2</b>	<b>5.6</b>	<b>4.0</b>
<b>Honduras</b>							
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest 2008 SNA manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are not available and are not suitable for decision-making, by April 2020.	Annual accounts, in current values and volume, in the context of the new base year and implementing the main recommendations of the 2008 SNA, and supply and use tables are available by December 2021.	<b>11.2</b>	<b>5.0</b>	<b>4.0</b>
Quarterly national accounts compiled in accordance with internationally accepted good practices.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to ensure that the methods applied follow best practices and the quarterly statistics are harmonized with the annual series as of April 2020.	Relative to the baseline, review the disseminated quarterly national accounts series, and improve the compilation methods, by April 2021.	--	<b>14.5</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2).	The scope covers 2008 SNA accounts/ aggregates: Minimum requirements specified by ISWGNA annual accounts (until net lending) for these sectors: non-financial corporations; financial corporations; general government; households; non-profit institutions serving households.	The range of accounts compiled and disseminated does not satisfy national data needs, or is incomplete relative to the ISWGNA minimum requirements and/ or the recommended tables and accounts, by April 2020.	Relative to the baseline, additional accounts by institutional sectors are developed to meet national data requirements and ISWGNA recommended tables and accounts, are made by April 2021.	2.0	8.3	4.0
BOP consistency project and project to improve the classification used for the balance of payments and IIP statistics is in broad conformity with guidelines outlined in the relevant manual (BPM6).	National accounts statistics are consistent or reconcilable with external sector statistics and the classification used for the balance of payments and IIP statistics is in broad conformity with guidelines outlined in the relevant manual (BPM6).	Goods and services account, primary and secondary income account of the BoP is in line with the latest guideline in the 6MBP. Data for the maquila sector in national accounts and balance of payments is consistent.	The BoP in according to the 6MBP and harmonized with the national accounts concepts in the context of the rebasing project of national accounts.	Relative to the baseline, upgrading the BoP to disseminate new data set in line with the BPM6.	--	4.4	4.0
<b>Total Honduras</b>					<b>31.6</b>	<b>32.2</b>	<b>4.0</b>
<b>Nicaragua</b>							
Enterprise/ establishment data sources employed to compile national accounts statistics are adequate.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile periodic benchmark estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, and time of recording required (recommended at least 5-yearly benchmarks), and timely.	Source data for estimating the non-observed economy is incomplete, as of April 2020.	Relative to the baseline, employment matrices are compiled to estimate the informal sector, by April 2023.	4.0	5.0	4.0

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Nicaragua</b>							
Producer Price Indices, Consumer Price Indices and Imports and Exports Price Indices are compiled with methodological basis following internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4)	Other statistical procedures employ sound statistical techniques; appropriate techniques used for the adjustment of weights; calculation of elementary indexes; aggregation of higher level indexes; and weight reference period.	Sound statistical techniques are not used to compile Export and Import Price Indexes, including weighting structure not consistent to support compilation of indexes across activities and inappropriate techniques for the calculation of elementary indexes, by April 2020.	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Export and Import Prices Index, and Producer Price Index and Consumer Price Index, are made by April 2023.	4.0	2.5	4.0
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2).	The scope covers 2008 SNA accounts/ aggregates: Minimum requirements specified by ISWGNA annual accounts (until net lending) for these sectors: non-financial corporations; financial corporations; general government; households; non-profit institutions serving households.	The range of accounts compiled and disseminated does not satisfy national data needs, or is incomplete relative to the ISWGNA minimum requirements and/ or the recommended tables and accounts, by April 2020.	Relative to the baseline, additional accounts by institutional sectors are developed to meet national data requirements and ISWGNA recommended tables and accounts in the context of the new base year 2019, are made by April 2021.	--	3.1	4.0
<b>Total Nicaragua</b>					<b>7.8</b>	<b>10.6</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
Enterprise/ establishment data sources employed to compile national accounts statistics are adequate.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile periodic benchmark estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, and time of recording (recommended at least 5-yearly benchmarks), and timely.	Economic census and surveys, as well as household surveys are incomplete to elaborate a benchmark estimate due to lack of availability and coverage, by April 2020. Source data for estimating trade and transportation margins, mining, electricity, and construction is also incomplete, as of April 2020.	Relative to the baseline, advances in the improvements to source data that will be used in the new benchmark estimates, are made by April 2023.  Relative to the baseline, a survey on trade and transportation margins is conducted and trade margins for the supply and use table are estimated. Construction works and construction work-in-progress are sampled and construction output is estimated. Electricity and mining output are estimated, by April 2023.	--	<b>9.5</b>	<b>4.0</b>
Producer Price Indices, Consumer Price Indices and Imports and Exports Price Indices are compiled with methodological basis following internationally accepted standards, guidelines, or good practices.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide (DQAF 2.2).	Exclusions from coverage and scope are clearly noted and explained, and reflecting internationally accepted standards, guidelines, and good practices: for XMPI, all international trade in goods and services is included.	The general framework, concepts and definitions do not fully follow, as relevant, the 2009 XMPI Handbook, by April 2020.	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Export and Import Prices Index for Panama and the Colon Zone, and Producer Price Index and Consumer Price Index, are made by April 2023.	<b>4.0</b>	<b>12.0</b>	<b>4.0</b>
<b>Total Panama</b>					<b>11.4</b>	<b>21.4</b>	<b>4.0</b>

National Accounts Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Quarterly national accounts compiled in accordance with internationally accepted good practices.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to ensure that the methods applied follow best practices and the quarterly statistics are harmonized with the annual series as of April 2020.	Relative to the baseline, review the disseminated quarterly national accounts series, and improve the compilation methods, by April 2021.	--	<b>0.6</b>	<b>1.0</b>
<b>Total Dominican Republic</b>					<b>7.8</b>	<b>0.6</b>	<b>1.0</b>
<b>Total Countries</b>					<b>108.4</b>	<b>95.6</b>	<b>--</b>
<b>Total Region</b>					<b>19.4</b>	<b>17.8</b>	<b>--</b>
<b>Total Budget</b>					<b>127.8</b>	<b>113.4</b>	<b>3.6</b>

## Government Finance Statistics

Strengthen the compilation and dissemination of financial and macroeconomic statistical data for decision making.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Planning, coordinating, monitoring and following-up of the TA in GFS and PSDS. Disclosure of the work done by CAPTAC-DR. Supporting regional institutions in strengthening government finance statistics.	Effective and transparent TA management. Effective cooperation with other TA providers and donors. Satisfactory response to requests from the Center's stakeholders.	Reports for CAPTAC-DR related Committees and other stakeholder. Annual and quarterly reports with assessment of the LTX on the evolution of the activity of strengthening GFS and PSDS in the region.	The countries of the region require international support to strengthen their GFS and PSDS.	Preparation of the Work Plan for fiscal year 2022. Preparation of the Annual Report for fiscal year 2021. Preparation of quarterly monitoring reports.	<b>5.0</b>	<b>6.0</b>	<b>4.0</b>
Assist the Regional Councils of Central Bank Governors (CMCA) and Ministers of Finances (COSEFIN) to follow up with the strategy for GFS and PSDS regional harmonization and publication, including the first regional analytical report and COVID-19 related operations.	Strategy for GFS and PSDS harmonization implemented for FY2020.	Improved publication tables and harmonized indicators prepared for publication. Prepare first regional fiscal analytical report for publication.	COSEFIN and CMCA demonstrated a great impetus to promote regional fiscal statistics harmonization, as done with BOP and Monetary and Financial Statistics. To date, there is no publication of GFS and PSDS harmonized data.	Improve the harmonized GFS and PSDS data published in Dec 2019 in the region. Support countries to expand data coverage for publication for FY2021 (phase III). Aid develop the first regional fiscal analytical report.	<b>3.0</b>	<b>12.0</b>	<b>4.0</b>
Regional Seminar "Using and reporting GFS for macroeconomic policy and decision making".	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the following steps for the first publication and regional recommendations.	There is no regional analytical report on GFS and PSDS currently published.	Revised tables and report for first publication by March 2021. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	<b>5.0</b>	<b>3.1</b>	<b>4.0</b>
Regional Seminar "Compiling improved and consistent general government fiscal and public sector debt data".	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	In countries such as Nicaragua, Honduras, Panama, Costa Rica and El Salvador, the analytical capacity building for compiling and generating GFS and PSDS data needs to be improved.	Improve general government coverage of GFS and PSDS for at least 3 of CAPTAC-DR member countries by March 2021. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	<b>3.0</b>	<b>2.2</b>	<b>4.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Region							
Regional Seminar "Compiling improved social security schemes fiscal data".	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	In countries such as Guatemala, Dominican Republic, Honduras and Costa Rica, both the compilation of data and the sustainability of the social schemes need to be improved through capacity building.	Improve coverage of GFS to include social security schemes by March 2021. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	4.0	6.1	4.0
Regional Seminar "Valuation of nonfinancial assets and liabilities to improve public debt data".	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	In countries such as Guatemala, Dominican Republic, Honduras and El Salvador, initial efforts are being done to incorporate accrued interests and nominal value on both GFS and PSDS.	Improve valuation of GFS and PSDS for at least 3 of CAPTAC-DR member countries by March 2021. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	3.0	5.0	4.0
Webinar "Recording COVID-19 related operations" into GFS	Staff capacity increased, as well as data prepared for publication and dissemination.	Presentation, discussion and improvement of GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures. Not less than 14 participants are trained.	--	1.1	4.0
<b>Total Region</b>					<b>23.0</b>	<b>35.6</b>	<b>4.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Costa Rica</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2021.	4.0	2.2	2.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are improved.	GFS for general government operations are compiled and disseminated annually.	GFS for annual general government operations and disseminated with data gaps.	Relative to the baseline, GFS for general government operations are improved and disseminated annually by April 2021.  Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks.	6.0	3.3	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	5.0	19.9	3.0
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	1.1	3.0
Support inclusion of desconcentradas (ODs) into central government data in line with surveillance needs.	Staff capacity increased, as well as data prepared for publication and dissemination.	Desconcentradas (ODs) are included into central government fiscal data.	Until 2020, no desconcentradas (ODs) were included into central government fiscal or budgetary data.	Relative to the baseline, fiscal data includes all desconcentradas (ODs) into central government fiscal files.	--	6.6	4.0
<b>Total Costa Rica</b>					<b>15.0</b>	<b>24.1</b>	<b>3.2</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>El Salvador</b>							
Expand coverage of high frequency GFS publication, including the 4 main SOE's (quarterly or monthly).	Annual and subannual GFS data for the 4 main SOE's are compiled and disseminated according to international standards for decision making.	GFS for 4 nonfinancial corporations operations are compiled and disseminated on a quarterly and annual basis.	GFS for general government operations are compiled, and are being gradually aligned with international standards.	Relative to the baseline, GFS for 4 nonfinancial corporations operations are compiled and disseminated on a quarterly basis by April 2021 and included in GFS fiscal tables by April 2021.	4.0	2.2	4.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are improved, and datastes include main SOE's.	GFS for general government operations and main SOE's are compiled and disseminated annually including partial data on stocks.	GFS for general government operations do not include data on the 4 main SOE's.	Relative to the baseline, GFS for general government operations and 4 main SOE's are compiled and disseminated annually by April 2021. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks by April 2021.	6.0	2.2	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies and different coverages between PSDS published by different institutions.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	5.0	3.5	3.0
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	1.1	3.0
<b>Total El Salvador</b>					<b>15.0</b>	<b>9.0</b>	<b>3.2</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Guatemala</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2021.	4.0	2.6	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datastes include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by December 2020. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks by April 2021.	5.0	3.1	4.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	4.0	8.8	3.0
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	1.1	3.0
<b>Total Guatemala</b>					<b>13.0</b>	<b>15.5</b>	<b>3.2</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Honduras</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2021.	4.0	7.7	4.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datastes include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by December 2020. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks by April 2021.	6.0	6.6	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	5.0	4.4	3.0
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	5.0	3.0
Reconcile central government above and below the line data	Staff capacity increased, as well as data prepared for publication and dissemination.	Guarantee consistency of data by presenting reasonable and stable central government statistical discrepancy.	Above and below the line central government statistical discrepancy has risen in the last two years.	Relative to the baseline, have adequate central government statistical discrepancy for publication by December 2021.	--	3.3	3.0
<b>Total Honduras</b>					<b>15.0</b>	<b>26.9</b>	<b>3.3</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Nicaragua</b>							
Assess data gaps on source data to prepare data for high frequency GFS publication (quarterly or monthly).	Central government annual and subannual GFS are compiled and disseminated using the same methodology.	GFS for central government operations are compiled and disseminated on a quarterly basis.	GFS for central government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for central government operations are compiled and disseminated on a quarterly basis by December 2020.	4.0	3.3	2.0
Assess data gaps on source data to prepare above and below the line reconciled GFS.	Central government GFS are improved, including data on financing and the reconciliation of these data with above the line GFS.	Above and below the line GFS for central government operations are reconciled and regularly disseminated.	Above and below the line GFS for central government operations are not reconciled and are not regularly published or disseminated.	Relative to the baseline, above and below the line GFS for central government operations are reconciled by April 2021.  Relative to the baseline, above and below the line GFS for central government operations are regularly disseminated and published by April 2021.	5.0	0.0	1.0
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government , reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	4.0	0.0	1.0
<b>Total Nicaragua</b>					<b>13.0</b>	<b>3.3</b>	<b>2.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Panama</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2021.	4.0	3.7	1.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datastes include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by December 2020. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks by April 2021.	5.0	2.2	2.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	4.0	0.0	2.0
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	1.8	2.0

