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

CAPTAC-DR

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CENTRAL AMERICA, PANAMA, AND DOMINICAN REPUBLIC
REGIONAL TECHNICAL ASSISTANCE CENTER (CAPTAC-DR)

ANNUAL REPORT AND WORK PROGRAM FOR FISCAL YEAR 2020

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CAPTAC-DR

UNIÓN EUROPEA

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Figures, Tables, Annexes and Appendices

ACRONYMS

Collaborating Agencies

CEMLA	Center for Latin American Monetary Studies
CIAT	Inter-American Center of Tax Administrations
ECLAC	Economic Commission for Latin American and the Caribbean
GIZ	German Development Agency
IADB	Inter-American Development Bank
IAIS	International Association of Insurance Supervisors
IFRS	International Financial Reporting Standards
IFS	Institute of Fiscal Studies of Spain
OTA	United States Office of Tax Administration
SIECA	Secretariat of Central American Economic Integration
SUNAT	National Superintendency of Customs and Tax Administration of Peru
USAID	United States Agency for International Development
WCO	World Customs Organization
WTO	World Trade Organization

Member Countries, CAPTAC-DR, and the IMF

AAA	Customs Administration
AAT	Tax Administration
CCSBSO	Central American Council of Superintendents of Banks, Insurance, and Other Financial Institutions
CMCA, SECMCA	Central American Monetary Council, Executive Secretariat of the CMCA
COSEFIN	Central American Council of Finance Ministers
CRI	Costa Rica
DOM	The Dominican Republic
D4D	Data for Decision Fund
FSSF	Financial Sector Stability Fund
GFS, GFSM 2014	Government Finance Statistics, Government Finance Statistics Manual 2014
GTM	Guatemala
HND	Honduras
ICD	IMF's Department of the Institute for Capacity Development
NIC	Nicaragua
OMX	Central Bank Operations
PAN	Panama
PFM	Public Financial Management
RBM	Results-Based Management
REG	Regional Projects
RM-TF	Revenue Mobilization Trust Fund
SBF	Financial Supervision
SCN, 2008 SNA	National Accounts Statistics, 2008 System of National Accounts
SLV	El Salvador
TADAT	Technical Assistance Diagnostic Assessment Tool

SUMMARY

- **Progress in fiscal year 2019 (FY19).** Countries made progress towards their capacity development (CD) goals during the last year of the current 5-year Phase II. They improved the institutional foundations for effective policy making, broadly in line with the work plan for FY19 (May 2018-April 2019), but progress in central bank operations was limited by the early departure of the regional advisor. The Center also worked closely with the regional councils of authorities to advance projects on regional harmonization and integration. Overall progress in milestones was strong (an estimated 3.4 out of 4), reflecting the commitment and ownership of the beneficiary authorities.

- **Financial execution and monitoring.** The Center executed an estimated 91 percent of the budget in FY19 (US$7.7 million) and shifted resources to training to facilitate adoption of technical assistance (TA) advice. The period of Phase II was extended through June 22, 2019 to invest leftover funds in CD priorities and allow more time to identify funding for the new phase. In preparation of Phase III, the Center issued the Program Document and conducted the fundraising process, jointly with country authorities and IMF staff. The Center stepped up consultation discussions with external partners in the region and fostered dissemination of TA reports.

- **Proposed work plan for FY20.** Based on the strategic objectives outlined in the Program Document for Phase III, the Center will start multi-year projects in its areas of operation, with initial focus on capacity for gender balance, equality, and governance. The Center will carry out the proposed activities by closely collaborating with the IMF, including through the Revenue Mobilization Trust Fund (RM-TF), the Technical Assistance Diagnostic Assessment Tool (TADAT), the Financial Sector Stability Fund (FSSF), and the Data for Decisions Fund (D4D). CAPTAC-DR will monitor the implementation of the multi-year projects through the IMF Results-Based Management (RBM) system.

- **Proposed budget for FY20.** Consistent with this year's work plan, the proposed budget stands at US$8.2 million. However, the challenge is to close a financing gap of nearly US$4.3 million for FY20. While the Center will actively continue the fundraising effort in close collaboration with member countries and IMF staff, it is highly uncertain that adequate funding will be secured on time. In these circumstances, the Center proposes a set of contingency actions to trim down the work plan to manage any financing shortfall. The contingency plan describes the priority outcomes and milestones that will be supported by the resources that will become available in FY20.
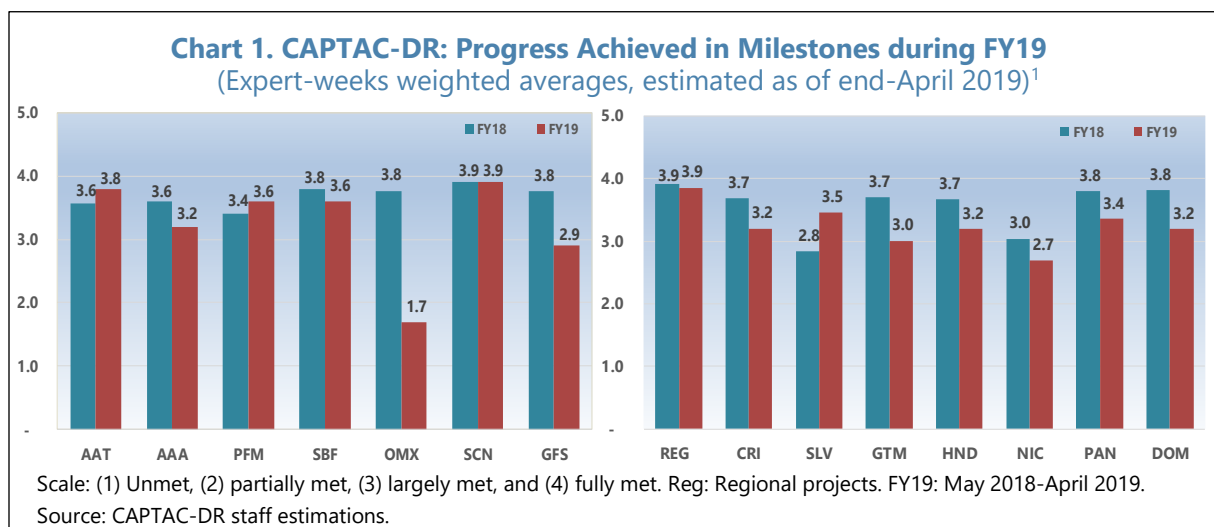
MAIN OUTCOMES IN FISCAL YEAR 2019

1.   **The region continued to build capacity for effective policy making.** Policy goals across the region entailed consolidating macroeconomic stability, easing economic vulnerabilities, and creating conditions for faster and more inclusive growth. During the last fiscal year of Phase II, the Center focused its activities on the following priorities:

- **Public finances.** Tax administrations enhanced the ability to collect tax revenue, through stronger controls for tax compliance. Customs built capacity to adopt the trade facilitation agreement with the World Trade Organization (WTO). Public financial management improved the operation of treasuries and the framework for transparent budgets.

- **Financial sector.** Member countries upgraded the capacity to regulate and supervise risks in the financial sector to protect the integrity of banks and underpin financial stability.

- **Macroeconomic statistics.** Countries continued to modernize the real sector statistics to measure more accurately the structure and activity in the economy and began to upgrade the public finance statistics to make them more comparable across the region. These efforts are providing better data to policy makers and private investors.

From the 5-year perspective of Phase II, the development of risk management in customs and the modernization of the treasury operations constituted relevant cases of success for the region (Annex 1 and 2). Moreover, recent projects to rebase the national accounts and harmonize the public finance statistics would markedly enhance the capacity for policy analysis (Annex 3 and 4).

2.   **The Center's assistance was guided by country needs and the IMF CD strategy.** The Center supplemented IMF work on the mobilization of revenue under the RM-TF (Guatemala, Honduras) and TADAT, the assessment of financial sector stability under the FSSF (Costa Rica, Nicaragua), and the strengthening of multisectoral statistics (Nicaragua). In line with the IMF CD Strategy Review of 2018, it supported the surveillance work of IMF country teams and geared training towards facilitating and sustaining advances in CD. The Center prepared a "note from the field" for the 2018 CD Strategy Review report to illustrate recent innovations in the delivery of CD assistance to the region. The IMF also approved the provision of CD assistance to the regional councils, with a view of enhancing the effectiveness and regional focus of CD activities provided to member countries.

3.   **Member countries made strong progress in milestones.** Average progress measured in milestones (weighted by the number of expert-weeks allocated to each milestone) reached an estimated 3.4 out of 4, below a grade of 3.7 recorded in FY18. This decline mostly reflected a temporary interruption of CD assistance in central bank operations, due to the early departure of the regional advisor, and to Nicaragua, due to a difficult social context (Chart 1 and Table 1). Aside from these events, milestones were largely or fully achieved in each area of operation or member country (Appendix 1). Additional progress was hindered by changes in country priorities, political uncertainties from elections, and gaps in coordination within technical teams.

Chart 1. CAPTAC-DR: Progress Achieved in Milestones during FY19
(Expert-weeks weighted averages, estimated as of end-April 2019)[1]

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: Regional projects. FY19: May 2018-April 2019.
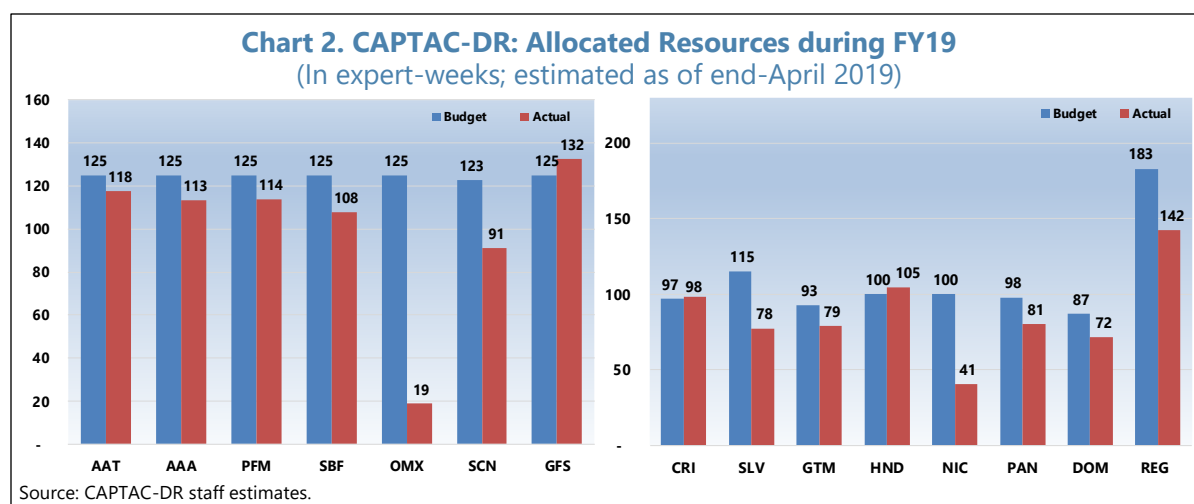Source: CAPTAC-DR staff estimations.

FINANCIAL REPORT

4.   **Budget performance.** Financial execution is anticipated to reach 91 percent of the budget of US$7.7 million for FY19 (Table 2). Savings arose from: (i) a transitory suspension of the hiring of a new resident expert for central bank operations until funding for the new phase was secured; and (ii) a lower-than-planned usage of short-term experts in the three areas of public finances and in government finance statistics. These savings more than offset overruns in: (i) the real sector statistics, reflecting a greater demand for assistance to rebase the national income accounts; and (ii) training by the IMF´s Institute for Capacity Development (ICD), due to a higher-than-expected cost of the regional seminar on inclusive growth, which was conducted in Spanish for the first time in the Western Hemisphere.

5.   **Training expenses.** Within the budget envelope, overall training expenses were nearly 1.5 times larger than the amount of US$0.4 million envisaged for FY19. Besides ICD training, this overrun reflected a higher demand for regional seminars and customized training, as well as a sharp increase in hotel and transportation costs. To contain rising costs, the Center shared costs with hosting countries (Costa Rica, Guatemala, and the Dominican Republic), moved seminars to lower-cost locations, and obtained greater collaboration from other CD providers. This effort enabled valuable seminars in Mexico and Peru; these seminars outside the region resulted in savings of up to 20 percent of the standard cost of a seminar in the region.[2]

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[1] Acronyms: tax administration (AAT); customs administration (AAA); public financial management (PFM); financial supervision (SBF); central banking (OMX); national accounts statistics (SCN); and public finance statistics (GFS).

[2] The Center co-organized 3 regional seminars in Mexico with the Center for Latin American Monetary Studies (CEMLA), and 1 seminar in Peru with the Inter-American Center of Tax Administration (CIAT), World Customs

(continued)

6.   **Resource allocation**. The Center delivered 80 percent of the 873 weeks of fieldwork planned for FY19, mostly reflecting the noted pausing of CD delivery in central bank operations and to Nicaragua, and to a lesser extent, the fact that fewer resources were used to achieve the noted strong progress in milestones (Chart 2). Used resources fell short of the year's allocation in most areas, particularly in customs administration, financial supervision, and real sector statistics. Notwithstanding, some countries (Costa Rica, Honduras) used up their budget allocation to meet their priorities (Figure 2 displays in detail the use of resources).

Chart 2. CAPTAC-DR: Allocated Resources during FY19
(In expert-weeks; estimated as of end-April 2019)

Source: CAPTAC-DR staff estimates.

7.   **Conclusion of Phase II.** Over the 5-year period of Phase II, CAPTAC-DR received US$30.4 million in contributions from financial partners, including interest earnings and transfers. The Center is anticipated to execute 97 percent of these resources by end-April 2019, with minor under-execution in most work stream areas and administrative outlays (Table 2 and 3). In February 2019, the Steering Committee extended the period of Phase II from end-April to June 22, 2019 to utilize leftover funds amounting to nearly US$1 million in priority CD activities and provide more time to identify funding for Phase III.

8.   **Preparation of Phase III.** The Center worked intensively in the preparation of Phase III, jointly with country authorities, financial partners, and IMF staff (Box 1). Building on actions taken in FY18, which included the migration to the RBM system and the successful completion of a mid-term external evaluation of the Center´s operations, CAPTAC-DR issued the Program Document for Phase III in May 2018 and kicked off the fundraising strategy in Honduras in July 2018.[3] On the occasion, all member countries (except Nicaragua) agreed to triple their contributions for Phase III, while Luxembourg later pledged its commitment to the new phase. The regional councils also reached out to potential financial partners, while country authorities

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Organization (WCO), National Superintendency of Customs and Tax Administration in Peru (SUNAT), and the United States Agency for International Development (USAID). Overall, the Center delivered 21 regional seminars compared to 17 seminars envisaged for FY19.

[3] See CAPTAC-DR Program Document for Phase III for details on the CD strategy for the next 5-years and its costing (https://www.captac-dr.org/content/captacdr/es/Publicaciones.html).

and IMF staff have followed up. As described below (¶27), some 29 percent of the targeted US$40 million in contributions has been pledged so far for Phase III.
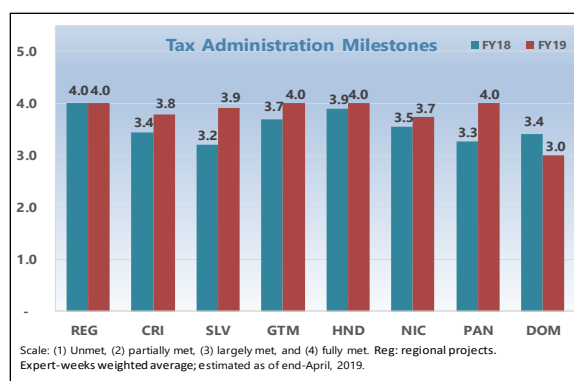
REPORT BY AREA OF OPERATION

A. Tax Administration

9. **Member countries made strong progress in upgrading tax administration processes.** The effort centered on improving tax controls (particularly for the value-added tax) and utilizing tax information to reduce evasion. Further progress was limited by a slow adoption of new technology and scarce financial resources. Main outcomes achieved include:

- **Regional projects.** The Center elaborated a managerial capacity development program, in collaboration with other CD providers (CIAT, GIZ, IADB, IFS), and regional experts. The training targeted middle-level managers in the region, with gender balance in participation. The Center also prepared regional guidelines on the compilation and usage of information from third parties to improve tax compliance. The guidelines seek to assess the level of capacity and define actions to close gaps in the usage of this relevant tool of control.

- **Core functions.** Projects to develop capacity in tax registries were successfully concluded in Costa Rica and Nicaragua. Verification of tax returns and payment advanced in Costa Rica, El Salvador, and Nicaragua. However, the region needs to further tighten these processes, broaden the coverage of auditing, and develop stricter controls over taxpayers based on risk profiles. In this regard, some countries improved the selection of taxpayers for auditing (Costa Rica, El Salvador, Honduras, Nicaragua, Panama).

- **Risk management.** Countries started implementing a methodology to identify and assess risks on tax collection, with significant progress in Costa Rica and the Dominican Republic.

- **Managerial capacity.** The Center helped strengthen the formulation of strategic and operational plans and set up performance indicators and monitoring, particularly in Guatemala and Honduras.

- **Training.** Regional seminars focused on the strengthening of managerial capacity (Costa Rica) and the usage of third-party information to improve tax compliance (Panama).

10. **Milestones**. Overall, the region largely achieved milestones set for FY19 (3.8 out of 4), above the level recorded last year (3.6). A strong commitment and an efficient use of the assistance stood out across the region. Performance in El Salvador rebounded from a

Tax Administration Milestones ■FY18 ■FY19

	REG	CRI	SLV	GTM	HND	NIC	PAN	DOM
FY18	4.0	3.4	3.2	3.7	3.9	3.5	3.3	3.4
FY19	4.0	3.8	3.9	4.0	4.0	3.7	4.0	3.0

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects. Expert-weeks weighted average; estimated as of end-April, 2019.

fire-related damage in FY18, while progress in the Dominican Republic was affected by a change in priorities.
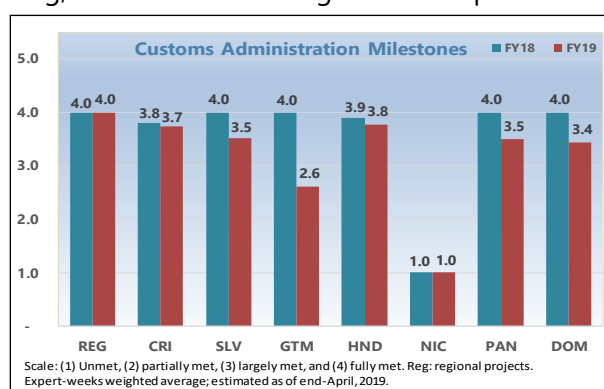
B. Customs Administration

11.   **Member countries improved customs processes, risk management, and managerial capacities.** The goals were to foster voluntary compliance, facilitate trade, and enhance competitiveness. Outcomes achieved include:

- **Regional projects.** The creation of a regional working group helped implement the strategy on integrated risk management approved in FY18. The Center outlined models of cargo control and post clearance for mitigation of risks on sensitive goods. It concluded modules of a program on leadership and managerial capacities for tax and customs officials that will be launched next fiscal year. The Center developed metrics of operating indicators to facilitate monitoring of customs performance. These metrics will serve as a baseline for the execution of projects during Phase III.

- **Customs processes.** Increased transparency and implementation of the WTO agreement are priorities for the region. In this regard, Panama upgraded clearance processes in the main ports. Guatemala is upgrading clearance processes prior to the introduction of a new IT management system, as envisaged under its customs modernization plan for 2019-23. Costa Rica, Honduras, and Panama concluded the initial phase of a new process for registration of trade operators. El Salvador is adopting a new paperless IT system in a large port (Acajutla), already reducing clearance time by 60 percent.

- **Risk management.** Countries improved capacity to mitigate risks of fraud and contraband, drawing on the regional strategy on integrated risk management (see Annex 1). They are adopting a CAPTAC-DR methodology for the segmentation of traders based on risk profiles (Panama) and, where the segmentation is already in place, targeted specific risks to enhance clearance control (Costa Rica, El Salvador, Honduras, Guatemala, and the Dominican Republic). Countries defined an action plan for a new post-clearance auditing (El Salvador, Honduras) to mitigate risk of fraud for sensitive goods. The adoption of an integrated cargo control program in large customs offices (El Salvador, Guatemala) is resulting in increased tax collection.

- **Managerial capacity.** Countries improved management and governance. Costa Rica and El Salvador updated the strategic plans for the incoming governments. The Dominican Republic set up performance indicators linked to the strategic and operational plans. Guatemala launched a customs modernization program based on a medium-term strategic plan. Honduras approved the organizational chart of new customs agency.

- **Training.** The Center organized three regional seminars and extensive customized training:

o The regional seminar on technology for customs (Peru), benefited from collaboration of the tax administration of Peru (SUNAT), CIAT, USAID, WTO, and speakers from Bolivia, Mexico, and Uruguay. The seminar coincided with the WCO World IT Conference 2018, allowing officials to learn about global trends on IT for customs (such as, cloud computing, internet of things, artificial intelligence, blockchain, and big data).

o The other two regional seminars comprised training: (i) on post-clearance auditing (the Dominican Republic), in collaboration with the WCO and with participation of officials from other Latin American and Caribbean countries; and (ii) on border control for El Salvador, Guatemala, and Honduras, contributing with USAID for the creation of a new program of coordinated border management; and

o Customized training on strategic planning, results-based management and post-clearance auditing was delivered to officials in Costa Rica, El Salvador, Guatemala, Honduras, and the Dominican Republic.

12. **Milestones.** Countries largely achieved milestones set for FY19 (3.2 out of 4), somewhat below the level recorded last year (3.6). Nicaragua did not use the Center's assistance this fiscal year.

Customs Administration Milestones

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects.
Expert-weeks weighted average; estimated as of end-April, 2019.

C. Public Financial Management

13. **Countries reached milestones in treasury management, financial programming, and fiscal transparency.** The Center supported efforts to broaden the coverage of consolidated financial statements and disclose fiscal risks, which are key building blocks for fiscal transparency.

- **Treasury management.** Panama incorporated several public enterprises into the Treasury Single Account (TSA). Other countries improved the collection of nontax revenues, including through the expansion of the network of banks that provide collection services (Honduras). Dominican Republic has been introducing an online payment system for the procurement of services to the public sector, linked to the TSA (see Annex 2).

- **Fiscal framework.** The effort focused on refining financial programming for macro-fiscal forecasting, which will ultimately pave the way to the elaboration of medium-term budget frameworks. Panama defined a set of main indicators for the four sectors that will form the basis of the financial programming model. Guatemala and Dominican Republic greatly improved their financial programming and debt sustainability analysis.

- **Fiscal transparency.** Costa Rica and the Dominican Republic joined the group of member countries (El Salvador, Guatemala, Honduras) that prepare an annual report on fiscal risks.

Panama assessed some fiscal risks in preparation of its first report, while Guatemala evaluated the risk of natural disasters and their potential cost. Panama and Guatemala defined action plans to elaborate financial statements for the central government and the nonfinancial public sector, respectively. El Salvador is shifting its accounting consolidation system to a new financial management information system.

- **Training**. The Center organized two regional seminars on modern practices for treasury management and transparency. In collaboration with CEMLA, the Center delivered a joint seminar with the area of government finance statistics on the consolidation of public sector financial statements. Accounting officers and statistician from the region participated in the seminar, as well as officials from Mexico.

14.   **Milestones.** Overall progress reached a score of 3.6 out of 4, slightly above the score of 3.4 reported last year, despite an under-execution of expert-weeks during the year. Honduras and Nicaragua largely met planned milestones.

Public Financial Management Milestones ■ FY18 ■ FY19

	REG	CRI	SLV	GTM	HND	NIC	PAN	DOM
FY18	4.0	3.4	4.0	3.7	3.9	3.0	3.5	3.3
FY19	4.0	3.8	4.0	3.6	3.0	3.0	3.6	3.7

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects.
Expert-weeks weighted average; estimated as of end-April, 2019.
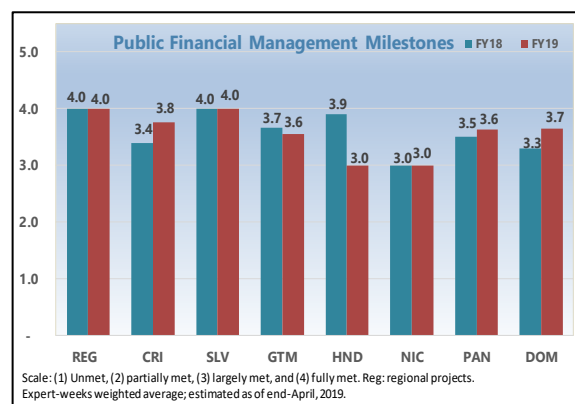
D. Financial Supervision

15.   **Countries move forward with the tailored adoption of international standards,** achieving milestones on financial risk management, Basel standards, and risk-based supervision. Most countries adopted Basel standards on capital and liquidity buffers, contributing to financial stability. Countries further enhanced supervisory capacities and monitoring tools for banking and insurance supervision. Main outcomes attained include:

- **Regional Projects**. The Central American Council of Superintendents of Banks, Insurance, and Other Financial Institutions (CCSBSO) agreed on a standardized methodology for the supervision of corporate governance in consolidated banking groups operating in the region. As part of the adoption of international financial reporting standards (IFRS), members agreed on common procedures to supervise financial instruments (under IFRS 9) and the basic parameters of a common methodology to assess expected financial losses.

- **Regulatory framework**. Countries updated regulations on: (i) credit risk and provisions (Costa Rica, Guatemala, Nicaragua); (ii) market and interest rate risks in the banking book (Honduras, Dominican Republic); and (iii) information technology risk (El Salvador). Guatemala and El Salvador continued to strengthen regulations on the insurance sector and its risks (i.e., catastrophic) to close the gap with the standards suggested by the International Association of Insurance Supervisors (IAIS).

- **Basel standards**. Countries started a process to introduce capital buffers for market (El Salvador) and operational risks (Honduras). They assessed the impact on the banking system and updated prudential requirements to manage those risks. The Dominican Republic is adopting regulations on the liquidity coverage ratio and trained supervisors. The Center participated in the Financial Sector Stability Review (FSSR) for Nicaragua to guide future delivery of CD assistance.

- **Supervision**. Countries provided training on best practices on the supervision of credit (Costa Rica, Guatemala, Nicaragua, Panama), market (Honduras, Dominican Republic), liquidity (Dominican Republic), operational (El Salvador, Honduras), and interest rate risks in the banking book (Guatemala, Dominican Republic). Panama designed an action plan to upgrade its off-site reporting system. In the insurance sector, El Salvador developed supervisors' capacity to introduce risk-based supervision and Guatemala is developing a catastrophic risk model.

- **Training**. In addition to customized training delivered during missions, the Center organized three regional workshops to build capacity on: (i) Basel Core Principals for an effective banking supervision, (ii) supervision of corporate governance in banks and financial groups, and (iii) supervision of cyber risk. The latter is part of a series of IMF workshops delivered worldwide.

16. **Milestones**. The weighted-average of progress in milestones was 3.6 out 4, slightly below than in the last fiscal year (3.8). The regional project fully met its milestones, while member countries largely met them.

Financial Supervision and Regulation Milestones ■ FY18 ■ FY19

	REG	CRI	SLV	GTM	HND	NIC	PAN	DOM
FY18	3.8	3.8	3.8	3.6	3.7	3.6	4.0	4.0
FY19	4.0	3.0	3.6	3.8	3.8	3.3	3.7	3.8

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects. Expert-weeks weighted average; estimated as of end-April, 2019.
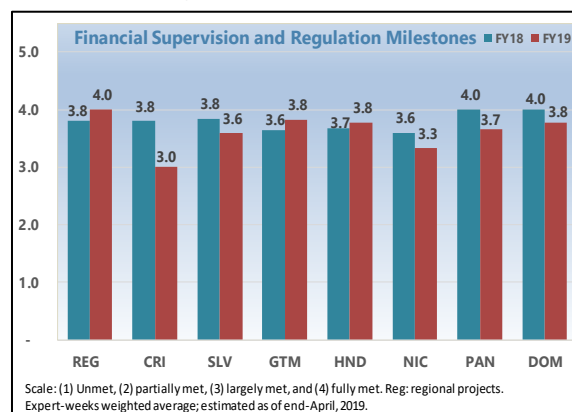
E. Central Bank Operations

17. **There was limited progress in milestones, due to the early departure of the Center's regional advisor.** The hiring of a new advisor has been put on hold until funding uncertainties for the new 5-year phase are resolved. Notwithstanding, milestones were partly met for the regional projects and in Nicaragua with the assistance of the Center:

- **Regional projects.** The Secretariat of the Central America Monetary Council (SECMCA) is building capacity to assess systemic risk at the regional level, including stress-testing models. SECMCA is designing tools to measure the degree of interconnexion of national financial sectors and design responses against financial contagion across countries.

- **Financial stability.** Nicaragua issued a financial stability report for the first time, emphasizing financial vulnerabilities and stress-testing of macro shocks. Nicaragua also took steps to improve the analysis and monitoring of systemic risk, by developing initial indicators of households leverage and housing prices.

- **Training**. In collaboration with IMF staff, the Center conducted regional seminars on: (i) financial sector surveillance that built capacity on the assessment of risks to financial stability; (ii) macroeconomic analysis and projections; and (ii) evolving monetary policy frameworks that provided country experience with more advanced forward-looking frameworks. The conclusions of the latter seminar were discussed with the CMCA's Policy Committee.

Central Bank Operations Milestones

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects.
Expert-weeks weighted average; estimated as of end-April, 2019.

18. **Milestones.** Aside from the progress in the regional project and Nicaragua, the absence of a regional advisor made it hard to implement projects in FY19 and countries were unable met any of the envisaged milestones.
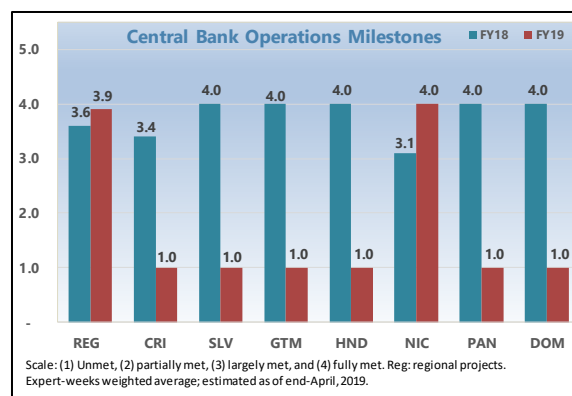
F. National Accounts Statistics

19. **Countries made progress in modernizing the national accounts, guided by the standards of the 2008 System of National Accounts** (*2008 SNA*). Main outcomes included:

- **Base year.** Costa Rica advanced in the compilation of annual and quarterly national accounts in current and constant terms under the new 2017 base year. Honduras upgraded the classification for annual compilations, sources of data, and technical capacities in preparation for the new 2016 base year. Nicaragua updated the work plan for the new 2018 base year, with the advice of an IMF multisectoral mission. Assisted by other CD providers, Guatemala plans to disseminate national accounts with the new 2013 base year by mid-2019 (see Annex 3).

- **Institutional sectors.** Countries improved the compilation of the gross domestic product (GDP) from the income side, particularly for households and nonfinancial corporations (Costa Rica, El Salvador, Honduras); as well as the compilation of the quarterly GDP from the expenditure side (Panama); and finalized the supply-and-use tables to reinforce the estimation of GDP from the production side (El Salvador).

- **Price indices.** Guatemala designed an action plan to update the consumer and producer prices to the new 2013 base year. Honduras is preparing a new national household survey to update the price indices, while Panama changed priorities to update prices to the new 2018 base year.

- **Training.** In collaboration with CEMLA and IMF staff, the Center organized a regional course on policies for inclusive growth. The Center also conducted three regional seminars to help migration to the new base years, covering: (i) methodologies on sectoral accounts, focusing on the harmonization of national accounts, with monetary, external, and public sectors; (ii) methods on price indices to compile the new national accounts in real terms; and (iii) economic surveys to enable the use of administrative data in the rebased national accounts. The Center provided customized training in El Salvador and Honduras.

20.   **Milestones.** The region delivered a milestone score of 3.9 out of 4 (same as last year). Countries fully achieved envisaged milestones, except for Nicaragua that redefined priorities following a multisectoral mission. As noted, most countries are migrating to a new base year. El Salvador and Panama are improving existing national accounts series, while the Dominican Republic focused on the external sector statistics.

National Accounts Statistics Milestones ■ FY18 ■ FY19

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects.
Expert-weeks weighted average; estimated as of end-April, 2019.
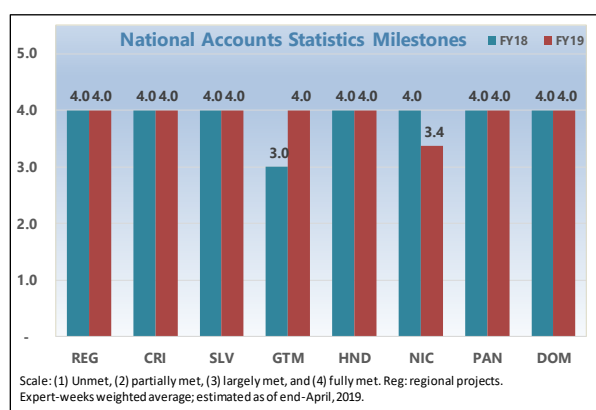
G. Government Finance Statistics

21.   **Countries reached milestone progress in the first full year of operations of this new area of the Center.** Countries were able to disseminate central government annual statistics, in line with IMF methodology (*GFSM 2014*) and began preparatory work to disseminate monthly statistics. Key outcomes achieved with the support of the Center included:

- **Regional projects.** In November 2018, the regional councils (COSEFIN, CMCA) approved the strategy for the regional harmonization of public sector statistics, endorsed the work plan for the period 2018-23, and set up a working group in charge of implementation. The group comprises officials from the finance ministries, central banks, and statistical offices. Following the experience of the harmonization of monetary and financial and external sector statistics, this strategy has been framed to enhance fiscal analysis, allow cross-country comparability, and improve policy design at the regional level (see Annex 4).

- **Dissemination.** Diagnostics conducted in FY18 revealed a similar state of development of statistics across the region and defined initial priorities. Based on these diagnostics, countries adopted an institutional table for the public sector, consistent with the *GFSM 2014* and the *2008 SNA*, but progress was uneven in the dissemination of monthly budgetary central government statistics. The Dominican Republic was the first country to disseminate these statistics, owing to the close collaboration between the finance ministry and the central bank, while Costa Rica, El Salvador, and Honduras should be next. For the first time, Panama compiled annual statistics in line with international guidelines. Guatemala should take advantage of the availability of statistics to move forward.