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
Reconcile central government above and below the line data.	Staff capacity increased, as well as data prepared for publication and dissemination.	Guarantee consistency of data by presenting reasonable and stable central government statistical discrepancy.	Below the line central government data and statistical discrepancy are not compiled and published.	Relative to the baseline, have adequate central government statistical discrepancy for publication by December 2021.	--	0.7	1.0
<b>Total Panama</b>					<b>13.0</b>	<b>8.3</b>	<b>1.5</b>
Dominican Republic							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by December 2020.	5.0	2.8	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datastes include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by December 2020. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks by April 2021.	5.0	0.7	4.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government, and include at least partial data on other accounts payable by April 2021.	5.0	3.5	2.0

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress <sup>1</sup>
<b>Dominican Republic</b>							
Improve country's capacity to compile and disseminate COVID-19 related measures in GFS and PSDS.	Staff capacity increased, as well as data prepared for publication and dissemination.	Remote discussions held to help compile COVID-19 related measures in GFS and PSDS data.	COVID-19 related mitigation measures generated new demands for analytical capacity building for compiling, generating and disseminating GFS and PSDS.	Improve general government GFS and PSDS data adequately compiling and publishing COVID-19 related measures by April 2021.	--	<b>2.4</b>	<b>3.0</b>
<b>Total Dominican Republic</b>					<b>15.0</b>	<b>9.4</b>	<b>2.7</b>
<b>Total Countries</b>					<b>99.0</b>	<b>96.5</b>	<b>--</b>
<b>Total Region</b>					<b>23.0</b>	<b>35.6</b>	<b>--</b>
<b>Total Budget</b>					<b>122.0</b>	<b>132.2</b>	<b>2.9</b>
<b>Total Budget Executed</b>					<b>754</b>	<b>697</b>	<b>3.5</b>

<sup>1</sup> Scale of milestone progress consist of: (1) unmet, (2) partially met, (3) largely met, (4) fully met. Person-weeks totals might not add due to some planned projects being substituted or canceled.

# APPENDIX II:

## Proposed Work Plan for Fiscal Year 2022 (May 2021-April 2022)

### Tax Administration

Strengthening tax administrations through improved controls, intensifying risk analysis and adopting better control management systems to achieve a more balanced reform in the different dimensions of a tax administration.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Manage capacity development in tax administration matters. Support and coordinate initiatives of regional authorities, in coordination with other institutions that provide technical assistance.	Effective and transparent TA management. Effective cooperation with other TA providers and donors. Satisfactory response to requests from the Center's stakeholders.	Reports for the Steering Committee of CAPTAC-DR and other stakeholders. Situation and activity report at the beginning and end of the period with appreciation of the LTX on the evolution of the activity of strengthening the tax administrations of CAPTAC-DR.	The countries of the region require international support to strengthen the tax administration and its main functions.	Execution of the extension and communication plan. Preparation of the Work Plan for the fiscal year 2023 and the Annual Report for the fiscal year 2022.	7.0	--	7.0
Strengthen revenue administration management and governance arrangements	Management Development Program Annual	Evaluation of the course by the participants. Reports for the Management Committee of CAPTAC-DR and other stakeholders.	Tax administrations do not have trained management personnel to make decisions, due to high turnover or lack of training plan.	Fourth edition of the Management Development Program launched jointly with other donors by April 2022. Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the course.	3.0	2.0	5.0
Regional Seminar on "Tax audit powers".	Train key officials of each tax administration	Evaluation of the course by the participants	Tax administrations need to know the proper use of the powers of the tax audit	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar.	2.0	2.0	4.0
Regional Webinar on "Tax Compliance Risk Management"	Train key officials of each tax administration	Evaluation of the course by the participants	Tax compliance risk management in the region is still at an initial level	Webinar qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the webinar set.	1.0	3.0	4.0
Regional Webinar on "Tax Audit Procedures"	Train key officials of each tax administration	Evaluation of the course by the participants	The region lacks a specialized guide to audit procedures and the developments of other tax administrations.	Webinar qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the webinar set.	1.0	3.0	4.0

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Regional Webinar on "Filing and payment obligations control"	Train key officials of each tax administration	Evaluation of the course by the participants	Filing and payment obligations as required by law in the region is still at an low level	Webinar qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the webinar set.	1.0	3.0	4.0
<b>Total Region</b>					<b>15.0</b>	<b>13.0</b>	<b>28.0</b>
Costa Rica							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The collection of information and the research initiatives of the TA are incipient. The tax administration has a process to assess, classify and quantify compliance risks in the implementation process (TADAT 2019).	Compliance risks identified and classified. Compliance risks quantified by April 2022.	2.0	5.0	7.0
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance improvement program in place to mitigate identified risks.	TA has a tax control plan that complies with most of the elements of an annual Compliance Program (TADAT 2019).	Compliance programs based on identified risks are implemented by April 2022.	1.0	4.0	5.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	There is no evidence that the impact of audits on compliance levels is routinely examined. There are general auditing manuals without specific guides for auditing a main economic sector (TADAT 2019).	Inspection coverage is improved in large taxpayers by April 2022.	1.0	4.0	5.0
Strengthen core tax administration functions.	A larger proportion of taxpayers meet their filing obligations as required by law.	On-time filing ratio improves over time.	DGT lacks an automated system that identifies non-compliant taxpayers in their filing of tax returns and that generates the corresponding penalties for this omission (TADAT 2019).	Control actions for VAT and Income tax returns are implemented by April 2022	1.0	4.0	5.0
<b>Total Costa Rica</b>					<b>5.0</b>	<b>17.0</b>	<b>22.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research	DGII does not carry out environmental assessments as part of its multi-year strategic planning process. The DGII does not collect or analyze information to build knowledge about risks tax compliance (TADAT 2018).	Compliance risks identified and classified. Compliance risks quantified by April 2022.	2.0	6.0	8.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGII has a low inspection coverage, both in large taxpayers and in the rest of the segments. DGII carries out massive cross-checks of information, however, this information does not include that of banks, of other financial institutions nor of Internet-based electronic commerce providers (TADAT 2018).	Inspection coverage is improved in large taxpayers by April 2022.	1.0	6.0	7.0
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened	Knowledge of taxpayer base and potential taxpayers improves through robust taxpayer registration policies and procedures	DGII does not systematically use third-party information to detect unregistered taxpayers, except for some recent efforts for VAT subjects (TADAT 2018).	Implement a data update model and to identify potential taxpayers by April 2022.	1.0	2.0	3.0
<b>Total El Salvador</b>					<b>4.0</b>	<b>14.0</b>	<b>18.0</b>
<b>Guatemala</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research	The SAT does not show that it has a structured process to properly assess, classify and quantify risks (TADAT 2017).	Compliance risks identified and classified. Compliance risks quantified by April 2022.	2.0	2.0	4.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	SAT's tax audit program does not address the key taxpayer segments such as large taxpayers, nor does it carry out periodic evaluations of the impact of audits (TADAT 2017).	Inspection coverage is improved in large taxpayers by April 2022.	1.0	2.0	3.0
<b>Total Guatemala</b>					<b>3.0</b>	<b>4.0</b>	<b>7.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance improvement program in place to mitigate identified risks.	There are some guidelines for improving tax compliance whose monitoring is not permanent (TADAT 2020).	Compliance programs based on identified risks are implemented by April 2022.	1.0	2.0	3.0
Strengthen core tax administration functions.	A larger proportion of taxpayers meet their filing obligations as required by law.	On-time filing ratio improves over time.	SAR performs a monthly detection of non-compliance in the filing the tax returns and performs ad hoc treatments with a limited scope (TADAT 2020).	Control actions for VAT and Income tax returns are implemented by April 2022.	2.0	2.0	4.0
Strengthen revenue administration management and governance arrangements.	Strengthen revenue administration management and governance arrangements.	Key performance indicators established, regularly reported and monitored.	The SAR has indicators, however these are not routinely prepared and are not monitored.	Approve an aligned strategic and operational plan with outcome indicators by April 2022.	1.0	3.0	4.0
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened	Knowledge of taxpayer base and potential taxpayers improves through robust taxpayer registration policies and procedures	Initiatives to detect unregistered individuals or companies only meet minimum standards, as the systematic use of information from external sources for these purposes is still in an early stage (TADAT 2020).	Implement a data update model and to identify potential taxpayers by April 2022.	1.0	2.0	3.0
<b>Total Honduras</b>					<b>5.0</b>	<b>9.0</b>	<b>14.0</b>
<b>Nicaragua</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research	The DGI has a control plan to improve compliance, but it is not based on compliance risks	Compliance risks identified and classified. Compliance risks quantified by April 2022.	2.0	4.0	6.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	The DGI has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in large taxpayers by April 2022.	1.0	4.0	5.0
<b>Total Nicaragua</b>					<b>3.0</b>	<b>8.0</b>	<b>11.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research	The compilation of information of the DGI are incipient and are mainly based on few internal sources.  DGI has basic processes to assess, classify, and quantify compliance risks are not implemented (TADAT 2020).	Compliance risks identified and classified. Compliance risks quantified by April 2022.	1.0	4.0	5.0
Strengthen core tax administration functions.	A larger proportion of taxpayers meet their filing obligations as required by law.	On-time filing ratio improves over time.	DGI does not have an automated system that identifies taxpayers who did non-on time tax returns and that generates the notices corresponding to this non compliance (TADAT 2020).	Control actions for VAT and Income tax returns are implemented by April 2022.	1.0	4.0	5.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	There is a basic audit manual of the year 2002, which does not reflect the specific compliance procedures and risks for the main economic sectors (TADAT 2020).	Inspection coverage is improved in large taxpayers by April 2022.	2.0	4.0	6.0
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	Knowledge of taxpayer base and potential taxpayers improves through robust taxpayer registration policies and procedures.	A high level of confidence in the information of the taxpayer registry cannot be accredited, nor are reports provided.  There is no evidence of the systematic use of external information sources or evidence of positive results in the detection of unregistered taxpayers (TADAT 2020).	Implement a data update model and to identify potential taxpayers by April 2022.	1.0	2.0	3.0
<b>Total Panama</b>					<b>5.0</b>	<b>14.0</b>	<b>19.0</b>