- **Debt statistics.** Countries developed work plans to improve the public debt statistics. They made initial progress improving the institutional coverage and enhancing the consistency in the classification of domestic and external debt, but there are various areas that need improvement. After extensive customized training delivered by the Center, countries are expected to make gradual progress in the implementation of their work plans.

- **Training.** The Center delivered four regional seminars on: (i) the strengthening of fiscal statistics for policy-making, (ii) the harmonization of statistics; and (iii) the consolidation of statistics for accountants and statisticians (Mexico). The latter was made in collaboration with CEMLA, was jointly delivered with the area of public financial management and allowed the participation of Mexican officials. The Center delivered extensive customized training on debt statistics to all countries (but Nicaragua), covering nearly 200 officials and benefiting from cost-sharing arrangements with hosting countries. Nicaragua is expected to receive customized training in August 2019.

22.   **Milestones.** Milestone progress was strong, with a score of 2.9 out of 4, but below last year's score (3.8). Costa Rica, El Salvador, Honduras, the Dominican Republic, and the regional project largely achieved their milestones. Guatemala and Panama need to pick up the pace in public debt statistics and catch up with the timetable for regional harmonization. Nicaragua needs to follow up on its action plan to attain improvements in both government finance and public debt statistics.

Government Finance Statistics Milestones ■ FY18 ■ FY19

Scale: (1) Unmet, (2) partially met, (3) largely met, and (4) fully met. Reg: regional projects. Expert-weeks weighted average; estimated as of end-April, 2019.
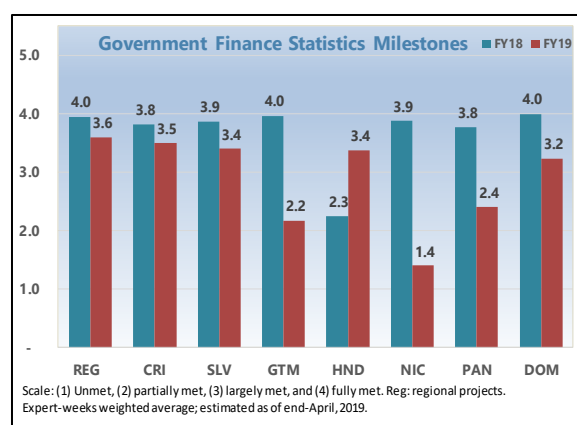
TRAINING

23.   **Training helped build institutional capacity and strengthen policy analysis.** Regional seminars included themes suggested by countries and external partners, such as inclusive growth policies, supervision of cyber risk and corporate governance, fiscal transparency, and managerial leadership for tax and customs administration (Table 4). To facilitate milestone progress, customized training focused on tax collection, gender budgeting, and national income accounts and public debt statistics (Table 5). Most regional seminars greatly benefited from participation of high-level country authorities and external partners. Their participation motivated officials to take advantage of the regional training to speed up the adoption of TA advice, disseminate the new knowledge to peers back home, and strengthen the policy analysis.

24.   **Delivery.** The Center delivered 21 regional and 14 bilateral training events in FY19, with record participation of over 1,000 officials, gender balance participation, and an overall score of 4.8 out of 5 (see Chart 3 and Tables 4-5). Participants noted the positive contribution of this year's seminars to the institutional capacity in their countries. Collaboration with other CD providers (CEMLA, CIAT, OMA, SUNAT, and USAID) led to greater coordination, more focus on capacity building results, and important savings for the Center.

Chart 3. CAPTAC-DR: Training during FY19
(Estimated as of end-April 2019)

(By fiscal year)

FY17 389
FY19 1067
FY18 707

(By operational area)

Financial sector 153
Public finances 415
Macroeconomic statistics 499

(By gender)

Female 50%
Male 50%

Source: CAPTAC-DR staff.
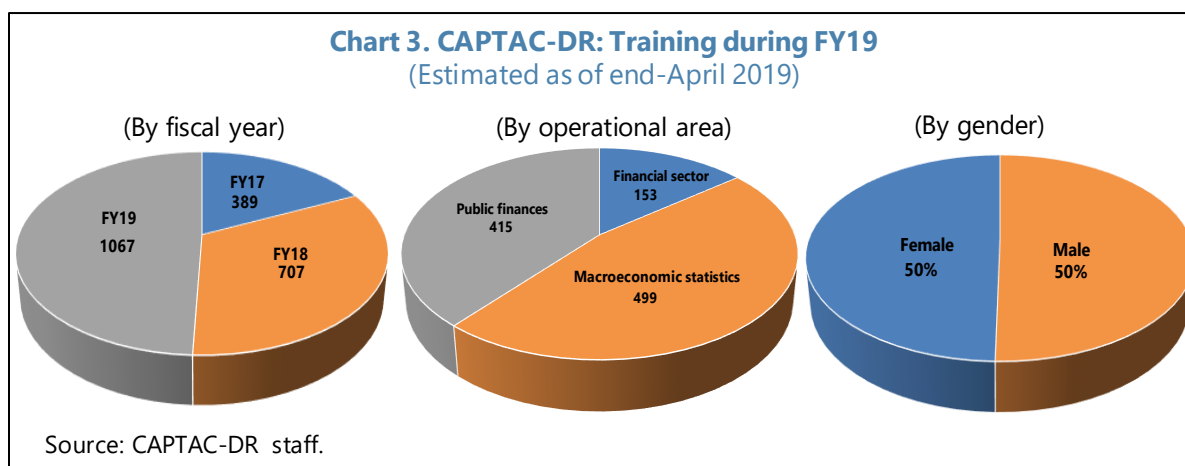
COMMUNICATIONS AND VISIBILITY

25.   **The Center continued disseminating key achievements and provided a platform for partner's visibility**. This year, the effort focused on the dissemination of TA reports, intensified consultation with external partners, and integration with partners' communication practices. The Center also leveraged on a combination of communication tools to showcase the relevance of TA projects and training events in building capacity for policy formulation and highlighting the support of external partners. Key highlights included:

- **Dissemination of TA information.** The sharing of TA reports among member countries and external partners through our secure repository had remained low during most of the period of Phase II. With the support of the regional councils, dissemination of TA reports rose from 35 percent of all report produced during the current phase to nearly 60 percent during this fiscal year. The Center also provided access to several CD experts operating in the field to the secure repository. This effort has helped explore synergies with CD providers, heighten coordination in CD delivery, and share experience across countries.

- **Consultation with external partners.** Intensified consultation with embassies and technical offices of external partners in the field led to important benefits (Table 6). While the Center briefed partners on CD developments and prospects, it obtained valuable input on outreach from partners, particularly from the Communication and Visibility Manual of the European Union and is exploring joint-assistance on gender budgeting in Honduras with the European Union. Moreover, officials from Canada, the European Union, Luxembourg, and Mexico have shared their country experience during regional training.

- **Newsletter**. The quarterly newsletter was distributed to a wide audience of some 1,600 subscribers, covering external partners, country officials, academia, and media across the region. The newsletter reported on key results of regional seminars, project missions, and relevant joint-activities with external partners. A new feature was the inclusion of interviews with country authorities and external partners, intended to provide a broader perspective on the strategy of capacity development.

- **Progress report and upcoming activities**. The quarterly report of milestone progress and allocated resources was prepared for country authorities, external partners, and Fund staff. The report disseminated and monitored the results recorded under the RBM system. Also, a schedule of CD events for the 8-week period ahead was distributed every two weeks to help stakeholders track the Center's activities.

- **Website and social media**. The Center´s website is the main outlet to showcase CD achievements in the region. After some delay, the Center expects to conclude soon a more secure and user-friendly website (www.captac-dr.org), with the help of the IMF's Communications and Information Technology Departments. Twitter (@captacdr), with more than 600 followers, continues to be the preferred social network for sharing news on training and mission work.

WORK PROGRAM FOR FISCAL YEAR 2020

26.   **The work plan for the first year of Phase III will be guided by countries' priorities, but it will likely be constrained by limited financial resources.** Based on the Program Document, the Center will support the strategic objectives of the new phase through the implementation of multi-year projects, with initial focus on capacity for gender balance, equality, and governance. The work program excludes activities in central bank operations, and related outcomes and milestones will be presented to the Steering Committee after a new regional advisor is incorporated in the Center. The main challenge for FY20 is to secure the funding required to provide the desired level of CD envisaged under the Program Document. Thus, the proposed budget contemplates contingency actions that will be triggered in response to the size of the financing shortfall.

A.   Financial Budget

27.   **State of pledges.** As of end-February 2019, CAPTAC-DR has received pledges for nearly US$12 million, out of the target of US$40 million envisaged in the Program Document (Table 7). The pledges comprise a three-fold increase in contributions by member countries (except one) from Phase II and the renewed commitment from Luxembourg. In addition, the Central Bank of Guatemala and the IMF have agreed to provide in-kind support for US$3.4 million to operate the Center during the new phase. Given the strong expression of support received from potential external partners, country authorities and IMF staff will continue the ongoing dialogue, with the goal of securing the necessary funding for the new phase.

28.   **Proposed budget.** In line with the Program Document, the Center proposes a budget of US$8.2 million for the first year of Phase III. This year, the budget is framed within a three-year rolling period, in line with new IMF guidelines (Table 8). The budget projects an overall allocation of 700 expert-weeks (same as in FY19) and 14 regional seminars (20 seminars in FY19) to account for rising mission costs (Chart 4). Appendix 2 summarizes the expected outcomes and milestones by area and by country for FY20 that have been agreed with countries and IMF CD Departments.

Chart 4. CAPTAC-DR: Proposed Resource Allocation for FY20
(In expert-weeks)

Source: CAPTAC-DR staff estimates.
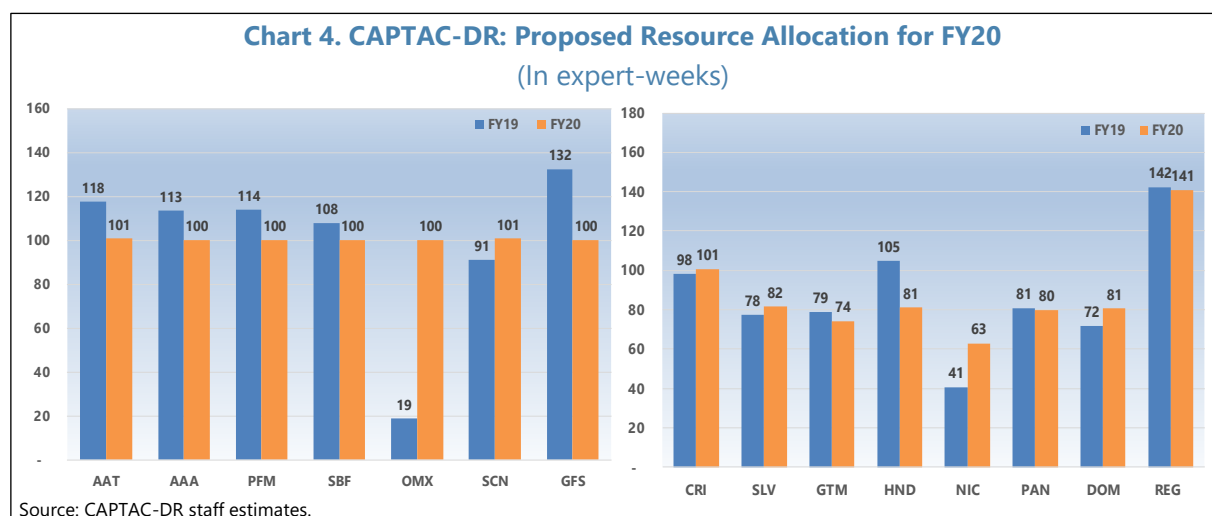
29.   **Financing and risks.** The budget assumes the timely identification and delivery of financial contributions amounting to US$7.6 million for FY20. However, the funding currently available is equivalent to only US$3.3 million. As earlier noted, this funding comprises the expected disbursements from all member countries, contributions disbursed from Luxembourg, and the resources related to the extension of Phase II. While fundraising efforts are ongoing, it is highly uncertain whether the current financing gap will be closed. As a result, there is a need to consider a contingency budget to manage the financing risk.

30.   **Contingency plan.** Under the funding currently available, the budget ceilings for each workstream would be severely curtailed and CD projects would be markedly scale down, with regional advisors providing most of the assistance (see Table 8). In consultation with countries and IMF staff, the Center has prioritized the outcomes and milestones that will be supported under different levels of financing (Text Table and Appendices 2-3). In this context, the Center proposes the following contingency actions, in case financing remains at the current level:

Proposed set of milestones		
Financial Contribution [1]	Priority [2]	Accumulated Milestones [3]
3.3	1	33
4.0	2	55
6.0	3	79
7.6	4	100

[1] In millions of U.S. dollars.
[2] Highest: 1; lowest: 4.
[3] Percent of 168 milestones under the work plan.

- **First,** the Center will delay the hiring of the regional advisor for central banking until funding for the new phase is comfortably secured and will cut back certain administrative outlays, leading to a reduction in budget expenses of US$0.7 million during FY20 (Chart 5).

- **Second,** the Center will suspend most regional seminars and regional experts will deliver customized training within their budget ceiling to support achievement of the reduced set of milestones. This action would reduce budget expenses by US$0.9 million.

- **Third,** the Center will markedly narrow the use of short-term experts and HQ-led mission to only specialized technical assistance. This action would reduce budget expenses by US$2.7 million, including outlays in backstopping and project management.

Chart 5. CAPTAC-DR: Contingency Budget for FY20
(In millions of U.S. dollars)

US$7.6

| | | | | US$3.3 |

1.1 Training	0.9			
2.8 Short-term experts		2.7		
3.7 Long-term experts and other expenses			0.7	

| Required contribution | Training | Short-term advisor | Central banking, office expenses | Available contribution |

Source: CAPTAC-DR staff.
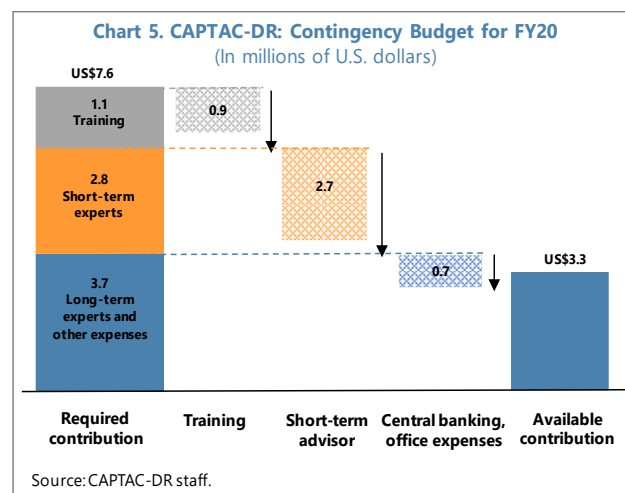
In sum, under current available funding, the Center will operate with six regional advisors to deliver high priority assistance and customized training agreed with member countries. As more funding becomes available, short-term experts will first be activated, followed by regional seminars, and lastly the advisor for central bank operations will be incorporated (see Appendix 2).

31.   **Effectiveness of CD assistance.** Guided by the 2018 CD Strategy Review, the Center will make further strides during FY20 to improve the effectiveness of its assistance. CAPTAC-DR will continue to strengthen prioritization and monitoring through the RBM system; tailor CD delivery to facilitate implementation of TA advice; and deepen the sharing of CD information. Also, the Center intends to implement some of the recommendations from the external evaluation, particularly regarding a more targeted scope for public financial management, consolidating the communication strategy, and entrenching the application of the RBM system.[4]

B. Tax Administration

32.   **Member countries are expected to strengthen the capacity on tax administration in the first year of Phase III.** The effort will center on tax control processes, risk analysis, and managerial capacity to foster voluntary tax compliance. Expected outcomes include:

- **Core functions.** Countries are expected to advance in several fronts, through actions to: (i) update the taxpayer registry with reliable data to fortify actions of control (El Salvador, Panama, the Dominican Republic); (ii) ensure a timely filing of tax returns and strengthen control over taxpayers based on cross-checking data (Costa Rica, Honduras and Panama);

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[4] See the proposed action plan in response to the external evaluation described in the Program Document for Phase III, Annex I (https://www.captac-dr.org/content/captacdr/es/Publicaciones.html).

and (iii) improve the coverage of audits as a tool of control through the use of third-party information and the automatization of cross-checking of taxpayer information.

- **Risk management.** Tax administrations plan to build capacities to assess and mitigate risks on tax collection. They need to improve strategies for tax compliance through stronger risk management. Thus, the region will strengthen compliance through risk management.

- **Managerial capacity.** The areas of tax and customs administrations will work jointly to deliver the program of management capacity development and will also integrate regional training on risk management. The goal is to achieve synergies and encourage greater collaboration between the tax and customs officers in the implementation of strategies to improve tax compliance. The regional training will be carried out jointly with other CD providers, including the CIAT, IADB, IFS, and WCO.

C. Customs Administration

33. **The Center's assistance will focus on enhancing core functions, managerial capacity, and governance in customs during the first year of Phase III.** Priorities will be guided by the WTO trade facilitation agreement, the strategy on integrated risk management, and the customs union in three countries. The Center will support actions for increased transparency in customs and improved gender balance in the organizational structure to enhance ethics standards. Next year's milestones will relate to the following projects:

- **Regional projects.** In line with the strategy on integrated risk management, the Center will assess information management practices on customs, with emphasis on the quality of primary data and IT systems. The assessment will provide the steps to upgrade capacity on risk analysis and information exchange across the region.

- **Core functions.** The goal is to close the gap with the standards of the WTO agreement. To this end, the region plans to: (i) enhance inter-agency collaboration to ease clearance time and improve cargo controls (Costa Rica); (ii) upgrade control over trade operators through a unified taxpayer's registry for the tax and customs administrations (Costa Rica, Honduras); (iii) introduce an electronic control on the transit of cargo and a current account to control special cargo regimes (Guatemala); and (iv) develop a national strategy for trade facilitation to improve customs logistics and management (Panama).

- **Risk management.** Countries will apply the segmentation of traders developed by the Center to improve cargo inspection and clearance (Nicaragua, Panama) and introduce new procedures for post-clearance auditing to mitigate risk of fraud on sensitive cargo (El Salvador, Guatemala, Nicaragua and the Dominican Republic). Other countries will develop risk management to mitigate fraud and contraband (Costa Rica) and broaden a program of integrated cargo control within the national airport (El Salvador).

- **Managerial capacity and governance.** As noted above, the Center will conduct a program of management capacity development and training on risk management for tax and customs officers. The latter will be organized with USAID and will include pilot training for customs officials on coordinated border management. Moreover, the Dominican Republic will conclude the implementation of an automatized dashboard to monitor performance indicators on strategic planning and operational processes.

D. Public Finance Management

34.   **The proposed technical assistance prioritizes actions that enable greater efficiency in the use of resources and improved fiscal transparency.** The expected outcomes follow:

- **Treasury management.** Treasuries will adopt guidelines to expediate payments, reduce discretion, and provide ministries with more flexibility to manage their resources through the TSA (Guatemala, Panama). They will set up an investment strategy for temporary cash surpluses in the TSA (Dominican Republic) and make greater use of electronic payments (Nicaragua). CAPTAC-DR will also provide training in modernizing treasury management.

- **Fiscal framework.** Countries will improve the medium-term fiscal framework (Costa Rica, Guatemala, Panama) by assessing the impact of macroeconomic conditions on the public finances. Honduras will strengthen the macro-fiscal framework with a new methodology to project key macro variables. The results will inform the multi-year budget. The Center will help bring a more explicit gender approach through the application of programmatic methodologies in the budget.

- **Fiscal transparency.** As for risk analysis, countries will assess and disclose a broader set of fiscal risks in the annual reports (Costa Rica, Guatemala, Panama, the Dominican Republic) or prepare an annual report for the first time (Nicaragua). As for reporting, countries will prepare consolidated financial statement for the public sector (Guatemala, the Dominican Republic) and build technical skills to assess the value of public financial assets. El Salvador plans to adapt its accounting system to the new financial management information system.

E. Financial Supervision

35.   **Countries will continue bolstering financial supervision and regulation to underpin financial stability**. Projects will focus on strengthening risk-based supervision on consolidated and cross-border basis, further updating regulations on financial risks, and improving supervision of the insurance sector. Expected outcomes for this year include:

- **Regional projects**. The CCSBSO plans to build capacity to monitor the capital adequacy of banking groups on a consolidated and cross-border basis. The CCSBSO will draft regional guidelines on international reporting standards for financial instruments (IFRS 9) to develop a common accounting language.

- **Regulatory framework**. In the banking sector, countries plan to: (i) update regulations on credit risk management and loan-loss provisioning (Nicaragua); and (ii) improve the assessment of default probability on credit loans (Honduras). In the insurance sector, countries will upgrade regulations on technical reserves (El Salvador), and prepare new legislation on insurance sector and enhance accounting standards (Guatemala).

- **Basel standards**. The plan is to adopt a liquidity coverage ratio (Guatemala, the Dominican Republic), require banks to self-assess capital adequacy (El Salvador), and refine the methodology to evaluate the interconnexion among financial institutions (Honduras).

- **Supervision**. Countries seek to build capacity to monitor risks in the banking and non-banking sectors, including money laundering risks. Building on previous TA projects, efforts will center on creating new tools for surveillance and reporting as well as developing stress-testing for supervision of liquidity risk (Costa Rica). Countries will enhance on-and off-site surveillance of solvency indicators (Panama); and update supervision of information technology risks (the Dominican Republic). Other countries plan to conduct a diagnostic to introduce risk-based supervision in the insurance sector (Nicaragua, Panama).

F. National Account Statistics

36.   **Most countries will continue to update the base year of the national accounts to obtain a more accurate representation of the structure of the economy.** The *2008 SNA* will continue to guide the strengthening of the real sector statistics and initial steps will be taken to measure gender and inequality gaps. Milestones will focus on the following projects:

- **National accounts.** Countries plan to update supply-and-use table as well as the compilation of the annual GDP under the production, expenditure, and income approaches (Costa Rica, Honduras, Panama). They will also improve basic data through better business directories and economic surveys. Countries are expected to conclude their rebasing projects over the next two years (Text Table). In the process, El Salvador will be encouraged to update the national accounts currently based in the year 2005. The Center will provide regional training on *2008 SNA* standards and analysis of high-frequency indicators to facilitate progress.

Updating national accounts		
Country	Actual base year	Targeted base year
Costa Rica	2012	2017
El Salvador	2005	2005
Guatemala	2001	2013
Honduras	2000	2016
Nicaragua	2006	2018
Panama	2007	2018
The Dominican Republic	2007	2018

Source: CAPTAC-DR.

- **Institutional sectors.** Countries will improve the compilation of statistics for the households and non-financial corporations (Costa Rica, El Salvador, Honduras) and the accuracy of the measurement of the government and financial sectors. They will also enhance the statistics for foreign direct investment (Honduras, Nicaragua).

- **Price indices.** Countries will rebase several of the prices indices, mainly consumer, producer, and export-import prices, consistent with the new base year of the national accounts. This will require updating the weights and baskets of goods of those indices (Guatemala, Honduras, Nicaragua, the Dominican Republic).

G.   Government Finance Statistics

37.   **Countries will strengthen statistics to enhance regional analysis and policy making.** Guided by the regional harmonization strategy, they will address quality gaps in monthly and quarterly government finance statistics and broaden the institutional coverage of debt statistics, securing consistency with other macroeconomic statistics. The expected outcomes include:

- **Regional projects.** The regional working group intends to publish a first set of harmonized statistics by September 2019, comprising annual and high frequency government and debt statistics. Countries are expected to submit a full set of data by June 2019 for review and publication by the regional working group through a new regional platform.

- **Government statistics.** This project will help member countries (i) compile systematically monthly and quarterly statistics for the central government that could be published in the IMF International Financial Statistics (IFS), and (ii) broaden institutional and transactional coverage of annual statistics to partially include stocks, with a view of initiating a regional transition to a stock-flow approach.

- **Debt statistics.** This project will help improve the reporting of statistics, including to the World Bank-IMF database. It includes actions to overcome institutional coverage limitations and data gaps; improve valuation processes; 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 customized training to Nicaragua and other countries as needed.

PROPOSED TRAINING AND OUTREACH

38.   **Consistent with the Program Document, training will seek to attain and sustain desired outcomes in FY20.** Like in FY19, the Center will encourage participation of high-level authorities and external partners in regional seminars to enhance visibility and collaboration. Outreach will focus on enhancing stakeholders' support to the strategy of capacity building in the region and disseminating success stories on capacity development. Assuming an adequate level of financing, the Center plans to deliver 14 regional seminars in FY20 (see Table 9).

- **Scope**. Training will aim to enhance the technical skills of officials and facilitate the adoption of TA advice. In public finances, regional training will focus on managerial development and risk management for tax and customs administration, and treasury management. In the financial sector, the priority will be on financial inclusion, banking supervision, and central bank accounting. In statistic, the emphasis will be on the rebasing

of national accounts, short-term indicators, and the use of fiscal statistics for policy analysis.

- **Collaboration**. Country authorities and external partners will be invited to participate in regional and bilateral training to address participants on the importance of sustainable institutional development and the relevance of disseminating knowledge to peers in their home agencies. The Center will continue to seek cost-sharing arrangements with other CD providers to the region, as done during the previous Phase. As note earlier, the Center will intensify the dissemination of TA reports to other CD providers with a legitimate interest in the region to facilitate coordination and address more effectively the capacity building needs of member countries.

- **Outreach.** The focus will be on raising awareness of the activities of the Center and sharing information on capacity building with the large audience that follows the Center, through social media and the quarterly newsletters, while leveraging the Center´s webpage (Box 2).

Box 1. Preparation of Phase III

The preparation of Phase III has been a collaborative effort of member countries, external partners, and the IMF. Most building blocks have been concluded, but additional efforts are needed to raise the targeted contributions and deliver the desired level of CD to the region during the next 5 years.

CAPTAC-DR began this process in October 2017, or 1½ years prior to the end of the current phase. Key steps taken so far include:

- **Strategy Note.** IMF Management approved a broad outline of the CD strategy for the new 5-year phase in December 2017, drawing on members' needs and the IMF agenda for the region. The note was enriched through intense consultation with member countries and external partners and became the basis for the Program Document of Phase III.

- **Results-Based Management.** The Center concluded the migration to the RBM system in January 2018. This IMF initiative has greatly enhanced the focus on capacity building results of CD interventions. The Center now delivers all multi-year projects through logframes that integrate outcomes and indicators based on IMF standardized catalogs.

- **External Evaluation.** The evaluator delivered an overwhelming positive assessment of the Center's operations to the Steering Committee in April 2018. The Center has developed a plan to implement the evaluators' advice during Phase III. The evaluator assessed CD operations based on relevance, impact, efficiency, effectiveness, and sustainability. The evaluator´s report is on: https://www.captacdr.org/content/captacdr/es/Publicaciones.html.

- **Program Document (PD)**. After extensive consultations with key stakeholders, the PD was issued in May 2018. The PD describes the priorities in capacity building of member countries for the next 5 years (FY20-FY24) and its costing (estimated at US$40 million in contributions); it is the basis for the fundraising process.

- **Fundraising.** The goal is to broaden the partnership base of the Center, with partners that share similar CD objectives for the region. The process was kicked off with a planning meeting between regional authorities and external partners in Honduras in July 2018. Regional authorities then invited new potential partners, while country authorities and IMF staff have conducted discussions with those potential partners, making presentation on the success cases and CD priorities for the next 5-year cycle.

Box 2. Proposed Plan on Communications and Visibility for FY20

Objective. Disseminate key achievements to a broad audience and raise the visibility of external partners. The action plan envisages activities supported in the past by the Steering Committee. It comprises the following four elements:

Partners

- Brief partners regularly on work plan and milestone progress, challenges facing countries, and key advice on capacity development for policy making; include interviews with partners in our quarterly newsletter and leverage on their communications policies;

- Share strategic objectives with other providers to coordinate delivery of projects and training to upgrade institutional skills and enhance sustainability.

Member countries

- Review progress and interventions with regional councils and countries to attain the objectives of the work plan; emphasize importance of dissemination of TA information;

- Discuss ways to better integrate technical assistance and training, as well as capacity development and IMF surveillance, and improve effectiveness of intervention.

Seminars

- Communicate objectives of specific training events and integration with technical assistance projects; have high-level country authorities and parthers to convey expectations of capacity building;

- Emphasize how training helps upgrade officials' skills on policy making, facilitates adoption of the Center's advice, and supports sustainability of capacity development.

Social media

- Broaden the non-specialized audience through blogs, twitter news, and other user-friendly material;

- Take advantage of the website to showcase success cases and coordination with develpment partners.

Figure 1. CAPTAC-DR: Resource Allocation by Area during FY19
(In expert-weeks; estimated as of end-April 2019)
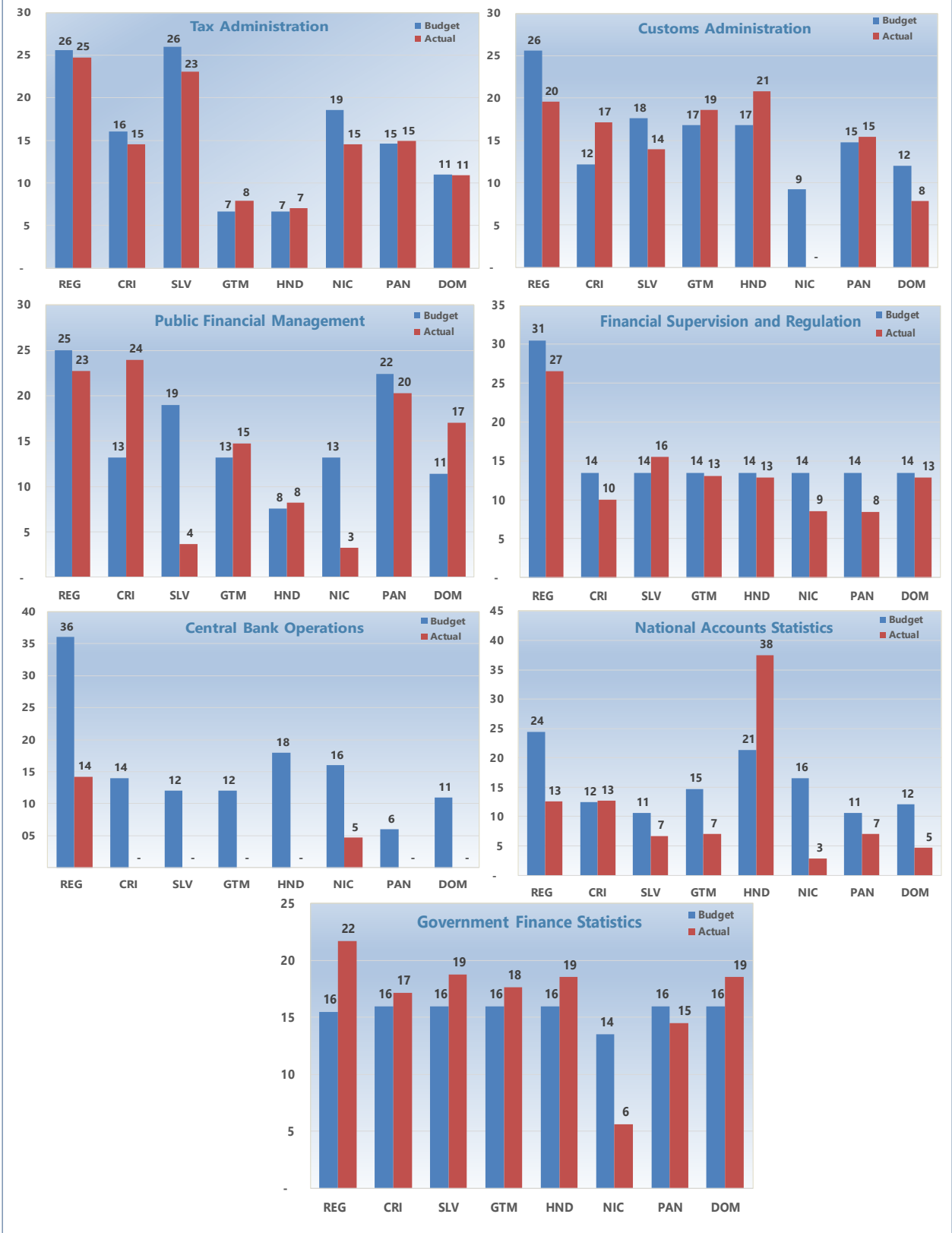
Table 1. CAPTAC-DR: Progress Achieved in Milestones during FY19
(Estimated as of end-April 2019)

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
I. By area						
Public Finances	**77**	**47**	**25**	**2**	**3**	**94**
Tax Administration	24	18	6	--	--	100
Customs Administration	32	15	12	2	3	84
Public Financial Management	21	14	7	--	--	100
Financial Sector	**65**	**23**	**17**	**1**	**24**	**62**
Financial Supervision	33	17	16	--	--	100
Central Bank Operations	32	6	1	1	24	22
Macroeconomics Statistics	**61**	**27**	**16**	**14**	**4**	**70**
National Accounts	19	18	1	--	--	100
Government Finance	42	9	15	14	4	57
II. By country						
Regional Projects	38	33	1	4	--	89
Costa Rica	21	10	8	--	3	86
El Salvador	27	8	12	3	4	74
Guatemala	23	11	4	4	4	65
Honduras	27	10	13	--	4	85
Nicaragua	23	8	6	--	9	61
Panama	20	8	5	6	1	65
Dominican Republic	24	9	9	--	6	75
Total	**203**	**97**	**58**	**17**	**31**	**76**

Source: CAPTAC-DR.