Tax Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Strengthen revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	DGII has a control plan to improve compliance, but it is not based on compliance risks.	Compliance risks identified and classified. Compliance risks quantified by April 2022.	3.0	6.0	9.0
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	Knowledge of taxpayer base and potential taxpayers improves through robust taxpayer registration policies and procedures.	DGII has a taxpayers' registry without online validations for updating data. Neither information to detect potential taxpayers.	Implement a data update model and to identify potential taxpayers by April 2022.	1.0	4.0	5.0
Strengthen core tax administration functions.	Audit and other verification programs more effectively ensure accuracy of reporting.	Audit and other verification programs more effectively ensure accuracy of reporting.	DGII has a low inspection coverage, both in large taxpayers and in the rest of the segments.	Inspection coverage is improved in large taxpayers by April 2022.	1.0	4.0	5.0
<b>Total Dominican Republic</b>					<b>5.0</b>	<b>14.0</b>	<b>19.0</b>
<b>Total Countries</b>					<b>30.0</b>	<b>80.0</b>	<b>110.0</b>
<b>Total Region</b>					<b>15.0</b>	<b>13.0</b>	<b>28.0</b>
<b>Total Budget</b>					<b>45.0</b>	<b>93.0</b>	<b>138.0</b>

## Customs Administration

Strengthen the capacities of customs administrations in the region through an integrated customs control that allows them to increase transparency and facilitate customs processes, implementing international best practices on risk management.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Effective management of the Regional Technical Assistance on Customs Administration.	Effective execution of the annual work plan and good coordination with other TA providers and regional institutions support the achievement of milestones defined by customs administrations from CAPDR region.	Progress level on milestones' achievement.	The strategic objectives for Phase III emphasize a strengthening in the areas of managerial capacity, governance arrangements, and core functions to facilitate trade and reduce evasion, while improving gender balance in customs. Donor coordination to avoid duplication and overlapping in delivering TA continue as a priority during this phase III.	WP execution report submitted to the Steering Committee by April 2022. WP proposal for FY2023 submitter for endorsement of the Steering Committee by April 2022.	5.0	--	5.0
Strengthened revenue administration management and governance arrangements.	Support functions enable more effective delivery of strategy and reforms.	Gender equality and transparency awareness increase at managerial level in Customs administration. Improved human resources strategies and practices to support the tax and customs administrations.	There isn't a regional reference on how the customs and tax administrations are addressing gender balance issues that helped to define HR policies and take actions oriented to search a better arrangement at such respect. This study addressed an IMF emerging topic. SICA has a regional policy on gender balance and equality (PREIG) approved in 2013 and which goal is "to incorporate measures needed to ensure development and progress of women from CAPRD by 2025 in all party states, under conditions of equality and equity in political, economic, social, cultural, environmental and institutional areas, both at national and regional level.	A regional study on gender allocation in the customs and tax administrations is delivered by April 2022.	1.0	4.0	5.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management	Improved identification, assessment, ranking and quantification of compliance risks. Better identification, assessment and mitigation of institutional risks	The regional strategy on customs integrated risk management (ERGIRA) developed by CAPTAC-DR and endorsed by the Council of Central American Ministers of Economic Integration (COMIECO), establishes the need of boosting massive assessment of information IT platforms for improving risk analysis, defining as milestone executing a diagnostic on quality of data available on the customs IT platforms at regional level. Regional customs administrations have several data quality challenges and lack of processes which was identified in the regional diagnostic on PCA elaborated by CAPTAC-DR. The regional council of customs DG's requested the Center's support to achieve this milestone, which is provide in line with the CAPTAC-DR phase III program document.	Collection and data analysis phase completed by April 2022, to elaborate a Regional Diagnostic of data quality for risk analysis purposes available on the Customs IT platforms.	1.0	4.0	5.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Strengthened revenue administration management and governance arrangements.	Support functions enable more effective delivery of strategy and reforms	Improved ICT strategies and systems to support the tax administration	The regional strategy on customs integrated risk management (ERGIRA) developed by CAPTAC-DR and endorsed by the Council of Central American Ministers of Economic Integration (COMIECO), recognizes the lack of IT systems for supporting the post clearance audit actions undertaken by customs. Due to this, a milestone was established aimed at defining guidelines regarding the modules and minimum requirements needed for an effective PCA management system, which would lead efforts in the region for adapting or developing their own IT system. The regional council of customs DG's requested the Center's support to achieve this milestone, which is provided in line with the CAPTAC-DR phase III program document. Currently no customs administrations in this region count with an IT system for managing and monitoring PCA actions.	Research phase for developing Functional Guidelines for the design of an effective PCA management and monitoring IT system, completed by April 2022.	1.0	4.0	5.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Improved customs administration functions	Foreign trade operators better comply with their reporting and payment obligations	Traceability of goods and customs actions in the customs systems strengthened	The regional strategy on customs integrated risk management developed by CAPTAC-DR and endorsed by the Council of Central American Ministers of Economic Integration (COMIECO), establishes the need of improving level of efficiency and effectiveness on the cargo control actions within the customs primary zones at the region. In this line, it includes as a milestone the definition of a regional model to strengthen such control and protection. The regional council of customs DG's requested the Center's support to achieve this milestone, which is provide in line with the CAPTAC-DR phase III program document.	Guidelines for establishing an effective cargo control model in primary zones, defined by April 2022.	1.0	4.0	5.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	Effectiveness of the fight against fraud and smuggling increased.	The regional diagnostic on Post Clearance Audit elaborated and presented by CAPTAC-DR in FY2021 in line with the regional strategy on customs integrated risk management (ERGIRA) identifies as one of the major challenges faced by the customs administrations at the region, the low level of customs technical and analytical capacities in the auditors conducting PCA actions, which reduce the effectiveness of efforts for identifying risks and fighting against fraud and smuggling. Additionally, the ERGIRA also includes a specific result and milestone oriented to counting with auditors specialized and with the technical capacities needed to improve PCA. CAPTAC-DR is supporting the implementation of the ERIGRA and specifically the strengthening of PCA capacities by delivering several missions on such topic, therefore, a customized course for improving auditors' capacities support our capacity development activities at the region.	First edition of a customized course for strengthening technical capacities of auditors and risk analysis officers for increasing Post Clearance Audit effectiveness, launched by April 2022.	1.0	4.0	5.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Reform management capacity strengthened or in place for reform implementation, including dedicated resources. Gender equality and transparency awareness increase at managerial level.	By delivering TA in the region, the Center has identified the need of strengthening management skills in middle- and high-level managers to formulate and implement sound reform and modernization programs. CAPTAC-DR defined the only one program in CAPDR region for strengthening managerial capacities of Customs and Tax administrations' authorities. The program was launched in FY2020 and it is planned to deliver it until FY2023 as first phase, jointly with the Institute for Fiscal Studies of Spain (IEF), CIAT, the WCO, the Spanish Agency for International Cooperation (AECID), the IDB and the National University of Distance Education in Madrid (UNED). The Pandemic for COVID-19 impeded to deliver the face-to-face phase of the second edition of this course, but such phase will be delivered in FY2022.	Third edition of the advanced course for the management of customs and tax Administrations is executed by April 2022. Face-to-face phase of the second edition of the advanced course for the management of customs and tax Administrations is executed by April 2022.	2.0	4.0	6.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Improved customs administration functions.	Foreign trade operators better comply with their reporting and payment obligations	Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	Restrictions imposed by governments to address Pandemic for COVID-19's crisis had led customs authorities to implement "work from home" policies to protect their officers but, at the same time maintain the operation at borders. For the same reason, CAPTAC-DR's training events were remotely delivered during FY2022 taking advantage of the technology available currently. One of these events was a series of 5 webinars on the IT tools available for improving Post Clearance Audit and Risk Managers. In these webinars CAPTAC-DR counted with broad participation (between 150 and 250 officers in each one) from customs administrations from CAPDR region, Bolivia, Colombia, Ecuador, Paraguay, Chile and Uruguay. Participants provided a rate of 4.8/5 as a satisfaction level, which demonstrate the need of continue with this CD activities to strengthen capacities of customs administrations.	A series of 5 webinars on Customs good practices ("customs virtual coffee") is delivered by April 2022.	1.0	1.0	2.0
<b>Total Region</b>					<b>13.0</b>	<b>25.0</b>	<b>38.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management	Better mitigation of risks through a compliance improvement program.	The risk analysis is more focused on border operations with a limited focus on post clearance audit and advance controls. An importers' segmentation based on risk levels was developed in FY2018 with support of CAPTAC-DR as the basis for implementing a new approach of risk management prior, during and post customs clearance. Customs administration has been working with tax administration in developing risk profiles using information from both administrations in a program called Pacay, however, it lacks a specific compliance improvement program to combat customs evasion. In the last mission from FAD HQ the need of implementing a Risk Management Strategy was identified and recommended to the Ministry of Finance. Early in 2021, Costa Rica and the IMF reached an EFF agreement in which was included a specific structural benchmark to approve a new tax compliance improvement plan by December 2021.	A Compliance Improvement Plan is approved by December 2021, defined jointly with the Tax Administration.	2.0	6.0	8.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	An integrated compliance risk management approach is still pending. Post Clearance Audit efforts are segmented in two administrative areas with a different approach and focused, and both with the need of strengthen capacities of their auditors and IT tools, among others. Costa Rica is not applying CAUCA IV provisions as the rest of the region, therefore, lacks the legal powers on PCA provided by such document. Based on the PCA regional diagnostic, the coverage of audits is low (only around of 0,30% of the importers) and revenue coming from PCA actions is only the 0,08% of the total annual revenue, even lower than the one coming from border controls (0.14%). The access to information from the Tax administration is still limited. The project "Hacienda Digital" currently under implementation at the Ministry of Finance, includes support to improve PCA capacities at Costa Rica Customs.	An action plan for improving Post Clearance Audit Capacities focused on sensitive sectors is implemented by April 2022.	1.0	6.0	7.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	Costa Rica is a contracting party of the WTO Trade Facilitation Agreement and currently a new national customs law is the process of endorsement by the Congress to adapt their legislation to such Agreement and to the Revised Kyoto Convention. The reengineering of customs and tax processes is included as a priority in the project "Hacienda Digital" which will also support the improvement of the IT customs system. Currently customs processes lack of enough HR, traceability, tools, controls, transparency, and in some cases, risk analysis practices, among other challenges. All the business processes at customs, tax and treasury administrations are not linked themselves and are managed as silos. In the last mission from FAD HQ the need of implementing a Digitalization Strategy was identified and recommended to the ministry of finance.	A Customs Modernization Strategy is defined by April 2022, in support to the project "Hacienda Digital".	2.0	6.0	8.0
<b>Total Costa Rica</b>					<b>5.0</b>	<b>18.0</b>	<b>23.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment and is not focused on critical risks' sectors. There is limited information exchanged with tax administration and the PCA audit is not monitored. Audits are not based on an effective risk assessment and collection of taxes is low, resulting in no risk sense for traders. PCA process is not clear, fractioned and the technical capacities of auditors need to be increased. In FY2021 with TA of CAPTAC-DR, the most sensitive sectors based on the risk level were identify and an action plan to improve PCA focused on such sectors was implemented.	Annual Customs Post Clearance Audit Plan defined focused on sensitive sectors by December 2021.	2.0	4.0	6.0
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	Customs service lacks a medium-term strategy. Strategic management is limited to report progress on projects. Organizational structure needs to be improved according with the new challenges faced by customs and with a medium-term modernization plan. There is not a culture of using indicators to make decisions at all levels.	A customs modernization strategic plan is approved by December 2021. A dashboard for strategic, tactical and operational indicators is adopted by December 2021.	1.0	3.0	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management	Improved identification, assessment, ranking and quantification of compliance risks.	An integrated compliance risk management approach is still pending. Customs controls are applied based on a selectivity IT system focused on the clearance process only. A new version of such IT platform was launched in 2020 including IA and data mining technology. The use of non-intrusive inspection equipment has been implemented in main borders and Acajutla Port. The administration counts with a risks registry that helps define the annual enforcement plan, but controls are apply as silos without a single compliance strategy based on an effective risk management. In FY2021 the most sensitive sectors based on the risk level were identify with TA of CAPTAC-DR.	A Compliance Improvement Plan is approved by April 2022. Definition of risk matrix focused on sensitive sectors, by December 2021.	2.0	6.0	8.0
<b>Total El Salvador</b>					<b>5.0</b>	<b>13.0</b>	<b>18.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Guatemala</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Active engagement with the trade community supports voluntary compliance. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	The new SAT's strategic plan includes, among other projects, the redefinition and automation of main customs processes and other customs modernization initiatives. CAPTAC-DR supported SAT in FY2018 and FY2019 in the definition of a customs modernization program called MIAD (Integral Customs Modernization Program), already part of the new strategic plan. MIAD aims at implementing international best practices including the WTO Trade Facilitation Agreement, strengthening fraud controls, increasing transparency, and implementing digitalization and risk management strategies. One of the strategic actions recommended by FAD in the 2016 mission was the Integrated Cargo Control Plan implemented in Puerto Quetzal, which is now including as part of the new Customs Modernization Program (MIAD).	Digitalization of the process for managing air cargo in customs warehouses by December 2021. A Port Community System model is defined for customs clearance at the international airport, by April 2022. New customs clearance model for sea cargo is defined by April 2022.	2.0	6.0	8.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Guatemala</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment strategy. Risk management is not fully integrated at customs. Lacks of an effective coordination with domestic taxes. Post clearance audit is conducted by an integrated tax-customs area out of the customs intendance, without significant results in terms of promoting voluntary compliance. Special procedures lack of effective customs controls. In FY2019 CAPTAC-DR supported the definition of an action plan to increase controls of royalties and right licenses.	Annual Customs post clearance plan is defined based on sensitive sectors, by December 2021. A single inter-institutional registry of traders authorized to operate special procedures, implemented by April 2022. Single account model for special procedures is defined by April 2022.	2.0	6.0	8.0
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	Customs inspection plans do not incorporate comprehensive risk assessment strategy. Risk management is not fully integrated at customs. A national 10-years policy for combating contraband and customs fraud was launched in 2018 with general inter-agency actions	Customs anti-fraud strategy for main customs offices, is defined by April 2022.	1.0	3.0	4.0
<b>Total Guatemala</b>					<b>5.0</b>	<b>15.0</b>	<b>20.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	Customs inspection plans do not incorporate comprehensive risk assessment. FAD and CAPTAC-DR have supported and information exchange initiatives among Customs, SAR and SEFIN to increase capacities for preventing and mitigating tax evasion risks. Guatemala and Honduras started a customs union initiative to facilitate movement of goods through borders. El Salvador joint such initiative in 2018. Customs union operations lack of effective controls by customs and SAT and they with their counterparts in Guatemala and El Salvador. The new Customs Agency initiated operations in January 2019, with former and new staff. During FY2021 CAPTAC-DR helped customs to develop a compliance improvement program focused on sensitive sectors.	Identification of specific risks faced on the sensitive sectors identified, executed by April 2022. Definition of field data collection' procedures for improving risk management, are defined by April 2022.	2.0	4.0	6.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Active engagement with the trade community supports voluntary compliance.	Honduras notified in 2014 its commitments category A under the WTO Bali Agreement. Lack of a process and procedures manual and a service desk for improving information dissemination to traders and other stakeholders. Trade operators' registration is weak and not validated with information from other agencies and customs. FAD and CAPTAC-DR have supported and information exchange initiatives among Customs, SAR and SEFIN to increase capacities for preventing and mitigating tax evasion risks.	A coordinated taxpayers' registry among Customs and Tax is implemented by April 2022.	1.0	4.0	5.0
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	The new Customs agency initiated operations in January 2020 and one of their priority is strengthening its institutionalization, being the post clearance audit an important building block for such a purpose. The former agency had customs inspection plans without incorporate comprehensive risk assessment strategy. Risk management was not a fully integrated effort. Lacks of an effective coordination with domestic taxes. Special procedures lacked of effective customs controls. The post clearance process has limitations in terms of methodology, information, HR, IT tools, risk management and results.	Annual post clearance audit plan focused on sensitive sector is defined by December 2021. Automation of transfer of goods among traders operating special procedures for improving traceability, is implemented by December 2021.	2.0	6.0	8.0
<b>Total Honduras</b>					<b>5.0</b>	<b>14.0</b>	<b>19.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Nicaragua</b>							
Improved customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations.	Risk-based control selectivity applied more consistently.	Inspection rate is lower than 20 percent but without an effective assertiveness rate. There is not an importer' segmentation based on risks in place. Customs inspection plans do not incorporate a comprehensive risk assessment strategy.	A action plan for improving risk identification criteria based on an importers' segmentation, is implemented by April 2022.	1.0	4.0	5.0
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment. Customs inspection is not focused on economic sectors. The use of non-intrusive inspection equipment has been implemented in main borders. Risk management is not integrated at customs. Lacks of effective coordinated with domestic taxes. Results of post clearance audit activities have potential to increase.	An action plan for improving post clearance audit is defined by April 2022.	1.0	4.0	5.0
<b>Total Nicaragua</b>					<b>2.0</b>	<b>8.0</b>	<b>10.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	Customs lacks of a risk management strategy. One hundred percent of final import declaration are reviewed during clearance process without high level of effectiveness. Inspection of goods during clearance process is conducted with limited capacities, and following discretionary criteria. Customs inspection of goods is not focused on economic sectors. Risk management is not fully integrated at customs. Lacks of an effective coordination with domestic taxes.	Identification of sensitive sectors based on risk levels identified by December 2021. Customs Risks' Matrix defined by priority sensitive sectors identified, by April 2022.	1.0	4.0	5.0
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	No integrated process management is applied. Management is performed by functions. In 2013, Panama adopted the Central America Customs Code (CAUCA by its acronym in Spanish) and its regulations, RECAUCA, but its customs procedures are not yet aligned with its provisions. In 2014, Panama notified the WTO its category A commitments under the WTO Trade Facilitation Agreement in 2014. A mission conducted by FAD in 2016 identified the need of defining a comprehensive trade facilitation strategy aligned with the WTO-TFA.	A trade facilitation strategy is designed by April 2022.	1.0	2.0	3.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate comprehensive risk assessment. Customs inspection is not focused on economic sectors. The use of non-intrusive inspection equipment has been implemented in main ports. Risk management is not an integrated effort. Lacks of effective coordinated with domestic taxes. Results of post clearance audit activities have a big potential to increase. Customs control is currently mostly focused on border controls. The post clearance process has limitations in terms of methodology, information, HR, IT tools, and risk management.	A pilot on a new post clearance audit model focused on sensitive sectors is implemented by December 2021.	1.0	4.0	5.0
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Multi-year reform implementation plan, with supporting resource plan, adopted and well communicated.	New authorities were appointed in the National Customs Agency in July 2019 as part of the change of government in Panama. The new Director General requested to FAD a diagnostic mission to define priority actions to be undertaken to reform and modernize the customs service in Panama, the last diagnostic mission was conducted in 2016. CAPTAC-DR would be part of the mission to be conducted by FAD.	A medium-term strategy is agreed with the authorities to reform and modernize Panama Customs Service, by April 2022.	2.0	4.0	6.0
<b>Total Panama</b>					<b>5.0</b>	<b>14.0</b>	<b>19.0</b>