Table 2. CAPTAC-DR: Budget Execution during FY19 and Phase II
(In thousands of U.S. Dollars)

Project/ Activity	Phase II			FY2019			Phase II Extension [3]
	Revised Working Budget [1]	Estimated Outturn [2]	Execution (Percent)	Approved Budget	Estimated Outturn [2]	Execution (Percent)	
Tax Administration	**4,095**	**3,964**	**97**	**970**	**839**	**86**	**135**
Long-term advisors	1,104	1,104	100	315	345	110	54
Short-term advisors and Fund missions	2,280	2,136	94	550	315	57	-
Seminars	371	371	100	45	115	256	65
Backstopping and management	340	354	104	60	64	107	16
Customs Administration	**4,390**	**4,304**	**98**	**972**	**886**	**91**	**121**
Long-term advisors	1,216	1,216	100	208	291	140	42
Short-term advisors and Fund missions	2,517	2,517	100	650	494	76	-
Seminars	271	202	75	45	38	85	65
Backstopping and management	386	368	95	69	62	91	14
Public Financial Management	**4,572**	**4,408**	**96**	**1,173**	**1,009**	**86**	**165**
Long-term advisors	1,526	1,526	100	350	385	110	54
Short-term advisors and Fund missions	2,452	2,363	96	700	445	64	65
Seminars	314	311	99	45	142	317	30
Backstopping and management	280	207	74	78	37	47	16
Banking Supervision and Regulation[4]	**4,441**	**4,497**	**101**	**1,007**	**1,063**	**106**	**165**
Long-term advisors	1,634	1,634	100	290	359	124	54
Short-term advisors and Fund missions	2,116	2,183	103	620	468	76	65
Seminars	325	328	101	45	167	371	30
Backstopping and management	366	352	96	52	68	131	16
Central Bank Operations	**3,027**	**2,923**	**97**	**763**	**355**	**47**	**-**
Long-term advisors	1,114	1,053	95	290	170	59	-
Short-term advisors and Fund missions	1,449	1,417	98	380	93	24	-
Seminars	205	218	106	45	57	128	-
Backstopping and management	258	235	91	48	35	73	-
Real Sector Statistics	**4,834**	**4,666**	**97**	**685**	**726**	**106**	**106**
Long-term advisors	1,649	1,646	100	280	278	99	42
Short-term advisors and Fund missions	2,034	1,954	96	280	254	91	52
Seminars	633	555	88	45	131	292	12
Backstopping and management	517	511	99	80	64	80	-
Government Finance Statistics	**1,116**	**996**	**89**	**689**	**569**	**83**	**137**
Long-term advisors	498	498	100	290	290	100	43
Short-term advisors and Fund missions	222	155	70	280	142	51	52
Seminars	287	269	93	45	96	214	30
Backstopping and management	108	74	69	74	41	55	12
Training by ICD	**972**	**968**	**100**	**55**	**226**	**411**	**-**
Admininistrative expenses	**983**	**836**	**85**	**233**	**231**	**99**	**22**
Trust fund management	**1,990**	**1,929**	**97**	**438**	**413**	**94**	**53**
Subtotal	**30,420**	**29,492**	**97**	**6,984**	**6,317**	**90**	**903**
IMF and host country in-kind	**3,225**	**3,077**	**95**	**680**	**595**	**88**	**85**
Grand Total	**33,644**	**32,569**	**97**	**7,664**	**6,913**	**90**	**988**
Memorandum item:							
Seminars and training	4,006	3,825	95	438	1,156	264	232

Source: Fund staff estimations.

[1] Based on Program Document and available pledges for Phase II.

[2] Estimated as of end-April, 2019.

[3] Period from May 1 to June 22, 2019.

[4] Includes missions of the IMF's Legal Department.

Table 3. CAPTAC-DR: Financial Pledges and Contributions to Phase II
(As of end-January 2019)

	Agreement		Contributions (In U.S. dollars)	
	Currency	Amount	Amount [1]	Received [2]
Partners			**27,350,737**	**26,643,348**
Canada	CAD	10,000,000	7,531,255	7,690,869
European Commission	EUR	7,000,000	9,663,170	9,392,159
Luxembourg	EUR	3,950,000	5,156,312	4,560,320
Mexico	USD	5,000,000	5,000,000	5,000,000
Members			**3,510,000**	**3,510,000**
Costa Rica	USD	510,000	510,000	510,000
Dominican Republic	USD	500,000	500,000	500,000
El Salvador	USD	500,000	500,000	500,000
Guatemala	USD	500,000	500,000	500,000
Honduras	USD	500,000	500,000	500,000
Nicaragua	USD	500,000	500,000	500,000
Panama	USD	500,000	500,000	500,000
Sub total			**30,860,737**	**30,153,348**
Interest earned	USD		**218,739**	**218,739**
Transfers from Phase I	USD		**15,453**	**15,453**
Canada	USD		4,506	4,506
European Commission	USD		6,133	6,133
Honduras	USD		229	229
Mexico	USD		4,585	4,585
Total			**31,094,929**	**30,387,540**

Source: IMF´s Institute for Capacity Development (ICD).

[1] Converted at the exchange rate prevailing at the date of signing the letter of understanding.

[2] Converted at the exchange rate prevailing at the date of receiving the contribution.

Table 4. CAPTAC-DR: Regional Training during FY19
(May 2018-April 2019)

Area	Topic	Collaborating Agency	Participants			Country, Date	Country[3], Institutions
			Number	Female Share[1]	Score[2]		
Tax Administration	Management development program	IFS, CIAT, IDB, GIZ, and IMF	25	52	4.9	Costa Rica, July	Region, Bolivia, Brasil,Cuba, Ecuador,Mexico, Paraguay, and Peru
	Use of information to improve tax collection	...	24	52	4.9	Panama, Dec	Region
Customs Administration	Post-clearance audit	WCO	7	29	...	Dominican Republic, May	Region
	Good practices on the application of technology to facilitate trade	USAID, Peru tax agency (SUNAT), WCO	30	30	4.9	Peru, June	Region, Peru
	Coordinated border management	USAID	9	56	...	Guatemala, March	El Salvador, Guatemala, and Honduras
Public Financial Management	Treasury Management I (group A and B)	. . .	31	45	4.9	Guatemala, June	Region
	Treasury Management II (group A and B)	. . .	29	45	5.0	Guatemala, Aug	Region
Financial Supervision and Regulation	New basic Basel Principles	IMF	32	53	4.8	Guatemala, May	Region
	Corporate governance	...	33	52	4.9	Guatemala, Nov	Region
	Cyber Risk	IMF	28	52	4.9	Panama, April	Region
Central Bank Operations	Financial sector surveillance	IMF	30	47	4.7	Costa Rica, May	Region
	Macroeconomic analysis and projection	CAMC	10	...	...	Costa Rica, July	Region
	Evolving monetary frameworks	IMF	20	85	4.8	Guatemala, Oct	Region
National Accounts	Inclusive growth	IMF, CEMLA	37	43	4.8	Mexico, Sept	Region, Curazao, and Mexico
	Accumulation accounts and sectoral balances	...	21	45	4.8	Dominican Republic, Nov	Region
	Price Index	...	25	46	4.8	Guatemala, Feb	Region
	Data sources	CEMLA	25	46	4.8	Mexico, March	Region
Government Finance Statistics	Strengthening statistics for fiscal analysis	...	30	47	4.8	Costa Rica, Aug	Region
	Consolidating financial statements in the public sector (together with PFM)	CEMLA	28	39	4.9	Mexico, Sept	Region, Mexico
	Harmonization of the public finance and debt statistics	...	25	42	4.7	El Salvador, March	Region
	Fiscal policy analysis	IMF	35	50	4.9	Washington D.C., April	Region
Number of trainned officials	. . .	. . .	534	50	4.8	. . .	. . .

Source: CAPTAC-DR.
[1] In percent of total participants.
[2] Rating assessed by participants; scale of 1 (lowest) to 5 (highest).
[3] Region comprises Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and the Dominican Republic.

Table 5. CAPTAC-DR: Customized Training during FY19

(May 2018-April 2019)

Area	Topic	Collaborating Agency	Participants Number	Date	Country, Institutions
Customs Administration	Post-clearance audit and customs valuation	Customs agency (DARA)	73	Nov	Honduras
	Results-based management	Customs agency (DGA)	28	Nov	Dominican Republic
	Strategic planning	Customs agency (DGA)	27	Dec	Costa Rica
	Post-clearance audit and customs valuation	Customs agency (DGA)	72	Feb	El Salvador
	Post-clearance audit and customs valuation	Customs agency (SAT)	40	April	Guatemala
Public Financial Management	Gender budgeting	European Union	20	March	Honduras
National Income Accounts	National income accounts	Central Bank	33	Aug	El Salvador
	Base-year update	Central Bank	35	Sept	Honduras
Government Finance Statistics	Quality of public debt data	Finance Secretary	47	July	Honduras
	Public sector debt statistics	Ministry of Finance and Central Bank	33	Sept	Dominican Republic
	Public sector debt statistics	Ministry of Finance and Central Bank	35	Oct	Costa Rica
	Public sector debt statistics	Finance Secretary	30	Jan	Honduras
	Public sector debt statistics	Ministry of Finance and Central Bank	30	Feb	Guatemala
	Public sector debt statistics	Ministry of Finance and Central Bank	30	April	El Salvador
Number of trainned officials	. . .	. . .	**533**	. . .	. . .

Source: CAPTAC-DR.

Table 6. Consultation with External Partners during FY19
(May 2018 – April 2019)

Partner	Area [1]	Subject	Date	Country
Canada	CAPTAC-DR	Participation in meeting with country authorities	July	Honduras
European Union	AAA/AAT	Meeting with delegates	May	Guatemala
	CC	Meeting with delegates	May	Honduras
	SBF	Participation in regional seminar	May	Guatemala
	CAPTAC-DR	Participation in meeting with country authorities	July	Honduras
	GFS	Participation in regional seminar	Aug	Costa Rica
	AAT	Meeting with delegates	Sept	Honduras
	SCN	Participation in regional seminar	Sept	Mexico
	GFS	Participation in regional seminar	Sept	Mexico
	OMX	Participation in regional seminar	Oct	Guatemala
	SBF	Meeting with delegate	Oct	El Salvador
	AAA	Meeting with delegate	Oct	Honduras
	SBF	Participation in regional seminar	Nov	Guatemala
	AAT	Meeting with delegate	Nov	Costa Rica
	SCN	Participation in regional seminar	Nov	The Dominican Republic
	SBF	Meeting with delegate	Nov	Nicaragua
	AAT	Meeting with delegate	Nov	Nicaragua
	CC	Meeting with delegates	Nov	The Dominican Republic
	SCN	Meeting with delegate	Dec	Nicaragua
	SBF	Meeting with delegate	Feb	Nicaragua
	GFS	Participation in customized training	Feb	Guatemala
Mexico	GFS/PFM	Participation in regional seminar	Sept	Mexico
	CC	Meeting with delegates	Sept	Mexico
Luxembourg	SCN/GFS	Meeting with delegate	Dec	Nicaragua
Other CD providers:				
Colombia	CC	Meeting with Ambassador	July	Honduras
	CC	Meeting with Finance Minister	Aug	Colombia
Germany	CAPTAC-DR	Participation in regional meeting	July	Honduras
	CC	Meeting with Ambassador	July	Honduras
Spain	CC	Meeting with Ambassador	July	Honduras

Source: CAPTAC-DR Staff.

[1] Acronyms are as follows: Center coordinator (CC); tax administration (AAT); customs administration (AAA); public financial management (PFM); financial supervision (SBF); central bank operations (OMX); national accounts statistics (SCN); and government finance statistics (GFS).

Table 7. CAPTAC-DR: Financial Pledges and Contributions to Phase III
(As of end-March 2019)

	Agreement		Contributions (In U.S. dollars)		
	Currency	Amount	Amount[1]	Received[2]	Balance
Partners			**2,260,000**	**456,500**	**1,803,500**
Luxembourg	EUR	2,000,000	2,260,000	456,500	1,803,500
Members			**9,500,000**	**400,000**	**9,100,000**
Costa Rica	USD	1,500,000	1,500,000	-	1,500,000
Dominican Republic[3]	USD	1,500,000	1,500,000	-	1,500,000
El Salvador	USD	1,500,000	1,500,000	-	1,500,000
Guatemala	USD	1,500,000	1,500,000	300,000	1,200,000
Honduras	USD	1,500,000	1,500,000	-	1,500,000
Nicaragua	USD	500,000	500,000	100,000	400,000
Panama	USD	1,500,000	1,500,000	-	1,500,000
Total			**11,760,000**	**856,500**	**11,403,500**

Source: IMF's Institute for Capacity Development (ICD).

[1] Converted at the exchange rate prevailing at the date of signing the letter of understanding.
[2] Converted at the exchange rate prevailing at the date of receiving the contribution.
[3] Letter of understanding is under preparation.

Table 8. CAPTAC-DR: Proposed Budget for Fiscal Year 2020
(In thousands of U.S. Dollars)

Project/Activity	Program Document Budget	FY20 Budget		FY21 Indicative	FY22 Indicative
		Proposed	Contingency[1]		
Tax Administration	**5,046**	**936**	**461**	**960**	**985**
Long-term advisors	2,036	384	384	395	407
Short-term advisors and Fund missions	2,042	363	24	374	385
Seminars	467	88	-	91	93
Backstopping and management[2]	500	100	53	100	100
Customs Administration	**5,046**	**936**	**511**	**960**	**985**
Long-term advisors	2,036	384	384	395	407
Short-term advisors and Fund missions	2,042	363	24	374	385
Seminars	467	88	50	91	93
Backstopping and management[2]	500	100	53	100	100
Public Financial Management	**5,335**	**1,058**	**480**	**1,085**	**1,113**
Long-term advisors	1,888	356	356	367	377
Short-term advisors and Fund missions	1,944	367	24	378	388
Seminars	887	212	50	218	224
Backstopping and management[2]	616	123	49	123	123
Banking Supervision and Regulation[3]	**4,757**	**891**	**460**	**937**	**942**
Long-term advisors	1,794	339	339	348	358
Short-term advisors and Fund missions	1,556	294	24	302	311
Seminars	307	50	50	72	53
Backstopping and management[2]	578	109	47	112	116
Central Bank Operations	**4,235**	**792**	**-**	**835**	**838**
Long-term advisors	1,794	339	-	348	358
Short-term advisors and Fund missions	1,556	294	-	302	311
Seminars	307	50	-	72	53
Backstopping and management[2]	578	109	-	112	116
Real Sector Statistics	**5,095**	**1,008**	**402**	**963**	**1,071**
Long-term advisors	1,758	332	332	341	351
Short-term advisors and Fund missions	1,800	334	24	358	354
Seminars	837	210	-	128	222
Backstopping and management[2]	700	131	46	135	143
Government Finance Statistics	**4,096**	**754**	**469**	**800**	**823**
Long-term advisors	1,836	347	347	357	367
Short-term advisors and Fund missions	1,002	170	24	199	205
Seminars	761	144	50	148	152
Backstopping and management[2]	497	94	48	96	99
Training by ICD	**1,309**	**247**	**-**	**254**	**262**
Administrative expenses[4]	**1,663**	**281**	**281**	**288**	**594**
Contingency	**800**	**160**	**-**	**160**	**160**
Trust fund management	**2,617**	**494**	**215**	**507**	**544**
Subtotal	**40,000**	**7,556**	**3,280**	**7,749**	**8,317**
IMF and host country in-kind	**3,400**	**680**	**680**	**680**	**680**
Grand Total	**43,400**	**8,236**	**3,960**	**8,429**	**8,997**

Source: Fund staff estimations.

[1] Based on cash contributions as of end-February 2019. Ceiling on each work stream includes activities under extension of Phase II.

[2] Includes backstopping, project management, language services, security, and governance costs under CD departments.

[3] Includes IMF´s Legal Department missions.

[4] Comprises FIN and WHD project management, as well as local office operating costs.

Table 9. CAPTAC-DR: Proposed Training for FY20 [1]

(May 2019-April 2020)

Area	Topic	Proposed date	Venue	Participants
Tax Administration	Management development program (Second edition)	Oct, 2019	Guatemala	28
	Risk management	Nov, 2019	Mexico	28
Customs Administration	Management development program (together with AAT)	Oct, 2019	Guatemala	21
	Risk management (together with AAT)	Nov, 2019	Mexico	21
Public Financial Management	Modernizing treasury management	June, 2019	Dominican Republic	42
	Accounting and valuation of financial assets	Oct, 2019	Guatemala	30
Financial Supervision and Regulation	Financial Inclusion	June, 2019	El Salvador	32
	Supervision of bank credit portfolio	Aug, 2019	Panama	32
Central Bank Operations	CPSS-IOSCO Principles	Dec, 2019	Honduras	28
	TBD	Jan, 2020	Nicaragua	28
National Income Accounts	2008 System of National Accounts	June, 2019	Dominican Republic	28
	High frequency indicators	Sept, 2019	Costa Rica	28
Government Finance Statistics	Fiscal transparency and regional comparability	June, 2019	Mexico	30
	Fiscal data for policy analysis	March, 2020	Panama	30

Source: CAPTAC-DR.

[1] Delivery depends on availability of funds.

Annex 1. Improving Risk Management in Customs
(Success case of Customs Administration in Phase II)

CAPTAC-DR helped develop the first strategy on integrated risk management for the region. It entails a customs framework to conduct tactical and operational actions against fraud, security threats, and trade facilitation, in coordination with other governmental agencies.

A.   Initial situation

At the outset of Phase II (July 2014), customs administrations across the region sought to build capacity to manage operating risks, with a view of fostering transparency and streamlining processes. A regional diagnostic conducted by CAPTAC-DR identified key shortcomings:

- Customs processes were largely outdated and lacked reliable controls for traceability, leading to unpredictability and corruption at borders. The legal framework lacked key powers and penalties that limited capacity to prevent and mitigate risks of fraud at borders;

- Customs controls were mostly applied at point of entry, generating long waiting lines of trucks at borders, while risk-based audits for effective inspection were absent, obstructing legitimate trade. Overall, customs controls were undermined by weak physical infrastructure, outdated information technology, low technical skills in human resources, and poor risk management, which inhibited the capacity to fight fraud and contraband; and

- Exchange of information and collaboration at national and regional levels were weak, not only within customs administrations, but also between customs and other government agencies.

The region joined the WTO Trade Facilitation Agreement in 2013, while Honduras, Guatemala, and El Salvador began to establish a customs union in 2017. These policies created opportunities for deeper regional integration and stronger competitiveness, through the removal of trade barriers. However, challenges arose regarding tax revenue risks, national security, and social protection, that resulted from threats of contraband and terrorism. These challenges called for the modernization of customs administrations and greater collaboration with other government agencies.

B.   Progress achieved

Against this background, the Center assisted countries build capacity on risk management to mitigate fraud, while facilitating legal trade. Main achievements included:

Country level,

- Customs revised processes to improve traceability control, predictability, and transparency (Costa Rica, Honduras, Guatemala, and Panama). They began implementing a model of integrated cargo control in main ports to improve traceability of goods, resulting in stronger customs revenue and faster entry of goods (El Salvador, Honduras, and Guatemala);

- Countries elaborated a methodology for the segmentation of traders based on risk profiles, with the objective to enhance customs control at borders and improve post-clearance audits (Costa Rica, El Salvador, Honduras, Guatemala, and the Dominican Republic). Panama has already applied this methodology. Some countries began adopting a new post-clearance model focused on sensitive goods (El Salvador, Honduras, and the Dominican Republic);

- A few countries developed a strategy on risk management and collaboration with other agencies to combat fraud and contraband (Costa Rica and Panama); others conducted for the first time a coordinated operation over the transit of goods and identified fraud resulted in the arrest of private traders and customs officers (El Salvador and Guatemala); and

- Some countries installed technology (radio frequency identification) at borders and launched a pilot plan (covering 6,000 trucks) to improve traceability of goods and increase data register to facilitate trade and reduce operational risks including corruption and customs fraud (El Salvador, Honduras and Guatemala).

Regional level,

- The Center and the World Bank Group developed a gap analysis on the uniform customs code and its regulation (the so-called CAUCA and RECAUCA) against the WTO Trade Facilitation Agreement. The analysis now guides the modernization of the legal framework in the region;

- The Center elaborated a strategy for integrated risk management to mitigate common risks faced by the region. There was a strong collaboration from USAID, WCO, SIECA, as well as from experts of Argentina, Mexico, Uruguay, the United States, and the IADB. A regional working group, with risk managers from each country, was created to oversee the implementation of the risk management strategy. Since 2018, the strategy has provided the steps to build standardized risk management in the region over the medium-term, as follows:

  o **Traceability of goods.** The objective is to establish an end-to-end control over the movement of goods through the region, which would mitigate risks of fraud and contraband at the point of entry, during transit, and point of exit through each country;

  o **Risk analysis.** Allow the identification of low, medium, and high-level risks, and the elaboration of responses to foster customs compliance, in coordination with other customs posts and government agencies;

  o **Post-clearance audit.** Conduct effective audits to improve the assessment of risk and facilitate trade at the point of entry; and

  o **Collaboration.** Strengthen coordination among customs, government agencies, and the private sector to enhance capacity to prevent and mitigate operational risks associated with security, society protection, and tax revenue.

C.   Next steps

During Phase III, member countries seek to strengthen core customs capacities to facilitate trade and reduce evasion, guided by regional initiatives on integrated risk management and regulations. The focus will be on the following strategic goals:

- Close operational gaps with the WTO agreement, improve the traceability of goods, modernize information technologies in the context of coordinated border management, and close opportunities for corruption and tax evasion; upgrade the customs legal framework, drawing on the gap analysis, update practices for customs management and trade operations;

- Introduce intelligent risk analysis based on better technology and quality of data for control prior to arrival of goods and at point of entry; shift to risk-based post-clearance audits to discontinue excessive controls at point of entry; and

- Improve coordination with the tax administration and engage in joint initiatives to mitigate risks to tax revenue, particularly those arising from the customs union.

Additional outcomes are planned, with the support of other CD providers:

- Reach so called "*Mutual Recognition Agreement of Authorized Economic Operators*" in at least three countries to greatly facilitate entry and exit of goods through signatory countries;

- Implement a regional IT platform for information exchange and collaboration to mitigate risks; intensify the use of technology to improve traceability of goods, lower physical intervention at borders, and record relevant data for risk management; and

- Undertake coordinated actions across the region to enhance control over the transit of goods, in close cooperation with other government agencies; mitigate risks at borders in application of a coordinated border management approach.

Annex 2. Modernizing Treasury Management in the Region
(Success case of Public Finance Management in Phase II)

The region made significant strides in modernizing the treasury management over the 5-year period of Phase II. There has been important efficiency and transparency gains in the use of budgetary funds for the central administration. Looking ahead, some countries need to broaden the coverage of the treasury single account (TSA), improve the treasury's payment systems and governance, while the most advanced countries should refine the management of assets and liabilities within the treasury.

A.   Initial situation

At the outset of Phase II (July 2014), treasuries suffered from passive cash management and on occasions relied on payment delays to manage cash shortfalls. Key shortcoming included:

- The scope of the TSA was narrowed and lacked focus on financial and operational efficiency. Two countries had no adequate regulations on TSA operation, while the remaining countries failed to fully observe existing regulations;

- Payments were excessively centralized with the Treasurer, who oversaw the operating process, had no well-defined payment schedule nor policy, and relied on the usage of checks and petty cash. Costa Rica was the only country to use purchasing cards for certain payments; and

- Various public agencies collected nontax revenue, using ad-hoc procedures and individual bank accounts; Treasuries conducted their cash programming based on budget execution solely, and did not invest any temporary cash surplus.

CAPTAC-DR technical advice promoted the migration to a TSA, but recommendations were slowly adopted, as countries faced legal obstacles, inadequate financial management systems, and lack of collaboration from other central government agencies. More importantly, key stakeholders were not fully aware of the importance of the treasury's role in a modern public finance management framework. As a result, TA advice lacked traction to foster needed change, and TA recipients failed to reap the benefits of a strong treasury management for the overall public finances.

B.   Actions for success

Against this backdrop, the Center refocused the delivery of technical assistance during Phase II. The goal was to raise the understanding of stakeholders on the benefits and implications of modernizing the treasury management. CD interventions became more focused and more adapted to the needs of the treasury to foster capacity building. Interventions then followed broad guidelines:

- Promote the model of treasury management already in place in Costa Rica (a success case in the region at the time), with further improvements based on best international practice;

- Deliver assistance and monitor progress on a more continued basis, while providing training to key treasury officers to facilitate implementation of TA advice; this required a shortening of mission duration while increasing its frequency to accompany countries more closely;

- Develop a baseline, define clear objectives, and monitor progress through agreed logframes. Strategic objectives focus on 4 outcomes and 20 recommended practices in treasury management, while progress is measured using a 4-level notification system inspired by the IMF fiscal transparency evaluation (FTE) framework;

- Strengthen the leading role of treasury on defining training objectives for institutional building; and raise the awareness of other agencies regarding their responsibilities—for instance, the role of the Comptroller and the Judiciary is key to foster compliance with regulations and promote the broadening of the TSA; and

- Encourage necessary changes in the organizational structure of treasuries to enable them to work as private banks in some key functions.

C.   Progress achieved

This effort has yielded significant improvements in treasury management during the 5-year period of Phase II, although progress has been uneven in some areas across the region:

- Overall, all countries have put in place adequate legislation to support treasury management development and have introduced a conceptual model of TSA oriented towards financial and operational efficiency. They have also broadened the coverage of the TSA to include all central administration and decentralized institutions; and have developed training programs for officials serving in institutional treasuries;

- Some countries enhanced the efficiency on the usage of public funds. Namely, they now invest temporary cash surpluses from the TSA and have an active cash management policy (Panama, the Dominican Republic), use electronic transfers as the main means of payment (Honduras, the Dominican Republic), and have institutional purchase cards to perform some payments (Guatemala);

- Other countries improved the efficiency of treasury operations. Specifically, they upgraded the cash programming model, including for the institutions incorporated in the TSA (Guatemala, Panama, the Dominican Republic), and introduced a system for the collection of nontax revenue (the Dominican Republic) or are developing one (Guatemala, Honduras, Panama). They also developed a payment policy (the Dominican Republic) and provided participating institutions more flexibility to manage their funds through the TSA (Honduras, the Dominican Republic); and

- A few countries focused on improving the governance of the treasury. They enhanced the organizational structure to assume new responsibilities (Honduras, the Dominican Republic) and designed a business continuity plan (Costa Rica, Nicaragua).

D.   Next steps

A key strategic objective for Phase III is to further improve public financial management in the region. This goal hinges upon the continued modernization of the treasuries and the region is well-positioned to move forward based on the following agenda:

- Move forward with the pending agenda of Phase II. Some countries need to broaden the coverage of the TSA to the general government (excluding local governments and public pension funds), enhance the financial and operational efficiency of the treasury, and improve its governance;

- Improve the technical capacity of officials through training in modern treasury management and ensure that this framework is disseminated and well-understood by treasuries and the rest of the general government;

- Clarify the definition of management autonomy at the central government level to differentiate the tasks that rightly fall under the purview of an institution (such as the ability to define own policies and manage its personnel) from the observance of common rules for an effective public financial management (such as disclosing information on assets and liabilities, reducing the usage of commercial bank accounts without approval or awareness of the treasury, and even participating in the TSA);

- Achieve a better dialogue between the Finance Ministry and the Central Bank (the cashier bank of the government) to formally establish interest earnings on deposits and fees for services provided in the context of TSA operations; and

- Consolidate active management of temporary cash surpluses and integrate the management of assets and liabilities within the treasury.

Annex 3. Rebasing the National Accounts in the Central American Region
(Success case of National Accounts Statistics in Phase II)

The region has been modernizing the real sector statistics to inform investment decisions and policy making better. At the core of this effort are recent projects to update the base year of the national accounts. Looking ahead, more capacity is needed to strengthen basic data, measure the informal sector, and ultimately, undertake benchmark revisions more independently.

A.   Initial situation

The national account statistics in the region were markedly outdated. The time elapsed between 2018 and the base year of the gross domestic product (GDP) series averaged 14 years. In contrast, best standards (*2008 SNA*) recommend that the base year should be no older than 5-10 years. At the outset of Phase II (July 2014), countries faced the following shortcomings:

- Statistics lacked the quality to measure accurately the structure and activity in the economy, constraining its value for investment decisions and policy-making;

- Methodologies for volume were inaccurate and led to serious GDP bias; short-term indicators were mostly unavailable; and the informal sector was not measured, leading to an undervaluation of the GDP series; and

- The quality of statistics was also hindered by poor IT infrastructure, low-skilled human resources, and narrowed economic surveys.

B.   Actions to success

The region set up the goal of improving the quality and accuracy of national account statistics. During Phase II, the priority was to gradually compile and disseminate statistics aligned with best standards. Countries began to prepare the ground to rebase the national accounts, including with steps to: (i) improve the collection of source data through adequate statistical techniques; (ii) upgrade methodologies to compile real sector statistics; and (ii) adopt modern techniques to measure the informal sector. Key strategic steps were taken to achieve this goal over time:

- **Action plans.** Countries identified gaps and remedial steps for the national accounts and price statistics. To focus on results, action plans were translated into RBM logframes to articulate an appropriate sequence of milestones and monitor implementation;

- **Regional training.** The Center delivered extensive training to help officials address gaps on statistics. Workshops focused on rebasing techniques, data sources, quarterly national accounts and prices, accumulation accounts and balance sheets. In addition to central bank officials, the national statistics offices, who oversaw economic surveys and price statistics mostly, participated in regional training for the first time;

- **Knowledge dissemination.** Countries shared new methodologies, experience, and templates as they moved along on the modernization of statistics. This effort helped address difficulties

on the compilation of agricultural activity, the classification of industry, and the measurement of the value added on trade and transportation; and

- **Collaboration.** The Center collaborated closely with CEMLA, CMCA, ECLAC, and national statistical offices to leverage on available technical resources. This led to key benefits in terms of availability of specialized instructors, training installations at no cost for the Center, and dissemination of experience from countries with more advanced statistics.

C.   Progress achieved

The region has made progress in improving the quality and accuracy of the real sector statistics. Over the last couple of years, most countries have embarked on the rebasing of the national accounts, following progress in compilation methodologies and source data. Relevant progress and areas of improvement can be summarized as follows:

- Countries broadly observe *2008 SNA* standards, but need to improve methodologies of compilation in the financial sector, IT activities, and other emerging activities; and update IT systems to carry out recurrent compilations and rebasing projects more efficiently;

- Most countries utilize more adequate statistical techniques to collect basic data (Costa Rica, Guatemala, Honduras, Panama); the next step is to consolidate the capacity already built to attain self-sufficiency in sampling procedures and surveys; and

- Countries compile employment matrices to measure activity in the informal sector, but its incorporation into the national accounts is largely pending (El Salvador, Honduras, Nicaragua, Panama), creating a potential source of undervaluation in the GDP series.

D.   Next steps

Countries are expected to conclude the rebasing of the national accounts statistics over the next two years, making the base year no older than 6 years on average (Text Chart). Guatemala will publish new national accounts this year (base year 2013), El Salvador is considering updating the current base year (2005), while the other five countries will have a newer base year (2016-18). The next steps focus on the following objectives:

- Conclude the pending agenda to improve compilation methodologies, economic surveys, and measurement of the informal sector;

How Old is the Base Year in the National Accounts?
Source: CAPTAC-DR.
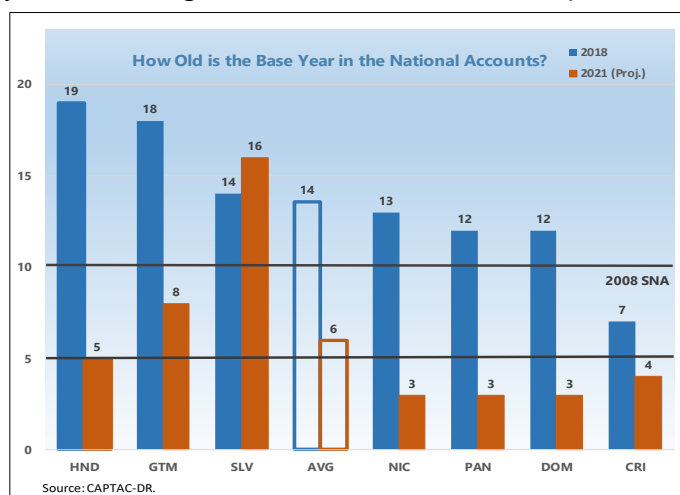
- Consolidate capacity: (i) to select and revise the benchmark year, with the frequency advised by best standards; and (ii) to develop related work plans for base-year revisions, including budgeting of financial and human resources, and IT systems; and

- Collaborate with the CMCA to develop an agenda for the harmonization of the national accounts systems across the region. As initial step, consolidate capacity to rebase price indices and to lower dependency on CD assistance.

Annex 4. Harmonizing Government Statistics in the Region
(Success case of Government Financial Statistics in Phase II)

Countries have taken initial steps to fortify public sector statistics and developed a strategy for regional harmonization over the medium-term. The goal is to enhance fiscal analysis, country comparability, and the policy framework. Close collaboration between producing institutions of statistics and focus on public debt statistics are key for future success.

A.   Initial situation

Countries strongly embraced the work stream in government finance statistics that was launched in August 2017. At the time, they required stronger statistics to enhance the fiscal policy framework, especially in the areas of transparency, programmatic budgeting, debt sustainability, regional comparability, and analysis, among others. The statistics faced important deficiencies related to ad-hoc national definitions and practices, partial coverage of the public sector, irregular publication, and compilation inconsistencies. Key shortcomings comprised:

- Member countries narrowly used the statistics to inform fiscal policy analysis, due to a limited quality of the statistics and/or shortage of technical skills among statisticians. There was a lack of coordination and limited sharing of primary data among the producers of statistics, such as the finance ministry, central bank, and the statistics office;

- Countries lacked an institutional definition of the public sector aligned with best practice, and utilized up to six different coverages of the public sector in compiling statistics, generating serious inconsistencies and inhibiting comparability across the region;

- The region generated public debt statistics that were highly inconsistent and did not follow international guidelines; particularly in the coverage of institutions and financial instrument, residence criteria, and valuation;

- Some countries (Guatemala, Honduras, Panama) did not disseminate statistics consistent with the *GFSM 2001, 2014* for the IMF's Government Finance Statistics Yearbook (GFSY); only one country (El Salvador) disseminated high frequency statistics, albeit partial, to the IMF; and

- Countries failed to fully harmonize government statistics with other sectoral statistics (real, monetary, and external sectors), generating quality gaps in macroeconomic statistics.

B.   Actions for success

Supported by strong ownership of country authorities, the Center designed a CD program that could address needs at the country and regional levels. During the remaining of Phase II, the Center conducted key elements of this program, specifically:

At the country level,

- Carried out a regional seminar (September 2017) and country diagnostics to assess priorities. This effort revealed a similar development of statistics across the region, helped design well-sequenced and tailored action plans for countries, but found that bilateral progress could be uneven due to various degrees of country capacity and technical skills, particularly for the public debt statistics;

- Emphasized that improvements in statistics should have a clear contribution to fiscal policy analysis, while adhering to international standards (i.e., the *GFSM 2014, 2008 SNA*). Logframes were agreed with countries for each project to ensure the focus on capacity building results;

- Raised awareness on the need for close collaboration among producing institutions, and provided extensive customized training to facilitate progress in capacity building and the usage of statistics for policy analysis; and

- Focused on the implementation of initial milestones to improve: (i) the institutional definition for the coverage of the government statistics; (ii) the methodology of compilation of annual and quarterly data of the budgetary central government and preparation for publication; and (iii) the capacity to gradually address deficiencies in the compilation of public debt statistics.