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Improved customs administration functions.	Audit and anti-smuggling programs more effectively ensure enforcement of customs laws.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	One hundred percent of customs declarations are reviewed during clearance process. Customs advance controls are not applied. Customs controls are not based on a comprehensive risk management strategy. Post clearance audit is one of the strengthens of the customs administration, but is not focused on economic sectors and there are needs for stronger support to this type of controls. The recovery debts' capacity is low. An action plan to improve post clearance audit was defined in FY2019 with low implementation level. Fuel control actions were started in FY2020.	A post clearance audit program approved by December 2021, for improving compliance in fuel sector.	1.0	2.0	3.0
Strengthened revenue administration management and governance arrangements.	Corporate priorities are better managed through effective risk management.	Improved identification, assessment, ranking and quantification of compliance risks. Better mitigation of risks through a compliance improvement program.	One hundred percent of customs declarations are reviewed during clearance process. Customs advance controls are not applied. Customs controls are not based on a comprehensive risk management strategy. Post clearance audit is one of the strengthens of the customs administration but needs to be based on risk management.	Identification of sensitive sectors based on risk levels identified by December 2021.	1.0	3.0	4.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Strategic and operational plans prepared and adopted. Multi-year reform implementation plan, with supporting resource plan, adopted and well communicated.	A new government was elected in 2020 and a new Customs Director General was appointed who made changes in most of the medium-level functionaries. The current strategic plan is expiring this year and a new one must be defined according with the new strategic priorities from this government. The last diagnostic mission was delivered by FAD and CAPTAC-DR in FY2017.	A medium-term strategy is agreed with the authorities to reform and modernize Customs Administration's Service, by April 2022.	2.0	4.0	6.0

Customs Administration							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Improved customs administration functions.	Trade facilitation and service initiatives better support voluntary compliance.	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved.	The customs administration operate by functions instead of processes which benefit the creation of silos. Dominican Republic notified in 2014 its commitments to implement the WTO Trade Facilitation Agreement. The staffing at processes is an advantage in the Customs Administration, however, the definition of standard procedures and application of manual activities impact negatively in the movement of goods, transparency and simplification of customs processes. The implementation of the AEO program in the country is a good practice that helps decrease time release to the importers authorized under such program. In FY2018 CAPTAC-DR provided TA to Dominican Republic Customs to implement a business process management initiative, however, the administration didn't express interests for continuing with such initiative.	An action plan to improve trade facilitation on customs processes is defined by December 2021.	1.0	4.0	5.0
<b>Total Dominican Republic</b>					5.0	13.0	18.0
<b>Total Countries</b>					32.0	95.0	127.0
<b>Total Region</b>					13.0	25.0	38.0
<b>Total Budget</b>					45.0	120.0	165.0

## Public Financial Management

Improve public financial management by strengthening the medium-term budget process, government accounting, treasury management and implementation of medium-term fiscal and macroeconomic projections.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Planning, coordination, monitoring and follow-up of the TA in public financial management. Disclosure of the work done by CAPTAC-DR. Support to regional institutions in strengthening public financial management.	N.A	N.A	N.A	N.A	7.2	--	7.2
Improved PFM laws and effective institutions.	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced.	Strategic and/or operational PFM action plans.		Carry out 6 regional webinars, and produce knowledge notes on the region's experience in different fields: Active treasury management, electronic payment, progress in the IPSAS implementation processes, identification of fiscal risks due to natural disasters, Fiscal Transparency, by April 2022.	1.2	3.6	4.8
Fiscal policies and associated institutional frameworks consistent with progress towards SDGs.	Budget is an effective tool for the strategic allocation of resources towards policies that promote gender equality (SDG5).	Systems, processes and tools to plan, track and disclose allocations for gender equality and women's empowerment are in place (SDG 5.c.1).		Participants are trained with a satisfaction rate higher than 4.5 out of 5, by April 2022.	1.0	1.2	2.2
Improved budget execution and control.	Budget execution monitoring and controls are strengthened.	Coverage and quality of standards and procedures applied in internal audit (Record Score: PEFA PI-26).	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5, by April 2022.	1.0	2.4	3.4
Improved coverage and quality of fiscal reporting.	The chart of accounts and budget classifications are aligned with international standards.	Consistency and comparability of budget classification with international standards (Record Score: PEFA PI-4, FTC 1.3.1).		Participants are trained with a satisfaction rate higher than 4.5 out of 5, by April 2022.	1.0	2.4	3.4