At the regional level,

- Conducted extensive consultation with the regional councils (COSEFIN, CMCA) to outline the scope for regional harmonization and extent of collaboration among producing institutions. The Center then assisted in designing the strategy for regional harmonization of statistics and articulating a work plan for the period 2018-23, which were approved by the regional councils in November 2018; and

- Supported the creation of an interinstitutional working group (*Grupo Técnico de Estadísticas de Finanzas Publicas, GTEFP*) to lead the strategy on harmonization. The group comprises senior officials from all finance ministries and central banks in the region as well as the statistical office of Panama.

C.   Progress achieved

Despite the short period of implementation, the region has delivered significant improvements in statistics, although there are indications of uneven progress across the region:

- Member countries have shifted to a single institutional table for the coverage of the public sector, consistent with best practice; Costa Rica and the Dominican Republic have formalized the use of the new institutional table as the guide for the future compilation of statistics;

- Countries now disseminate annual government statistics in the IMF's GFSY under the format of GFSM 2001 or 2014, with Panama disseminating for the first time and Honduras resuming dissemination. Countries are close to disseminating regularly monthly or quarterly budgetary central government data in line with GFSM 2014 (the Dominican Republic became the first country to publish in November 2018);

- Country officials have upgraded their technical skills through participation in CAPTAC-DR's training. Over 160 officials had benefited from regional training on government statistics, and nearly 200 officials across the region (but Nicaragua) have received customized training in public debt statistics. Nicaragua is scheduled to receive this training by August 2019; and

- The GTEFP set out milestones for the regional strategy in November 2018 and agreed on the publication of the central government statistics through a regional platform by September 2019. The group will follow up on progress during the next meeting in March 2019.

D.   Next steps

The ambitious strategy of regional harmonization of statistics is expected to guide progress at the country level during the period of Phase III. Close collaboration among producing institutions of statistics, led by the finance ministers, is a key element for future success. There is a risk of uneven future progress across the region, as countries have different levels of capacity to generate the required enhancement in statistics, particularly in public debt. The region is expected to work on the following agenda for harmonization:

- With the support of the CMCA, COSEFIN plans to develop a platform for publication of fiscal statistics and comparative analysis for the region, produced by the GTEFP;

- Countries need to ensure full collaboration between the technical staffs of the finance ministries and central bank (the finance ministry and the statistical office in Panama) in the compilation of government and public debt statistics, focusing on the consistency of data and the broadening of institutional and transactional coverage;

- Countries need to move forward with the implementation of their action plans to support the regional harmonization agenda, particularly on the three agreed dimensions: annual and high frequency government statistics, and public debt;

- Under the proper coverage of institutions and transactions, countries are expected to disseminate the monthly operations of the nonfinancial public sector, with full conciliation between above and below the line. Moreover, they need to gradually move towards a stock-flow approach to the publication of fiscal statistics; and

- Countries need to gradually develop capacity to use the harmonized government and public debt statistics for fiscal policy and comparative regional analysis.

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

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	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Manage technical assistance in tax administration matters. Support and coordinate initiatives of regional authorities, in coordination with other institutions that provide technical assistance.	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 2019 and the Annual Report for the fiscal year 2018.	7.0	10.6	4.0	
Strengthen revenue administration management and governance arrangements.	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, due to high turnover or lack of training plans. The region has been making isolated efforts to improve staff skills. There are other initiatives organized by CIAT and the Institute of Fiscal Studies of Spain to address the issue.	First edition of the Management Development Program aimed to middle-level managers launched jointly with other partners by April 2019.	7.0	3.0	4.0	
Regional seminar on "The collection and exploitation 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.	5.6	4.7	4.0	
Analyze the need and impact of information with tax implications in the achievement of tax compliance improvement objectives. Experiences in the region and steps to follow to reach an adequate level of maturity.	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.	Publication by April 30, 2019.	6.0	6.4	4.0	
Total Region				**25.6**	**24.7**	**4.0**	

Tax Administration

Costa Rica

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Strengthen core tax administration functions.	Accurate and reliable taxpayer information held in centralized database.	There is no consistent 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 December 2018.	2.8	2.8	3.0	
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	In 2015, strengthening of the massive control begun through the improvement in the selection and automated crossings of information.	Increased coverage of audits and verifications for the intensive and extensive control of taxpayers by December 2018.	5.6	5.9	4.0	
Strengthen revenue administration management and governance arrangements.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The DGT has developed an initial model of risk management, which however requires optimizations and measuring the impact of treatments.	Improvements in the determination of the risk profile of large taxpayers are implemented by April 2019.	7.6	5.5	4.0	
Total Costa Rica				**16.0**	**14.2**	**3.8**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Tax Administration							
El Salvador							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthen revenue administration management and governance arrangements.	Key performance indicators established, regularly reported and monitored.	The new institutional indicators have been implemented, yet the DGII doesn't use them.	Monitoring system of the strategic and operational plans implemented by December 2018.	1.0	--	3.0	
Strengthen core tax administration functions.	Accurate and reliable taxpayer information held in centralized database.	There is no consistent 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 December 2018.	2.8	5.7	4.0	
Strengthen core tax administration functions.	On-time filing ratio improves over time.	There is a basic control of omissions to the filing.	Paper invoice authorization control implemented by December 2018. VAT declaration management plan implemented by December 2018.	5.6	4.5	4.0	
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	According to the VAT base taxpayers have a coverage of 2.8 percent.	New models of information crossings for massive control of taxpayers are implemented by December 2018.	14.8	10.6	4.0	
Strengthen core tax administration functions.	Service delivery standards in place and routinely monitored, and performance against standards improves over time.	Information on tax obligations and taxpayer rights is available, but it is not adapted to the needs of the different taxpayer segments. Surveys to collect feedback from taxpayers about the quality of services provided are not based on statistically valid sampling and are not carried out by an independent third party.	The information on the obligations and rights of taxpayers according to each segment is implemented by April 2019.	1.8	1.9	3.0	
Total El Salvador				**26.0**	**22.7**	**3.9**	
Tax Administration							
Guatemala							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthen revenue administration management and governance arrangements.	Strategic and operational plans are prepared and adopted. Key performance indicators established, regularly reported and monitored.	SAT has a strategic and operational plan, but the SAT doesn't use it.	Monitoring system of the strategic and operational plans implemented by December 2018.	5.6	8.9	4.0	
Strengthen revenue administration management and governance arrangements.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The SAT has developed an initial model of risk management that, however, requires optimizations and measuring the impact of treatments.	Improvements in the determination of the risk profile of taxpayers are implemented by April 2019.	1.0	--	--	
Total Guatemala				**6.6**	**8.9**	**4.0**	

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Tax Administration							
Honduras							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthen revenue administration management and governance arrangements.	Strategic and operational plans are prepared and adopted. Key performance indicators established, regularly reported and monitored.	SAR has a strategic and operational plan, but they doesn't use it.	Monitoring system of the strategic and operational plans implemented by December 2018.	1.0	2.1	4.0	
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	The audit to large taxpayers is incipient, and the experience of auditors is limited.	Audit procedures for the large taxpayer are implemented by April 2019.	5.6	4.9	4.0	
Total Honduras				6.6	7.0	4.0	
Tax Administration							
Nicaragua							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthen core tax administration functions.	Accurate and reliable taxpayer information held in centralized database.	There is no consistent 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 December 2018.	4.6	3.8	3.0	
Strengthen core tax administration functions.	On-time filing ratio improves over time.	No invoicing control plan is available. There is a basic control of omissions to the filing.	VAT declaration management plan implemented by December 2018. The obligation of authorization for paper invoice implemented by April 2019.	5.6	5.7	4.0	
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	The tax control of the DGI presents opportunities for improvement.	Increased coverage of audits and verifications for the extensive control of taxpayers by December 2018.	8.4	4.9	4.0	
Total Nicaragua				18.6	14.4	3.7	

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Tax Administration							
Panama							
Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	The tax control of the DGI presents opportunities for improvement.	Increased coverage of audits and verifications for the extensive control of taxpayers by December 2018.	8.2	12.9	4.0	
Strengthen core tax administration functions.	Appropriate range of tax audits and other initiatives used to detect and deter inaccurate reporting and fraud.	The DGI of Panama is in a basic stage of gathering information for an effective automatic exchange, having already completed its first bilateral exchange (FATCA).	The automatic exchange (CRS) of information is implemented for April 2019.	6.4	1.9	4.0	
Total Panama				**14.6**	**14.8**	**4.0**	
Tax Administration							
Dominican Republic							
Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Strengthen revenue administration management and governance arrangements.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The DGII of the Dominican Republic has developed an initial model of risk management, which requires optimizations and measuring the impact of treatments.	Improvements in the determination of the risk profile of taxpayers are implemented by April 2019.	4.6	3.4	3.0	
Strengthen core tax administration functions.	Accurate and reliable taxpayer information held in centralized database.	There is no consistent 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 December 2018.	2.8	7.4	3.0	
Strengthen core tax administration functions.	On-time filing ratio improves over time.	The DGII of the Dominican Republic has designed an initial model of electronic invoicing. It requires to internally implement supporting systems that will allow the rest of the areas to process information for fiscal controls.	Definition of the total project of electronic invoicing for December 2018.	3.6	--	--	
Total Dominican Republic				**11.0**	**10.8**	**3.0**	
Total Countries				99.4	92.8	--	
Total Region				25.6	24.7	--	
Total Budget				**125.0**	**117.5**	**3.8**	

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	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Effective management of the regional technical assistance on customs administration.	Progress level on milestones' achievement.	CAPTAC-DR second phase started in FY2015. Main assistance on customs administration during second phase includes: process management, institutional strengthening and risk management. Donor coordination to avoid duplication and overlapping of TA needs to be improved.	Work plan execution report submitted to the Steering Committee by April 2019. Work plan proposal for FY2020 submitter for endorsement of the Steering Committee by April 2019.	10.0	10.8	4.0	
Strengthened revenue administration management and governance arrangements.	Key performance indicators established, regularly reported and monitored.	Main customs administrations have a strategic plan, however, they are not aligned with institutional capacity, have a low implementation level and lack effective performance indicators. In FY2018 the Center initiated the implementation of a results based management for the provision of technical assistance. This requires establishing baselines for indicators to be used to measure the progress in the region on the implementation of the TA.	Main RBM indicators for customs are measured at the regional level by January 2018.	6.0	3.4	4.0	
Strengthened revenue administration management and governance arrangements.	Reform management capacity strengthened or in place for reform implementation, including dedicated resources. Gender equality and transparency awareness increase at managerial level.	Based on CAPTAC-DR 's experience, it is common to find technical staff in areas such as customs valuation or classification and origin; however, they require to strengthen their management skills. Many customs administrations in the region have requested training on management. The WCO has organized national workshops both for customs mid-level managers and high-level authorities. Other partners, such as IADB and USAID also count with initiatives oriented to strengthening management capacities.	First edition of the Management Development Program aimed to middle-level managers launched jointly with WCO and other partners by April 2019.	6.6	--	--	
Strengthened revenue administration management and governance arrangements.	Improved monitoring and evaluation of compliance risk mitigation activities.	The CAPDR region has developed and adopted a regional strategy on Customs integrated risk management with the support of CAPTAC-DR, jointly with WCO and USAID. There are some initiatives in the region for adopting technology in order to improve customs cross-border controls and traceability, and facilitate licit trade, such as NII equipment, RFID technology, electronic seals, etc. There is need for increasing risk management capacities and applying technology to improve risk mitigation and controls at borders, ports and airports.	Seminar on "Good practices on applying technology for facilitating trade and improving customs controls at border" executed jointly with the WCO by December 2018.	3.0	5.4	4.0	
Total Region				**25.6**	**19.6**	**4.0**	

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Customs Administration						
Costa Rica						
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**

Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Strengthened revenue administration management and governance arrangements.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	Current strategic plan is in the last year of implementation.	New strategic plan for modernizing customs service adopted by December 2018.	2.0	5.9	4.0	After the diagnostic mission of August, TA will resume next quarter.
Improved customs administration functions	Customs laws, regulations, and guidelines simplified and easily accessible. Alignment of customs procedures (including transit) with international standards and regional integration objective improved	Template of the customs processes and procedures manual already defined. A pilot on the improved trade operators' registration process was launched in FY2018 under a business process management approach. Costa Rica notified in 2014 to the WTO its commitments under the Bali Agreement.	Pilot of improved cargo and clearance processes launched by April 2019. Final implementation phase of improved trade operators' registration process finalized by April 2019.	8.2	9.1	3.5	After the diagnostic mission of August, TA will resume next quarter.
Improved customs administration functions	Risk-based control selectivity applied more consistently	Inspection rate is lower than 10 percent but without an effective assertiveness rate. An importers' segmentation base on risks was made in FY2018.	Improved risk analysis identification criteria to be applied during clearance control, applied by April 2019.	2.0	2.2	4.0	After the diagnostic mission of August, TA will resume next quarter.
Total Costa Rica				**12.2**	**17.1**	**3.7**	

Customs Administration						
El Salvador						

Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Strengthened revenue administration management and governance arrangements.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	Customs service lacks a medium-term modernization plan. 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.	A customs modernization plan is approved by December 2018. A dashboard for strategic, tactical and operational indicators, adopted by December 2018.	5.6	1.2	2.0	
Improved customs administration functions.	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.	Primary zones at ports and airports are not registered as temporary warehouses in customs, therefore, customs has not complete control of primary zones. Lack of an effective communication and cooperation mechanism among control authorities acting at borders, ports and airports.	Second phase of the implementation of the integrated cargo control plan executed at Acajutla Port by April 2019. First phase of the integrated cargo control plan implemented at the cargo airport customs office by April 2019.	6.4	8.6	3.5	Special support is needed to take control of the cargo operation by customs at the international airport.
Improved customs administration functions.	A larger share of trade controlled progressively through a properly designed post clearance audit program.	Customs inspection plans do not incorporate a comprehensive risk assessment. Customs inspection is not focused on economic sectors. The use of non-intrusive inspection equipment has been implemented in main borders and Acajutla port. Risk management is not integrated at customs nor is coordinated with domestic taxes.	First phase of the action plan for improving post clearance audit implemented by April 2019.	5.6	4.2	4.0	
Total El Salvador				**17.6**	**14.0**	**3.5**	

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Customs Administration							
Guatemala							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Strengthened revenue administration management and governance arrangements.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	At the end of 2016, SAT presented a new institutional strategic plan that includes customs initiatives but lacks a comprehensive customs modernization plan. CAPTAC-DR has supported SAT in the definition of institutional indicators for management follow-up. However, they have not been implemented as suggested; they are estimated manually and without adequate supervision for data collection, processing, and analysis. SAT counts with a planning management area in charge of creating and following up the implementation of the institutional strategic plan.	A customs modernization plan approved by December 2018.	1.0	1.2	4.0	
Improved customs administration functions.	Alignment of customs procedures (including transit) with international standards and regional integration objective improved. Traceability of goods and customs actions in the customs systems strengthened.	Significant efforts have been made to adopt a process-based management such as the ISO 9001-2008 certification for some processes, and the introduction of a BPM-based IT system for customs. There are still several improvement opportunities to make border and port processes more efficient and transparent, upgrading at the same time the current IT system. SAT has a process map and a customs procedures manual in place. Guatemala and Honduras are working since 2016 in a customs union initiative in the framework of the CA integration process. In 2014, Guatemala notified the WTO its category A commitments under the WTO Trade Facilitation Agreement.	Customs processes redefined for developing the new IT management system by April 2019.	5.6	9.6	3.0	Technical assistance has been provided by RA. An STX visit will be conducted in November.
Improved customs administration functions.	Traceability of goods and customs actions in the customs systems strengthened. Risk-based control selectivity applied more consistently.	No advanced risk analysis is performed. Customs inspection plans do not incorporate comprehensive risk assessment strategy. Risk management is not fully integrated at customs. It lacks an effective coordination with domestic taxes. Lack of an integrated traceability of imported and exported goods.	Integrated cargo control program implemented in the customs office covering 80 per cent of national cargos by April 2019.	4.6	2.4	4.0	A STX visit will be conducted in november to continue with the action plan drafted in FY2018.
Improved customs administration functions.	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. It lacks 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 effective customs controls.	The first phase of the action plan for improving post clearance audit focused on controlling special procedures, implemented by April 2019.	5.6	5.4	1.0	A STX visit will be conducted in november to continue with the action plan drafted in FY2018.
Total Guatemala				16.8	18.6	2.6	

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		Customs Administration					
		Honduras					
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthened revenue administration management and governance arrangements.	Clear organizational structure along functional lines and/or taxpayer segments established and operating or strengthened. Clear separation of roles and responsibilities between HQ (definition of standard operation procedures, planning and monitoring) and local branches (execution) adopted.	An initiative for reestructuring revenue administration was undertaken early 2014. A presidential commission was appointed to take control of the customs service in 2016. The new tax code entered into force in January 2017 created a new customs administration agency, still under implementation. CAPTAC-DR helped define a new organizational structure in FY2018.	Organizational structure for the new customs administration agency published and implemented by December 2018. A new inteligence department is implemented by April 2019.	1.0	1.0	3.5	In support to these milestones, a mission was conducted in October funded by the RM-TF Agreement between FAD and SEFIN-SAR-DARA. STX resourced were reasigned to other milestones.
Strengthened revenue administration management and governance arrangements.	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. Customs inspection is not focused on economic sectors. Risk management is not fully integrated at customs. It lacks an effective coordination with domestic taxes. Lack of a compliance improvement program.	Action plan on risk prevention measures implemented by December 2018. An institutional compliance improvement program implemented by April 2019.	3.8	3.2	4.0	In support to these milestones, a mission was conducted in October funded by the RM-TF Agreement between FAD and SEFIN-SAR-DARA. STX resourced were reasigned to other milestones.
Improved customs administration functions.	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.	Trade operators' service desk implemented by December 2018. Improved process for trade operators' registration implemented by April 2019.	7.4	4.4	4.0	
Improved customs administration functions.	Alignment of customs procedures (including transit) with international standards and regional integration objective improved. Traceability of goods and customs actions in the customs systems strengthened.	Lack of effective coordination among authorities acting at borders, ports and airports. Lack of traceability of goods through the whole customs process control.	Action plan for improving inventory containers control implemented by December 2018.	4.6	4.2	3.0	
Improved customs administration functions.	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. It lacks an effective coordination with domestic taxes. Post clearance audit department needs to be refunded based on the new customs agency. Special procedures lack effective customs controls.	The first phase of the action plan for improving post clearance audit focused on controlling special procedures, implemented by April 2019.	--	8.1	4.0	This new proyect is included according with a request from customs authorities.
Total Honduras				16.8	20.8	3.8	