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Region</b>							
Improved budget execution and control.	Appraisal, selection, and implementation of public investments is improved.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5, by April 2022.	0.8	2.4	3.2
Improved asset and liability management.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5, by April 2022.	1.2	2.4	3.6
<b>Total Region</b>					<b>13.4</b>	<b>14.4</b>	<b>27.8</b>
<b>Costa Rica</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PEFA PI-14: C+ FTC 2.1.2: Good	A methodology is defined for the elaboration of a macro fiscal risk report, by April 2022.	0.8	3.6	4.4
Strengthened identification, monitoring, and management of fiscal risks.	Central fiscal oversight and analysis of public corporation risks are strengthened.	Reporting specific fiscal risks (FTC 3.1.2).	FTC 3.1.2: Basic	Macroeconomic risk identification and statement, by April 2022.	0.8	3.6	4.4
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	Implementation of 3 nicsp of liability group, by April 2022.	0.8	4.8	5.6
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	At least five decentralized institution managed its resources through the TSA, by April 2022.	0.8	4.8	5.6
Improved budget execution and control	Budget execution monitoring and controls are strengthened	Coverage and quality of standards and procedures applied in internal audit (Record Score: PEFA PI-26)	N.A.	Build capacity in the internal audit team to support fiscal transparency through more timely and reliable controls, by April 2022.	0.4	2.4	2.8
<b>Total Costa Rica</b>					<b>3.6</b>	<b>19.2</b>	<b>22.8</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.8	3.6	4.4
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	IPSAS strategic implementation plan, operational. Updated accounting manuals, by April 2022.	1.2	6.0	7.2
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	At least one decentralized institution managed its resources through the TSA, by April 2022.	2.4	--	2.4
<b>Total El Salvador</b>					<b>4.4</b>	<b>9.6</b>	<b>14.0</b>
<b>Guatemala</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.8	3.6	4.4
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	FTC 3.1.2: Basic	Improved fiscal risk statement is published, by April 2022.	0.8	3.6	4.4
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	Decentralized institutions depositing liquid resources in a single account and making electronic payments, by April 2022.	2.4	2.4	4.8
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	N.D.	Automated registration and reconciliation of other non-tax income, collected online, by April 2022.	0.4	2.4	2.8
<b>Total Guatemala</b>					<b>4.4</b>	<b>12.0</b>	<b>16.4</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.8	4.8	5.6
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	FTC 3.1.2: Basic	Improved fiscal risk statement is published, by April 2022.	0.4	2.4	2.8
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	At least five trust funds on managed its resources through the TSA, by April 2022.	3.8	2.4	6.2
Improved PFM laws and effective institutions	More comprehensive legal framework covering all stages of the public financial management cycle is enacted.	Comprehensive PFM legislation (Record Score: FTC2.2.1)	To be defined.	Document the experience of internal audits in the monitoring and control of budget execution, by April 2022.	1.2	4.8	6.0
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	IPSAS implementation strategic plan prepared and formalized, by April 2022.	--	1.2	1.2
<b>Total Honduras</b>					<b>6.2</b>	<b>15.6</b>	<b>21.8</b>
<b>Nicaragua</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.8	4.8	5.6
<b>Total Nicaragua</b>					<b>0.8</b>	<b>4.8</b>	<b>5.6</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.6	3.6	4.2
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	FTC 3.1.2: Basic	Improved fiscal risk statement is published, by April 2022.	0.4	2.4	2.8
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	At least two decentralized entities or public companies admitted to the CUT, by April 2022.	3.6	0.0	3.6
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	Accounting policy for the patrimonial register of off-budget accounts payable is implemented, by April 2022.	0.4	2.4	2.8
Improved PFM laws and effective institutions.	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced.	Diagnostic of PFM systems.	N.D.	To be defined.	--	9.6	9.6
<b>Total Panama</b>					<b>5.0</b>	<b>18.0</b>	<b>23.0</b>

Public Financial Management							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term macro-fiscal framework that supports budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	PI-14: D+ FTC 2.1.2: Basic	The MoF is able to realize Long term Fiscal Sustainability analysis, by April 2022.	0.4	2.4	2.8
Strengthened identification, monitoring, and management of fiscal risks.	Disclosure and management of contingent liabilities and other specific risks are more comprehensive.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	FTC 3.1.2: Basic	A fiscal risk report is annexed to the budget law, by April 2022.	0.4	2.4	2.8
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2).	DPI 11-1: Effective Cash Flow Forecasting: B DPI 11-2: Effective Cash Balance Management: D	Legislative and judicial institutions manage their fund through the TSA, by April 2022.	3.6	0.0	3.6
Improved coverage and quality of fiscal reporting.	Comprehensiveness, frequency, and quality of fiscal reports is enhanced.	Fiscal reports' coverage of institutions (FTC 1.1.1).	FTC 1.1.1.: Advanced	Accounting manual updated with IPSAS recognition and registration policies implemented, by April 2022.	0.4	1.2	1.6
Improved PFM laws and effective institutions.	The capacity of ministry of finance to plan, implement and sustain PFM reforms is enhanced.	Diagnostic of PFM systems.	N.D.	To be defined.	2.4	9.6	12.0
<b>Total Dominican Republic</b>					<b>7.2</b>	<b>15.6</b>	<b>22.8</b>
<b>Total Countries</b>					<b>31.6</b>	<b>94.8</b>	<b>126.4</b>
<b>Total Region</b>					<b>13.4</b>	<b>14.4</b>	<b>27.8</b>
<b>Total Budget</b>					<b>45.0</b>	<b>109.2</b>	<b>154.2</b>

## Financial Supervision and Regulation

Implement and strengthen international best practices in financial supervision and regulation, including risk-based supervision, consolidated and cross-border supervision, and macroprudential supervision.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices.	The authorities approve an action plan that lays out key steps for implementing TA recommendations to implement IFRS relating to NPLs.	Appropriate planning document for the implementation is produced.	CAPTAC-DR has been supporting the CCSBSO's Accounting Standards Committee to move towards IFRS.	Guidelines to develop accounting provisions regarding non-current assets held for sale and discontinued operations are discussed and proposed, by April 2022. Supervisors are trained on IFRS Insurance contracts, by April 2022.	1.8	4.0	5.8
Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Banks send an internal capital adequacy assessment report to supervisors	A couple of years ago, CAPTAC-DR delivered a regional training on Pillar II implementation; a topic pending to be implemented in most countries in the region. The CCSBSO' Standards Group have requested assistance on developing minimum guidelines to implement Pillar II requirements.	Minimum guidelines on ICAAP supervisory procedures are designed and agreed, by April 2022. Supervisors are trained on ICAAP standards and supervision, by April 2022.	1.8	4.0	5.8
Manage TA on financial supervision and regulation.	Manage and coordinate CAPTAC-DR's TA on financial supervision and regulation.	Technical assistance backstopping. Dissemination of information. Documents for the IMF and for the Steering Committee.	Budgeted resources (person-weeks) for FY 2022 TA on financial supervision and regulation.	Contributions to FY 2023 program document, FY 2022 Annual Report, and other documentation to TA stakeholders are drafted, by April 2022.	3.0	--	3.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to develop supervisors' capacities on stress testing banks resilience.	A regional workshop on stress testing tools is designed and delivered, by April 2022.	1.0	3.0	4.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to taking stock on the impacts of climate change on financial stability and the supervisor's role and experiences.	A regional seminar on the impacts of climate change on financial stability and the supervisor's role is designed and delivered, by April 2022.	1.0	2.0	3.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Region</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to develop supervisors' capacities on fintech supervision and regulation.	A regional seminar on fintech supervision and regulation is designed and delivered, by April 2022.	1.0	2.0	3.0
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to bolster supervisors' capacities on credit portfolio supervision.	A regional workshop on credit portfolio supervision is designed and delivered, by April 2022.	1.0	3.5	4.5
<b>Total Region</b>					<b>10.5</b>	<b>18.5</b>	<b>29.0</b>
<b>Costa Rica</b>							
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	CONASSIF has amend the legal framework in Costa Rica, to grant supervisors power to implement an effective consolidated and cross-border supervision of financial groups. SUGEF is looking forward to update and enhance current regulatory framework on this regard.	Guidelines to revamp financial group's solvency and capital requirements regulatory framework are discussed and proposed, by April 2022.	2.0	5.5	7.5
Develop/strengthen banking regulations and prudential norms.	Supervisors and regulations require banks to have robust governance policies and processes covering among others effective board and senior management oversight and sound control environment.	Guidelines and regulations for corporate governance and internal controls are adopted.	CONASSIF has amend the legal framework in Costa Rica, to grant supervisors power to implement an effective consolidated and cross-border supervision of financial groups. SUGEF is looking forward to update and enhance current regulatory framework on this regard.	Guidelines to update corporate governance regulatory framework -applicable to financial groups- are proposed, by April 2022.	1.3	2.0	3.3

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Develop/strengthen banking regulations and prudential norms.	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Guidelines and regulations for risk measurement and management are adopted	CONASSIF has amend the legal framework in Costa Rica, to grant supervisors power to implement an effective consolidated and cross-border supervision of financial groups. SUGEF is looking forward to update and enhance current regulatory framework on this regard.	Guidelines to revamp related parties and wider-group provisions regulatory framework -applicable to financial groups- are discussed and proposed, by April 2022.	1.8	4.0	5.8
<b>Total Costa Rica</b>					<b>5.0</b>	<b>11.5</b>	<b>16.5</b>
<b>El Salvador</b>							
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices.	Enhanced knowledge of IFRS by CB supervisors and banks, including dealing with specific provisioning issues to balance requirements by IFRS and Basel principles.	Appropriate planning document for the implementation is produced.	CAPTAC-DR initiated a mid-term assistance to Salvadorian authorities on a roadmap to move towards IFRS adoption.	Authorities are supported in the assessment of comments received to public consultation of IFRS adoption plan, by April 2022. Regulator and supervisors are trained on credit risk provisioning under IFRS 9, by April 2022.	1.5	4.0	5.5
Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Banks send an internal capital adequacy assessment report to supervisors	As part of previous MCM TA mission, a road map to implement Basel standards included the introduction of ICAAP requirements.	Guidelines to introduce regulatory requirements for banks to develop an internal process to stress their capital are drafted, by April 2022. Supervisors and regulators are trained on ICAAP standards and supervision, by April 2022.	1.3	2.0	3.3
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process	CAPTAC-DR has been supporting Salvadorian authorities to strengthen market risk management and introduce capital requirements. Now, they look forward to introducing IRRBB management requirements.	Minimum guidelines for a IRRBB regulation are drafted, by April 2022. Supervisors and regulators are trained on IRRBB standards and supervision, by April 2022.	1.3	2.0	3.3

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	Risk based capital requirements are imposed and IS takes actions if insurers breach the requirements.	Enactment/Issuance of necessary amended legislation and regulation to establish risk based capital requirements covering all material risks and ladder of interventions based on the level of capital.	In the past, CAPTAC-DR has been supporting Salvadorian authorities to strengthen insurance sector supervision.	Guidelines to introduce regulatory reserves requirements on credit and operational risks are drafted, by April 2022. Supervisors and regulators are trained on reserves requirements, by April 2022.	1.5	3.0	4.5
<b>Total El Salvador</b>					<b>5.5</b>	<b>11.0</b>	<b>16.5</b>
<b>Guatemala</b>							
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	Risk based capital requirements are imposed and IS takes actions if insurers breach the requirements.	Recommendations provided by TA have been implemented.	SIB last self-assessment of IAIS Core Principles implementation is outdated (2014) The insurance supervisor plans to start a self-assessment process, and looks forward for an external support.	Improvement opportunities on insurance corporate governance framework are identified, by April 2022. Improvement opportunities on insurance risk management framework are identified, by April 2022. Supervisors are trained on ICP 7 and ICP 8 implementation, by April 2022.	2.5	5.5	8.0
Develop/strengthen banking regulations and prudential norms	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile.	Guidelines and regulations for risk measurement and management are adopted.	SIB considers that in spite of being legally banned, some domestic supervised entities actively operate with FX derivatives. Therefore, they need to regulate this practice and set prudential management requirements.	Guidelines to introduce management requirements to operate with FX derivatives is proposed, by April 2022. Regulators are trained on FX derivatives, by April 2022.	2.0	4.0	6.0
<b>Total Guatemala</b>					<b>4.5</b>	<b>9.5</b>	<b>14.0</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Bank risk assessment frameworks strengthened: Quality and timeliness of regulatory data enhanced; and Flexibility of reporting system improved.	Reports have been modified and adopted to require more relevant data for risk assessment.	In order to improve credit risk supervision, CAPTAC-DR is assisting the CNBS on developing a supervisory expected credit loss model, considering IFRS 9 and Basel new developments on the matter. Phase I covered the PD estimation methodology.	Follow up on recommendations from phase I, by April 2022.  Guidelines to estimate LGD are proposed, by April 2022.	2.0	5.5	7.5
Implement Basel II and III standards	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels.	Supervisors set different capital charges over minimum requirements to account for differing bank risk profiles and risk management capacity.	Supervisors plan to set different capital charges over minimum requirements to account for diverse bank risk profiles and risk management capacity.	Improvement opportunities on the CNBS' draft methodology for the assessment of domestic financial interconnectedness are identified, by April 2022.	1.8	4.0	5.8
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/ III requirements.	New liquidity regulations have been issued in line with Basel III requirements.	CAPTAC-DR supported the CNBS on the introduction of the LCR in its liquidity regulation. As per January 2020, the new LCR has been enforced. Continuing with its plan to strengthen liquidity risk supervision, the CNBS deems necessary to start the process to introduce the NSFR.	Minimum information needed to introduce a NSFR is identified, by April 2022. Supervisors are trained on liquidity risk and NSFR standard, by April 2022.	1.3	2.0	3.3
<b>Total Honduras</b>					<b>5.0</b>	<b>11.5</b>	<b>16.5</b>

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Nicaragua</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	The recent incorporation of new SIBOIF's supervisory staff make it necessary to bolster human resources capacities on off site supervision activities.	A training program on off site banking supervision is designed, by April 2022. Supervisors are trained on off site banking supervision, by April 2022.	2.5	5.5	8.0
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices	The authorities approve an action plan that lays out key steps for implementing TA recommendations	Approved action plan	Legally, SIBOIF's accounting standards apply only to operating banks (i.e. under prudential regulation), but not to banks under liquidation. SIBOIF deems necessary to introduce standards on the liquidation basis of accounting to be applied in the future, should cases arise.	Guidelines to set standards on the liquidation basis accounting applicable to banks under liquidation are developed, by April 2022.	2.0	4.0	6.0
<b>Total Nicaragua</b>					<b>4.5</b>	<b>9.5</b>	<b>14.0</b>
<b>Panama</b>							
Implement Basel II and III standards.	Banking legislation and regulations are aligned with Basel II/ III requirements.	New Capital regulation and minimum requirements are issued in line with Basel II / III requirements.	Following its regulatory roadmap to move towards Basel standards, the SBP deems necessary to introduce Basel's capital conservation buffer.	Assess the impact of implementing a new capital conservation buffer requirement, by April 2022. Draft guidelines for a regulation to introduce a capital conservation buffer requirement, by April 2022.	2.0	5.5	7.5
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	To continue implementing an effective consolidated supervision of banking groups, SBP deems necessary to reactivate the domestic committee on consolidated supervision, including other relevant domestic supervisors in the supervisory process.	Relevant domestic supervisors are trained on prudential standards and practices on financial groups supervision, by April 2022.	1.5	3.5	5.0

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process	As part of the implementation of Basel standards, SBP plans to introduce the IRRBB standard.	Guidelines for a IRRBB regulation are drafted, by April 2022.  IRRBB supervision tools and procedures are developed, by April 2022. Supervisors are trained on IRRBB standards and supervision, by April 2022.	1.5	2.0	3.5
<b>Total Panama</b>					<b>5.0</b>	<b>11.0</b>	<b>16.0</b>
<b>Dominican Republic</b>							
Develop/strengthen banking regulations and prudential norms	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile.	Guidelines and regulations for risk management are adopted	CAPTAC-DR has been assisting the SIB to enhance its regulatory framework and move towards Basel standards. Before introducing market risk capital requirements, the SIB still needs assistance to bolster market risk management requirements and develop supervisor's capacities.	Follow up on previous TA recommendations regarding market risk management, by April 2022. Identify improvement opportunities to the drafted market risk regulation by SIB, by April 2022. Train supervisors on market risk management standards and best practices, by April 2022.	1.5	3.5	5.0
Develop/strengthen banking regulations and prudential norms	Supervisors and regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile.	Guidelines and regulations for risk management are adopted	CAPTAC-DR has assisted the SIB to enhance its supervisory capacities on operational risk and move towards Basel standards. Before introducing operational risk capital requirements, the SIB plans to bolster its regulatory framework.	Follow up on previous TA recommendations regarding operational risk supervision, by April 2022. Develop minimum regulatory guidelines to enhance the operational risk regulatory framework, by April 2022.	1.2	3.0	4.2
To strengthen supervision of trading and trading operators	Authorities commit to changes to the securities supervisory framework	Authorities adopt an action plan for implementing an enhanced framework	Following previous diagnostic mission by US SEC , the SIMV set as key strategic objective to implement a RBS approach in the securities market.	A roadmap to implement a RBS framework is proposed, by April 2022. Supervisors are trained on RBS approach, by April 2022.	1.2	3.0	4.2

Financial Supervision and Regulation							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	Banks submit reports on standalone and consolidated basis.	With the assistance of CAPTAC-DR, the SIB and other domestic supervisors have started the implementation of a Consolidated Supervision Committee, as a forum for the cooperation and coordination for the supervision of financial groups.	Guidelines to operationalize the domestic committee for financial groups supervision are agreed among relevant supervisors, by April 2022. Mechanisms to facilitate information exchange and joint supervision activities among domestic supervisors, are designed and formalized, by April 2022.	1.2	2.0	3.2
<b>Total Dominican Republic</b>					<b>5.0</b>	<b>11.5</b>	<b>16.5</b>
<b>Total Countries</b>					<b>34.5</b>	<b>75.5</b>	<b>110.0</b>
<b>Total Region</b>					<b>10.5</b>	<b>18.5</b>	<b>29.0</b>
<b>Total Budget</b>					<b>45.0</b>	<b>94.0</b>	<b>139.0</b>

## Real Sector Statistics

Improve the quality of national accounts and prices' statistics in the region by promoting the compilation of reliable and coherent statistics, according to international best practices, to contribute to their harmonization and facilitate timely and informed decision-making of economic policy.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
SC FY21 and LTX Retreat.	NA	NA	NA	NA	0.4	--	0.4
CAPTAC-DR management FY22.	Give continuity to the CAPTAC-DR activities.	Documents developed, agreed with STA and WHD, as well as country authorities.	CAPTAC-DR needs to report annual activities.	Draft contributions to FY 2022 Annual Report, and other documentation to NA authorities and WHD, as well as support to STA activities.	3.0	--	3.0
Regional groups, CMCA, ECLAC.	Represent Real Sector Statistics Area in regional agencies.	NA	NA	Relative to the baseline, the real sector statistics area need to be represented in regional agencies by April 2022.	1.0	--	1.0
Business continuity of national accounts and price indices owing to the impact of COVID-19 pandemic.	Staff capacity increased through training, especially on compilation methods (DQAF 0.2) and the impact of the COVID19 Pandemic in business continuity of national accounts and price statistics.	The number of staff trained on business continuity of national accounts and the CPI is adequate.	The number of staff trained on business continuity of these statistics is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on business continuity of national accounts and the CPI is adequate by April 2022 (Average of 3 technicians by country member).	0.8	0.8	1.6
Alternative data sources for price indices.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate, by April 2021.	Relative to the baseline, the number of staff trained to compile price indices is adequate by April 2022 (Average of 3 technician by country member).	1.4	1.4	2.8
Harmonization of National Accounts with Government Finance Statistics.	Staff capacity increased through training, especially on harmonizing the data sources and concepts between national accounts and GFS (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2021).	Relative to the baseline, the number of staff trained to compile national accounts for the general government sector harmonized with GFS is adequate by April 2022. (Average of 2 technician by country member).	1.4	1.4	2.8

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Region</b>							
Distributional Accounts and Inequality.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2021).	Relative to the baseline, the number of staff trained to compile distributional accounts is adequate by April 2022. (Average of 3 technician by country member).	1.2	1.2	2.4
Linkages between national accounts statistics and other macroeconomic statistics.	Staff capacity increased through training, especially on compilation methods and , and dissemination (DQAF 0.2).	The number of staff trained to compile these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2021).	Relative to the baseline, the number of staff trained on the linkages of national accounts and other macroeconomic statistics is adequate by April 2022 (Average of 3 technician by country member).	1.2	1.2	2.4
<b>Total Region</b>					<b>10.4</b>	<b>6.0</b>	<b>16.4</b>
<b>Costa Rica</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide	The general framework, concepts and definitions broadly follow the 2008 SNA	New national accounts statistics as set out in the latest 2008 SNA are available and are suitable for decision-making, by April 2021, but require further review.	Relative to the baseline, advances in the review of the compilation of the annual series of the GDP by industry and expenditure approach, in line with the 2008 SNA, in the context of the new base year project. Relative to the baseline, advances in the review of the compilation of the accounts by institutional sector according to the 2008 SNA, in the context of the new base year project.	0.8	1.0	1.8

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	ISWGNA recommended tables and accounts: financial accounts for all sectors balance sheets, revaluation and other volume changes in asset accounts for all sectors. Scope covers 2008 SNA accounts/aggregates: Minimum requirements specified by ISWGNA: quarterly value added and GDP at current and constant prices by activity ISWGNA recommended tables and accounts: quarterly value-added components by industry at current price.	The range of accounts/aggregates compiled and disseminated satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year 2017, by April 2021, but require further review.	Financial accounts, balance sheets, and revaluation and other volume changes in asset accounts for all sectors are developed to meet national data req. and ISWGNA minimum recommended tables & accounts. Additional quarterly Supply and Use Tables are developed to give more consistency to the quarterly GDP and meet national data requirements and ISWGNA minimum requirements.	0.8	1.0	1.8
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	Economic surveys by industry do not gather the data to measure sales and purchases by product and their uses, in the context of the new base year project to 2017, by April 2021.	Relative to the baseline, the number of staff trained to compile short-term indicators is adequate (three staff trained). VAT Digital invoices will be used to compile volume and price indices, as well as the supply and use table, by April 2023.	0.9	2.7	3.6
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs.	Other statistical procedures employ sound statistical techniques. Appropriate techniques used for the adjustment of weights; Calculation of elementary indexes; Aggregation of higher level indexes; and Weight reference period.	Sound statistical techniques are not used to compile Services Volume Indexes that cannot be obtained through VAT Digital Invoices by April 2021.	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Services Volume Indices that cannot be obtained by using VAT Digital Invoices, by April 2023.	0.8	1.8	2.6

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to guaranty the methods applied, in particular, seasonal adjustment, and its harmonization with the annual series, by April 2021.	Relative to the baseline, review the disseminated quarterly national accounts series, base year 2017, and train staff in compilation methods, in particular, in the application of seasonal adjustment, by April 2022.	1.2	--	1.2
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2020 CPI and 2004 PPI Handbook.	The general framework, concepts and definitions do not fully followed, as relevant, the 2020 CPI and 2004 PPI Manuals, by April 2021.	Relative to the baseline, revision of the PPI base year 2012, in the context of the rebasing project to 2017. Relative to the baseline, revision of the CPI base year 2015, in the context of the rebasing project to 2017, are made by April 2023.	0.2	1.7	1.9
<b>Total Costa Rica</b>					<b>4.7</b>	<b>8.2</b>	<b>12.9</b>
<b>El Salvador</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are available and are suitable for decision-making, by April 2025	Relative to the baseline, advances in the review of the compilation of the annual series of the GDP by production and expenditure approaches and the supply and use tables, in line with the 2008 SNA, in the context of the new base year project.	1.4	--	1.4

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	ISWGNA recommended tables and accounts: financial accounts for all sectors balance sheets, revaluation and other volume changes in asset accounts for all sectors  Scope covers 2008 SNA a/cs/aggregates: Minimum requirements specified by ISWGNA annual sector a/cs (until net lending): non-financial corporations financial corporations general government sector households on-profit institutions serving households.	The range of accounts/aggregates compiled and disseminated do not satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year, by April 2021.	Relative to the baseline, additional annual accounts (until net lending) by institutional sectors are developed to meet national data requirements and ISWGNA minimum requirements.  Relative to the baseline, additional financial accounts for all sectors are developed to meet national data requirements and ISWGNA minimum requirements.	1.3	4.3	5.6
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination	The number of staff trained to compile and disseminate these statistics is adequate.	Sound statistical techniques are not used to compile volume indexes where few information is available by April 2021.	Relative to the baseline, the number of staff trained to compile volume indices or volume measures is adequate (three staff trained).	0.6	2.9	3.5
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Source data for estimating the non observed economy is incomplete, as of April 2021.	Relative to the baseline, employment matrices are compiled to estimate the informal sector and employment by gender, by April 2023. Some progress will be achieved by April 2022.	0.6	2.9	3.5

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>El Salvador</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to strengthen their analysis and scope in order to make their estimation more agile and efficient.	Relative to the baseline, review the disseminated quarterly national accounts series, and train staff in compilation methods by April 2022.	4.5	--	4.5
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2020 CPI Manual. Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Handbook.	The general framework, concepts and definitions do not fully followed, as relevant, the 2020 CPI and 2004 PPI Manuals, by April 2021.	Relative to the baseline, deviations from the 2020 CPI are reduced, by April 2024. Relative to the baseline, deviations from the 2004 PPI are reduced, by April 2024.	0.2	1.7	1.9
<b>Total El Salvador</b>					<b>8.6</b>	<b>11.8</b>	<b>20.4</b>
<b>Guatemala</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained on applied sampling techniques is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on applied sampling techniques is adequate by April 2022.	1.3	2.4	3.7

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Guatemala</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide (DQAF 2.1).	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2020 CPI Handbook and 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2020 CPI and 2004 PPI Manuals, by April 2021.	Relative to the baseline, deviations from the 2020 CPI and 2004 PPI Manuals are reduced, by April 2022.	0.4	1.5	1.9
<b>Total Guatemala</b>					<b>1.7</b>	<b>3.9</b>	<b>5.6</b>
<b>Honduras</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest 2008 SNA manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are not available and are not suitable for decision-making, by April 2021.	Annual accounts, in current values and volume, in the context of the new base year and implementing the main recommendations of the 2008 SNA, supply and use tables are available by April 2022.	1.0	4.5	5.5
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Source data for estimating the non observed economy is incomplete, as of April 2021.	Relative to the baseline, employment matrices are compiled to estimate the informal sector and employment by gender, by April 2023. Some progress will be achieved by April 2022.	1.0	2.8	3.8

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	ISWGNA recommended tables and accounts: financial accounts for all sectors balance sheets, revaluation and other volume changes in asset accounts for all sectors. Scope covers 2008 SNA a/cs/ aggregates: Minimum requirements specified by ISWGNA annual sector a/cs (until net lending): non-financial corporations financial corporations general government sector households on-profit institutions serving households.	The range of accounts/aggregates compiled and disseminated do not satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year, by April 2021.	Relative to the baseline, additional annual accounts (until net lending) by institutional sectors are developed to meet national data requirements and ISWGNA minimum requirements.  Relative to the baseline, additional financial accounts for all sectors are developed to meet national data requirements and ISWGNA minimum requirements.	1.4	6.8	8.2
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs (DQAF 3.3 and/or 3.4).	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	Quarterly national accounts series need to be assessed to ensure that the methods applied follow international standards and are harmonized with the annual series, by April 2021.	Relative to the baseline, review the disseminated quarterly national accounts series, and improve the compilation methods (benchmarking and seasonal adjustment), by April 2022.	5.0	--	5.0
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	National accounts statistics are consistent or reconcilable with external sector statistics and the classification used for the balance of payments and IIP statistics is in broad conformity with guidelines outlined in the relevant manual (BPM6).	Goods and services account, primary and secondary income account of the BoP is in line with the latest guideline in the 6MBP. Data for the maquila sector in national accounts and balance of payments is consistent.	The BoP in according to the 6MBP and harmonized with the national accounts concepts in the context of the rebasing project of national accounts.	Relative to the baseline, upgrading the BoP to disseminate new data set in line with the BPM6.	0.5	2.2	2.7

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the concepts and definitions of the latest manual/guide (DQAF 2.1).	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2020 CPI Handbook and 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2020 CPI and 2004 PPI Manuals, by April 2021.	Relative to the baseline, deviations from the 2020 CPI and 2004 PPI Manuals are reduced, by April 2022.	0.8	3.0	3.8
<b>Total Honduras</b>					<b>9.7</b>	<b>19.3</b>	<b>29.0</b>
<b>Nicaragua</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are not available and are not suitable for decision-making, by April 2021.	Relative to the baseline, important advances in the compilation of a quarterly Supply and Use Tables and the quarterly GDP by the income approach for the new reference year 2018, according to the 2008 SNA are made, by April 2023. Relative to the baseline, important advances in the compilation of an Input-Output Tables for the new reference year, according to the 2008 SNA are made, by April 2023.	1.0	4.5	5.5

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Nicaragua</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	ISWGNA recommended tables and accounts: financial accounts for all sectors balance sheets, revaluation and other volume changes in asset accounts for all sectors. Scope covers 2008 SNA a/cs/ aggregates: Minimum requirements specified by ISWGNA annual sector a/cs (until net lending): non-financial corporations financial corporations general government sector households on-profit institutions serving households.	The range of accounts/aggregates compiled and disseminated do not satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year, by April 2021.	Relative to the baseline, additional annual accounts (until net lending) by institutional sectors are developed to meet national data requirements and ISWGNA minimum requirements, in particular, for the government. Relative to the baseline, additional financial accounts for all sectors are developed to meet national data requirements and ISWGNA minimum requirements.	1.0	4.5	5.5
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Source data for estimating the non observed economy is incomplete, as of April 2021.	Relative to the baseline, employment matrices are compiled to estimate the informal sector and employment by gender, by April 2023. Some progress will be achieved by April 2022.	1.0	2.7	3.7
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	A new data set has been compiled and disseminated internally and/or to the public.	New national accounts statistics, as set out in the latest 2008 SNA manual, are available.	New national accounts statistics as set out in the latest 2008 SNA are not available and are not suitable for decision-making, by April 2021.	Advances in the compilation of the production of databases, the services of manufacture of inputs owned by third parties, and the new reference interest rate for the financial services indirectly measured (FISIM) are made by April 2022.	1.0	4.5	5.5

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Nicaragua</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using appropriate statistical techniques, including dealing with data sources, and/or assessment and validation of intermediate data and statistical outputs	Other statistical procedures employ sound statistical techniques. Appropriate techniques used for the adjustment of weights; Calculation of elementary indexes; Aggregation of higher level indexes; and weight reference period.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manuals, by April 2021.	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Producer Price Indices by April 2022.	0.3	3.5	3.8
<b>Total Nicaragua</b>					<b>4.3</b>	<b>19.7</b>	<b>24.0</b>
<b>Panama</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide.	The scope covers 2008 SNA accounts/ aggregates: Minimum requirements specified by ISWGNA: quarterly expenditures of GDP at current and constant prices ISWGNA recommended tables and accounts: annual supply and use tables.	The range of accounts/aggregates compiled and disseminated do not satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year, by April 2021.	Relative to the baseline, annual and quarterly aggregates of household consumption expenditure at current & constant prices are developed to meet national data requirements and ISWGNA minimum requirements by April 2022. Relative to the baseline, progress in the compilation of supply and use tables in the context of the rebasing project to 2018 and according to the 2008 SNA is achieved by April 2022.	1.3	1.5	2.8

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	ISWGNA recommended tables and accounts: financial accounts for all sectors balance sheets, revaluation and other volume changes in asset accounts for all sectors. Scope covers 2008 SNA a/cs/ aggregates: Minimum requirements specified by ISWGNA annual sector a/cs (until net lending): non-financial corporations financial corporations general government sector households no-profit institutions serving households.	The range of accounts/aggregates compiled and disseminated do not satisfy national data needs, or is complete relative to the ISWGNA minimum requirements and/or the recommended tables and accounts for the new base year, by April 2021.	Relative to the baseline, progress on the compilation of annual accounts (until net lending) by institutional sectors is attained by April 2022 to meet national data requirements and ISWGNA minimum requirements. Relative to the baseline, progress in the compilation of financial accounts for all sectors is achieved by April 2022 to meet national data requirements and ISWGNA minimum requirements.	0.5	5.0	5.5
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Source data are adequate for the compilation of the national accounts	Source data to compile periodic benchmark estimates comprehensive, reasonably approximate definitions, scope, classifications, valuation, and time of recording required and timely. Additional data needed to compile supply tables are available.	Source data for estimating trade and transport margins is outdated, as of April 2021.	Relative to the baseline, advances are made in the improvement to source data used in the context of the rebasing project to 2018, by April 2022. The survey on trade margins and distribution channels is conducted in the framework of the rebasing of the national accounts to 2018.	0.5	3.3	3.8
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Source data are adequate for the compilation of the national accounts (DQAF 3.1).	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Source data for estimating the non observed economy is incomplete, as of April 2021.	Relative to the baseline, employment matrices are compiled to estimate the informal sector and employment by gender, by April 2023. Some progress will be achieved by April 2022.	0.5	3.2	3.7

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained on the recommendations of the 2008 SNA is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on the recommendations of the 2008 SNA is adequate by April 2022.	0.4	2.3	2.7
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Data are compiled and disseminated using the coverage and scope of the latest manual/guide	Exclusions from coverage and scope of the CPI are clearly noted and explained, and reflecting internationally accepted standards, guidelines, and good practices: For XMPI, all international trade in goods and services is included. Exclusions from coverage and scope clearly noted and explained, and reflect internationally accepted standards, guidelines, and good practices: For the PPI, total output of resident establishments is included. Includes primary and secondary production.	The general framework, concepts and definitions do not fully follow, as relevant, the 2020 CPI, the 2004 PPI, and the 2009 XMPI Handbook, by April 2020.	Relative to the baseline, coverage and scope are expanded to include more output of resident establishments are made by April 2022. Relative to the baseline, more international goods and services are covered, for Panama and the Colon Zone, by April 2022. Relative to the baseline, coverage and scope are expanded to include an updated basket of products by April 2022.	0.8	4.7	5.5
<b>Total Panama</b>					<b>4.0</b>	<b>20.0</b>	<b>24.0</b>

Real Sector Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained on quarterly accounts and on quarterly supply and use table is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on quarterly accounts and quarterly supply and use table is adequate by April 2022.	1.0	4.3	5.3
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained on sectoral accounts is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on sectoral accounts is adequate by April 2022.	0.2	2.7	2.9
Strengthen compilation and dissemination of macroeconomic and financial statistics for decision making according to internationally accepted statistical standards, including developing statistical infrastructure, source data, serviceability and/or metadata.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained on price statistics is inadequate, by April 2021.	Relative to the baseline, the number of staff trained on price statistics is adequate by April 2022.	0.8	1.1	1.9
<b>Total Dominican Republic</b>					<b>2.0</b>	<b>8.1</b>	<b>10.1</b>
<b>Total Countries</b>					<b>35.0</b>	<b>91.0</b>	<b>126.0</b>
<b>Total Region</b>					<b>10.4</b>	<b>6.0</b>	<b>16.4</b>
<b>Total Budget</b>					<b>45.4</b>	<b>97.0</b>	<b>142.4</b>

## Government Finance Statistics

Strengthen the compilation and dissemination of financial and macroeconomic statistical data for decision making.

Region							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Planning, coordinating, monitoring and following-up of the TA in GFS and PSDS. Disclosure of the work done by CAPTAC-DR. Supporting regional institutions in strengthening government finance statistics.	Effective and transparent TA management. Effective cooperation with other TA providers and donors. Satisfactory response to requests from the Center's stakeholders.	Reports for CAPTAC-DR related Committees and other stakeholder. Annual and quarterly reports with assessment of the LTX on the evolution of the activity of strengthening GFS and PSDS in the region.	The countries of the region require international support to strengthen their GFS and PSDS.	Preparation of the Work Plan for fiscal year 2023. Preparation of the Annual Report for fiscal year 2022. Preparation of quarterly monitoring reports.	5.0	--	5.0
Assist the Regional Councils of Central Bank Governors (CMCA) and Ministers of Finances (COSEFIN) to follow up with the strategy for GFS and PSDS regional harmonization and publication, including the first regional analytical report and COVID-19 related operations.	Strategy for GFS and PSDS harmonization revised and implemented for FY2022.	Improved publication tables and harmonized indicators prepared for publication. Support the continues preparation and enhacemnet of the regional fiscal analytical report.	COSEFIN and CMCA demonstrated a great impetus to promote regional fiscal statistics harmonization, as done with BOP and Monetary and Financial Statistics. To date, there is no regional fiscal analytical resports or publication of GFS and PSDS harmonized data done by member countries.	Improve the harmonized GFS and PSDS data published for the first time in Dec 2019 in the region. Support countries to expand data coverage for publication for FY2022 (phase III). Aid further develop the first regional fiscal analytical report.	3.0	3.0	6.0
Assist the Regional Councils of Central Bank Governors (CMCA) and Ministers of Finances (COSEFIN) to finalize the design of the strategy for the regional harmonization of GFS and PSDS and other macroeconomic statistical regional datasets (national accounts; BOP and external sector; monetary and financial statistics).	Strategy for the harmonization of GFS and PSDS with other macroeconomic statistics implemented for FY2022.	Work plan designed and at least 3 workshops organized with this objective.	COSEFIN and CMCA demonstrated a great impetus to promote regional fiscal statistics harmonization, as done with BOP and Monetary and Financial Statistics. To date, initiatives to harmonize all four macroeconomic statistics are restrict to GFS-SNA joint events with a preliminary work plan.	Support countries to address data gaps and coverage needs to gradually guarantee consistency among the macroeconomic statistics.	3.0	3.0	6.0

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Regional Workshop "Building Transparency in Central America: Work Plan to harmonize macroeconomic statistics".	Staff capacity increased, and initial regional harmonization work is taking place.	Work plans are finalized and at least three meetings were held on the topic.	The analytical capacity building to guarantee consistency of GFS and PSDS data compiled with other macroeconomic statistics needs to be improved.	Improve general government coverage of GFS and PSDS for at least 3 of CAPTAC-DR member countries by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.0	3.0	5.0
Regional Workshop "Developing Governance: GFS Regional Analytical Reporting".	Staff capacity increased, and improved regional analytical GFS report is provided to CMCA and COSEFIN authorities.	Analytical regional fiscal report is regularly presented to CMCA and COSEFIN authorities.	The analytical capacity building to fiscal analysis making use of GFS and PSDS indicators needs to be improved.	Support member countries produce at least 2 regional fiscal reports by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	1.0	3.0	4.0
Regional Seminar "Compiling improved social security schemes fiscal data".	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	In countries such as Guatemala, Dominican Republic, Honduras and Costa Rica, both the compilation of data and the sustainability of the social schemes need to be improved through capacity building.	Improve coverage of GFS to include social security schemes by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.0	4.0	6.0
Regional Workshop "Building consistency between GFS and SNA: International experience"	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	The analytical capacity building for the harmonization of these statistics needs to be improved.	Support member countries finalize the work plan and prepare preliminary work by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	1.0	4.0	5.0
Regional Workshop "Building consistency between GFS and Monetary and Financial Statistics: International experience"	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	The analytical capacity building for the harmonization of these statistics needs to be improved.	Support member countries design and approve the work plan and prepare preliminary work by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	1.0	4.0	5.0

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
Regional Workshop "Building consistency between GFS and External Sector Statistics: International experience"	Staff capacity increased, as well as data prepared for publication and dissemination.	Aide-memoire on the main recommendations to improve regional harmonized data.	The analytical capacity building for the harmonization of these statistics needs to be improved.	Support member countries design and approve the work plan and prepare preliminary work by March 2022. Not less than 14 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	1.0	4.0	5.0
<b>Total Region</b>					<b>19.0</b>	<b>28.0</b>	<b>47.0</b>
Costa Rica							
Improve country's capacity to compile and disseminate central government GFS and PSDS and support the transition to GFSM 2014.	Staff capacity increased, as well as data prepared for publication and dissemination.	Monthly central government GFS, including ODs (desconcentradas) and extrabudgetary units are compiled and disseminated.	GFS for consolidated central government operations are not regularly disseminated (just budgetary central government).	Compile consolidated central government GFS and PSDS data for regular dissemination by April 2022.	1.0	2.0	3.0
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2022.	1.0	2.0	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are improved, and datasets include main SOE's and partial data on stocks.	GFS for general government operations and main SOE's are compiled and disseminated annually.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations and main SOE's are compiled and disseminated annually by April 2022.  Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks.	1.0	2.0	3.0

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Costa Rica</b>							
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2022.	1.0	2.0	3.0
<b>Total Costa Rica</b>					<b>4.0</b>	<b>8.0</b>	<b>12.0</b>
<b>El Salvador</b>							
Expand coverage of high frequency GFS publication, including the 4 main SOE's (quarterly or monthly).	Annual and subannual GFS data for the 4 main SOE's are compiled and disseminated according to international standards for decision making.	GFS for 4 nonfinancial corporations operations are compiled and disseminated on a quarterly and annual basis.	GFS for general government operations are compiled, and are being gradually aligned with international standards.	Relative to the baseline, GFS for 4 nonfinancial corporations operations are regularly compiled and disseminated on a quarterly basis by April 2022 and included in GFS fiscal tables.	1.0	3.0	4.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are improved, and datastes include main SOE's.	GFS for general government operations and main SOE's are compiled and disseminated annually including partial data on stocks.	GFS for general government operations do not include data on the 4 main SOE's.	Relative to the baseline, GFS for general government operations and 4 main SOE's are compiled and disseminated annually by April 2022. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks.	1.0	3.0	4.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies and different coverages between PSDS published by different institutions.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile criteria between the CB and the MOF, include additional data on other accounts payable and finalize the estimation of nominal value of loans and debt securities by April 2022.	1.0	3.0	4.0
<b>Total El Salvador</b>					<b>3.0</b>	<b>9.0</b>	<b>12.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Guatemala</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2022.	1.0	2.0	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are improved, and datasets include main SOE's and partial data on stocks.	GFS for general government operations and main SOE's are compiled and disseminated annually.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations and main SOE's are compiled and disseminated annually by April 2022.  Relative to the baseline, annual data dissemination to the IMF GFSY is improved, including partial data on stocks.	1.0	2.0	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	1.0	3.0	4.0
Improve country's capacity to compile and disseminate social security scheme GFS and PSDS and support the transition to the GFSM 2014 framework.	Staff capacity increased, as well as data prepared for publication and dissemination.	Quarterly general government GFS, including data from the social security scheme are compiled and disseminated.	GFS for consolidated general government operations are not regularly disseminated (just annually).	Compile consolidated general government GFS and PSDS with improved data for the social security scheme for regular dissemination by April 2022.	1.0	1.0	2.0
<b>Total Guatemala</b>					<b>4.0</b>	<b>8.0</b>	<b>12.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Honduras</b>							
Expand coverage of high frequency GFS publication (quarterly or monthly).	General government subannual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on a quarterly basis.	GFS for general government operations are not compiled and disseminated on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a quarterly basis by April 2021.	1.0	2.0	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datastes include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by December 2020. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks.	1.0	2.0	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	1.0	2.0	3.0
Support country to improve GFS and PSDS data on PPPs, concessions and COFOG for central government	Staff capacity increased, as well as data prepared for publication and dissemination.	At least 2 customized hands-on sessions are held to support capacity building and improve data gaps.	GFS for consolidated central government operations are not regularly disseminated (just budgetary central government).	Not less than 30 participants are trained through hands-on customized events. Participants have a satisfaction indicator higher than 4.5 out of 5.	0.0	3.0	3.0
<b>Total Honduras</b>					<b>3.0</b>	<b>9.0</b>	<b>12.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Nicaragua</b>							
Assess data gaps on source data to prepare data for high frequency GFS publication (quarterly or monthly).	Central government annual and subannual GFS are compiled and disseminated using the international most updated framework.	GFS for central government operations are compiled and disseminated on a monthly/quarterly basis.	GFS for central government operations are not compiled and disseminated on a monthly/quarterly basis according to international standards, just a national presentation aligned with the medium-term fiscal framework.	Relative to the baseline, GFS for central government operations are compiled and disseminated on a monthly quarterly basis by April 2022.	1.0	2.0	3.0
Assess data gaps on source data to prepare above and below the line reconciled GFS.	Central government GFS are improved, including data on financing and the reconciliation of these data with above the line GFS.	Above and below the line GFS for central government operations are reconciled and regularly disseminated.	Above and below the line GFS for central government operations are not reconciled and are not regularly published or disseminated.	Relative to the baseline, above and below the line GFS for central government operations are reconciled by April 2022.	2.0	4.0	6.0
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government , reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2021.	1.0	3.0	4.0
<b>Total Nicaragua</b>					<b>4.0</b>	<b>9.0</b>	<b>13.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Panama</b>							
Expand coverage of GFS to general government (annual data).	General government annual GFS are compiled and disseminated (quarterly or monthly).	GFS for general government operations are compiled and disseminated on an annual basis.	GFS for general government operations present data gaps and coverage limitations.	Relative to the baseline, GFS for general government operations are compiled and disseminated regularly on an annual basis by April 2022.	1.0	2.0	3.0
Assess data gaps on source data to prepare above and below the line reconciled GFS.	Central government GFS are improved, including data on financing and the reconciliation of these data with above the line GFS.	Above and below the line GFS for central government operations are reconciled and regularly disseminated.	Above and below the line GFS for central government operations are not reconciled and are not regularly published or disseminated.	Relative to the baseline, above and below the line GFS for central government operations are reconciled by April 2022.	2.0	3.0	5.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government and main SOE's are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government and main SOE's, reconcile residence criteria between the CB and the MOF and include at least partial data on other accounts payable by April 2022.	1.0	3.0	4.0
<b>Total Panama</b>					<b>4.0</b>	<b>8.0</b>	<b>12.0</b>

Government Finance Statistics							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
<b>Dominican Republic</b>							
Expand coverage of high frequency GFS publication (monthly).	General government subannual GFS are compiled and disseminated monthly.	GFS for general government operations are compiled and disseminated on a monthly basis.	GFS for general government operations have recently been compiled on a quarterly basis.	Relative to the baseline, GFS for general government operations are compiled and disseminated on a monthly basis by April 2022.	1.0	2.0	3.0
Assess data gaps on source data to expand institutional coverage and improve GFS annual publication.	General government annual GFS are compiled, and datases include partial data on stocks.	GFS for general government operations are compiled and disseminated annually including partial data on stocks.	GFS for general government operations and main SOE's are not regularly disseminated and do not include data on stocks.	Relative to the baseline, GFS for general government operations are compiled and disseminated annually by April 2022. Relative to the baseline, annual data disseminated to the IMF GFSY is improved, including partial data on stocks.	1.0	2.0	3.0
Expand the coverage of the compilation of public debt statistics, and the reconciliation with other statistical systems.	Quarterly PSDS on general government are compiled.	PSDS for general government operations are compiled and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions and coverage is restricted to central government.	Relative to the baseline, PSDS expand coverage to general government, and include at least partial data on other accounts payable by April 2022.	1.0	2.0	3.0
Expand the coverage of instruments of public debt statistics to include other accounts payable and estimate nominal value.	Quarterly PSDS on general government are improved according to international best standards.	PSDS for general government operations are improved and disseminated on a quarterly basis.	There are discrepancies between PSDS published by different institutions, coverage is restricted to loans and debt securities and there is no estimation of nominal or market value.	Relative to the baseline, PSDS expand coverage to general government, and include at least partial data on other accounts payable by April 2022.	1.0	2.0	3.0
<b>Total Dominican Republic</b>					<b>4.0</b>	<b>8.0</b>	<b>12.0</b>
<b>Total Countries</b>					<b>26.0</b>	<b>59.0</b>	<b>85.0</b>
<b>Total Region</b>					<b>19.0</b>	<b>28.0</b>	<b>47.0</b>
<b>Total Budget</b>					<b>45.0</b>	<b>87.0</b>	<b>132.0</b>
<b>Total Budget Proposed</b>					<b>270.4</b>	<b>600.2</b>	<b>870.6</b>







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