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Customs Administration

Nicaragua

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Improved customs administration functions.	Risk-based control selectivity applied more consistently.	Inspection rate is lower than 20 porcent 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.	Improved risk analysis identification criteria based on an importers' segmentation, applied by April 2019.	4.6	--	1.0	It hasn't been possible to agree a date of resume TA.
Improved customs administration functions.	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. It lacks an effective coordination with domestic taxes.	Action plan for improving post clearance audit implemented in its first phase by April 2019.	4.6	--	1.0	It hasn't been possible to agree a date of resume TA.
Total Nicaragua				**9.2**	**--**	**1.0**	

Customs Administration

Panama

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Improved customs administration functions.	Risk-based control selectivity applied more consistently.	Customs lacka risk management strategy. One hundred percent of final import declarations are reviewed during clearance process without a 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. It lacks an effective coordination with domestic taxes.	Segmentation of trade operators in accordance with CAPTAC-DR and FAD methodology to improve identification of customs fraud and smuggling risks implemented by December 2018. Inspection of goods during clearance process is based on risk assessment results by April 2019.	5.6	6.4	3.5	A new pilot was lunch to respect the IT systems' result of goods to be inspected during clearance. Since this represent a huge progress in the context of transparency, authorities have to provide all the support to finally establish this practice at national level without giving in to internal pressures.
Improved customs administration functions.	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. 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. There is no customs process map or procedures manual. Panama notified the WTO its category A commitments under the WTO Trade Facilitation Agreement in 2014.	Improved processes of cargo, clearance and registration of trade operators implemented at national level by April 2019.	9.2	9.1	3.5	Pending of written confirmation, the milestone 2 would be posponed for next fiscal year. The rating was given based on progress achieved in milestone 1.
Total Panama				**14.8**	**15.5**	**3.5**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Customs Administration							
Dominican Republic							
Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Strengthened revenue administration management and governance arrangements.	Key performance indicators established, regularly reported and monitored.	Customs had a 2013-2016 strategic plan updated to 2017-2020. FAD diagnostic missions had identified limitation in the strategic management capacities in the customs administration. A new planning management area was created in the organizational structure. The administration lacked an internal management committee, which was created in 2017 following a recommendation from FAD. Customs administration has a strong research and statistical area but lacks an indicators' dashboard.	A dashboard for strategic, tactical and operational indicators in line with the strategic plan adopted by December 2018.	2.8	3.4	4.0	
Improved customs administration functions.	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 strengths of the customs administration, yet it is not focused on economic sectors and there are needs for stronger support to this type of controls.	Post clearance audit program focus on economic sectors fully implemented by April 2019.	9.2	4.4	3.0	
Total Dominican Republic				**12.0**	**7.8**	**3.4**	
Total Countries				99.4	93.8	--	
Total Region				25.6	19.6	--	
Total Budget				**125.0**	**113.4**	**3.2**	

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	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
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.	Broadcast and communication tools are being defined. At regional level, the Medium Term Expenditure Framework Working Group (MTEF) met its training objectives and ceased to be operational in the FY2013. COSEFIN has not commented on the creation of other thematic working groups in the area of public financial management.	N.A.	8.0	7.8	4.0	
Improved coverage and quality of fiscal reporting.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5.	5.0	2.7	4.0	
Improved asset and liability management.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5.	12.0	12.3	4.0	
Total Region				**25.0**	**22.8**	**4.0**	
Public Financial Management							
Costa Rica							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Improved asset and liability management.	Timeliness of transfer of collected revenue to the treasury (PEFA PI-20.2).	There was no operational risk management framework in the Treasury. Reforms are led with no real monitoring framework.	Definition of an indicator dashboard for treasury management reforms.	2.0	16.6	4.0	
Strengthened identification, monitoring, and management of fiscal risks.	Comprehensiveness and timeliness of monitoring and reporting public corporation's fiscal risks (PEFA PI-10.1, FTC 3.3.2).	IMF HQ carried out a first mapping exercise. There is no unit in charge of this issue in the Ministry of Finance.	Publication of a fiscal risk report including at least SOEs and pension schemes' fiscal risks.	7.4	5.5	4.0	
Improved coverage and quality of fiscal reporting.	Fiscal reports' coverage of institutions (FTC 1.1.1).	To be assessed (new project).	Design of a new organizational structure for the accounting office.	3.8	1.8	1.0	This priority was abandoned.
Total Costa Rica				**13.2**	**23.9**	**3.8**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Public Financial Management							
El Salvador							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Improved coverage and quality of fiscal reporting.	Fiscal reports' coverage of institutions (FTC 1.1.1).	To be assessed (new project).	Offsetting of transfers at the budget government level for account consolidation.	3.9	3.7	4.0	
Better budget execution and control.	Public investment management (PI-11).	To be assessed (new project).	PIMA exercise is implemented (with the support of FAD).	15.1	--	--	
Total El Salvador				19.0	3.7	4.0	
Public Financial Management							
Guatemala							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Improved asset and liability management.	Timeliness of transfer of collected revenue to the treasury (PEFA PI-20.2).	The Budget Organic Law revised in FY2014 allows temporary use of resources of the Common Fund. Conceptual models of the institutional purchase card (TCI) and single income classifier (CUI) have been defined with the support of CAPTAC-DR, but have not been implemented yet.	Transfers to at least one decentralized institution are managed through the TSA.	3.8	3.7	4.0	
Comprehensive, credible, and policy based budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	A financial programming model existed but needed several improvements to be used. There was no medium-term macro fiscal framework.	The macro fiscal model and the DSA include financial forecasts of the IGSS (Social Security Institute) and the SOEs.	3.8	9.2	3.5	The missions also covered objective related to fiscal risk report.
Strengthened identification, monitoring, and management of fiscal risks.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	The Alliance for Economic Development Act has been adopted and regulated, but not implemented to date. The first projects are expected to be examined by the MoF in the second half of 2014. CAPTAC-DR will facilitate TA for fiscal risk mapping in the FY2014.	The fiscal risk report includes a detailed analysis of the risks associated to pensions.	3.6	--	--	
Improved coverage and quality of fiscal reporting.	Fiscal reports' coverage of institutions (FTC 1.1.1).	The MoF does not consolidate accounts.	Offsetting of transfers at the budget government level for account consolidation.	2.0	1.8	3.0	
Total Guatemala				13.2	14.7	3.6	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Public Financial Management							
Honduras							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Improved asset and liability management.	Timeliness of transfer of collected revenue to the treasury (PEFA PI-20.2). Extent of consolidation of cash balances by the treasury (PEFA PI-21.1).	The legal framework does not allow for the temporary use of trust fund' resources deposited in the Treasury Single Account (TSA). The cash programming process is not sufficiently institutionalized. A new conceptual TSA model was defined in FY 2014 with the support of CAPTAC-DR to mitigate these limitations and introduce mechanisms for resource mobilization.	Two trust funds are fully included in the TSA.	3.8	4.5	3.0	
Comprehensive, credible, and policy based budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	The document that guides the formulation of the budget (budget policy) only covers the year that will be budgeted. There is a macro fiscal medium-term framework elaborated by the Macrofiscal Policy Department, but it includes only one scenario.	The macro fiscal model and the DSA include financial forecasts of the SOEs.	3.8	3.7	3.0	The milestone changed.
Total Honduras				**7.6**	**8.2**	**3.0**	
Public Financial Management							
Nicaragua							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Improved asset and liability management.	Timeliness of transfer of collected revenue to the treasury (PEFA PI-20.2). Extent of consolidation of cash balances by the treasury (PEFA PI-21.1).	Temporary use of resources deposited in the Common Fund is not allowed. With the support of CAPTAC-DR, a treasury modernization plan has been defined, which includes among others, the development of a contingency plan and the TSA extension.	100 percent of transfers to public institutions are managed through the TSA.	3.8	3.3	3.0	
Comprehensive, credible, and policy based budget preparation.	Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).	A financial programming model existed but needed several improvements to be used.	A fiscal risk report is elaborated that includes an analysis of macro fiscal risks based on the FP simulations.	3.8	--	--	This activity has been cancelled for lack of demand from the authorities.
Strengthened identification, monitoring, and management of fiscal risks.	Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).	A first mapping of risks has been made. There is no annual report.	To be defined by the HQ mission April 2018.	5.6	--	--	This activity has been cancelled for lack of demand from the authorities.
Total Nicaragua				**13.2**	**3.3**	**3.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

<table>
<tr><td colspan="8" align="center">Public Financial Management</td></tr>
<tr><td colspan="8" align="center">Panama</td></tr>
<tr>
<td>Objectives</td>
<td>Indicators</td>
<td>Baseline</td>
<td>Milestones</td>
<td>Planned Person-weeks</td>
<td>Used Person-weeks</td>
<td>Milestone Progress[1]</td>
<td>Comments</td>
</tr>
<tr>
<td>Improved asset and liability management.</td>
<td>Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2). Extent of consolidation of cash balances by the Treasury (PEFA PI-21.1).</td>
<td>Act 604 of 2013 creating the national treasury system and the treasury single account defines the TSA perimeter, excluding some public entities. At the moment, it only applies to national treasury accounts.</td>
<td>The SIRIT is used for 40 percent of the funds directly charged by decentralized institutions.</td>
<td>3.8</td>
<td>3.7</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Comprehensive, credible, and policy based budget preparation.</td>
<td>Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2).</td>
<td>The preliminary draft budget is prepared without establishing ceilings or contemplating multi-year elements. The rules of budget administration are not included in an organic budget law, but are approved annually. With the support of CAPTAC-DR an MTEF manual was made (not yet validated to date). Even if transfers to decentralized institutions are channeled through ministries, there is no real sector approach.</td>
<td>Sectors are defined and a decision has been made regarding the stages of the budget cycle at which the sector approach will apply.</td>
<td>3.8</td>
<td>3.7</td>
<td>4.0</td>
<td>Change of approach- the TA is now devoted to MTFF.</td>
</tr>
<tr>
<td>Strengthened identification, monitoring, and management of fiscal risks.</td>
<td>Comprehensiveness and timeliness of monitoring and reporting public corporation's fiscal risks (PEFA PI-10.1, FTC 3.3.2).</td>
<td>There was no fiscal risk approach.</td>
<td>A fiscal risk report is elaborated that includes an analysis of the risks related to SOEs.</td>
<td>7.4</td>
<td>5.5</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Improved coverage and quality of fiscal reporting.</td>
<td>Fiscal reports' coverage of institutions (FTC 1.1.1).</td>
<td>To be assessed (new project).</td>
<td>Offsetting of transfers at the budget government level for account consolidation.</td>
<td>7.4</td>
<td>7.4</td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td colspan="4" align="center">Total Panama</td>
<td>22.4</td>
<td>20.3</td>
<td>3.6</td>
<td></td>
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<tr><td colspan="8" align="center">Public Financial Management</td></tr>
<tr><td colspan="8" align="center">Dominican Republic</td></tr>
<tr>
<td>Objectives</td>
<td>Indicators</td>
<td>Baseline</td>
<td>Milestones</td>
<td>Planned Person-weeks</td>
<td>Used Person-weeks</td>
<td>Milestone Progress[1]</td>
<td>Comments</td>
</tr>
<tr>
<td>Improved asset and liability management.</td>
<td>Timeliness of transfer of collected revenue to the Treasury (PEFA PI-20.2). Extent of consolidation of cash balances by the Treasury (PEFA PI-21.1).</td>
<td>TSA applies to the vast majority of government entities and is used as part of the payments of some decentralized entities.</td>
<td>The training plan for institutional Treasurers has been implemented.</td>
<td>2.0</td>
<td>5.5</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Comprehensive, credible, and policy based budget preparation.</td>
<td>Presentation and explanation of medium-term macroeconomic and fiscal forecasts (PEFA PI-14, FTC 2.1.2)</td>
<td>A financial programming model existed but clearly needed several improvements to be used. There was no medium-term macro fiscal framework.</td>
<td>Report on energy public sector is includedin the medium macro fiscal framework.</td>
<td>2.0</td>
<td>1.8</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Strengthened identification, monitoring, and management of fiscal risks.</td>
<td>Reporting contingent liabilities and other risks (PEFA PI-10.3, OBI 42).</td>
<td>There was no fiscal risk approach.</td>
<td>A fiscal risk report is annexed to the budget law.</td>
<td>7.4</td>
<td>5.9</td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td>Improved coverage and quality of fiscal reporting.</td>
<td>Fiscal reports' coverage of institutions (FTC 1.1.1).</td>
<td>To be assessed (new project).</td>
<td>Design of an action plan for account consolidation.</td>
<td>--</td>
<td>3.7</td>
<td>4.0</td>
<td></td>
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<td colspan="4" align="center">Total Dominican Republic</td>
<td>11.4</td>
<td>16.9</td>
<td>3.7</td>
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<td>100.0</td>
<td>91.0</td>
<td>--</td>
<td></td>
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<tr>
<td colspan="4" align="right">Total Region</td>
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<td>22.8</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td colspan="4" align="center">Total Budget</td>
<td>125.0</td>
<td>113.8</td>
<td>3.6</td>
<td></td>
</tr>
</table>

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Financial Supervision and Regulation

Bolster the tailored implementation of financial regulation and supervision international best practices in the region, with an emphasis on risk-based supervision, cross-border consolidated supervision, and the adoption of prudential criteria based on International Accounting Standards and the new Basel III solvency guidelines.

Region

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Develop/strengthen banking regulations and prudential norms.	Banks submit reports on standalone and consolidated basis.	CAPTAC-DR has been supporting the CCSBSO's Liaison Committee to strengthen the consolidated and cross-border supervision of regional financial groups.	Agree upon a common process to understand and monitor the group corporate governance through analysis of collected data and other supervisory activities, by April 2019.	6.0	5.7	4.0	
To improve supervisory effectiveness for accounting and prudential provisioning through improving regulatory guidelines against international standards and practices.	Appropriate planning document for the implementation is produced.	CAPTAC-DR has been supporting the CCSBSO's Accounting Standards Committee to move towards IFRS.	Agree upon guidelines compliant with TA recommendations regarding financial instruments' supervision procedures and minimum parameters to develop an expected loss methodology, by April 2019.	6.0	5.7	4.0	
Manage TA on financial supervision and regulation.	TA backstopping. Dissemination of information. Documents for the IMF and for the Steering Committee.	Budgeted resources (person-weeks) for FY 2019 TA on financial supervision remained the same as FY 2018.	Draft contributions to FY 2020-24 program document and FY 2019 Annual Report, as other documentation to TA stakeholders, by April 2019.	5.0	3.7	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to build capacities on the new Basel Core Principles.	Design and deliver a regional seminar on Basel Core Principles to supervisors, by April 2019.	4.5	4.0	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to build capacities on corporate governance and risk management framework.	Design and deliver a regional seminar on corporate governance and risk management to supervisors, by April 2019.	4.5	6.3	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	CAPTAC-DR is committed to continue supporting financial inclusion efforts in the region.	Design and deliver a regional workshop on the supervisor's role on financial inclusion, by April 2019.	4.5	--	1.0	Postponed to FY extension.
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	Regional authorities look forward to build capacities on cyber risk and fintech issues. MCMFR required CAPTAC-DR's support to organize and deliver a regional workshop on cyber risk.	Organize and deliver, in coordination with MCMFR, a regional workshop on cyber risk, by April 2019.	--	1.1	4.0	NEW, in coordination with MCMFR.
Total Region				**30.5**	**26.5**	**4.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Financial Supervision and Regulation							
Costa Rica							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted.	CAPTAC-DR has been supporting the SUGEF on a project to strengthen credit risk measurement standards and update credit risk provisioning.	Drafts amendments on credit risk management, and loan measurement and provisioning regulations are presented to SUGEF for approval, by April 2019. Supervisors are trained on standards and best practices on credit risk management, loan measurement and provisioning, and country and transfer risks, by April 2019.	10.0	10.0	3.0	Merged with the credit risk TA below. Last mission postponed to FY extension.
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted.	The SUGEF looks forward to strengthening credit risk management standards. This was also identified and recommended by the IMF 2017 FSSR mission (FSSR report para 27, and roadmap activity number 1), and the FSSR Technical Report on supervision and regulation (Para 26, 28).	Draft regulations for credit risk management, by April 2019.	3.5	--	1.0	Canceled: merged with above other credit risk TA.
Total Costa Rica				13.5	10.0	3.0	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

		Financial Supervision and Regulation					
		El Salvador					
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted. Supervisors assess whether regulations and guidelines on risk measurement and management are being applied by banks.	Salvadorian authorities look forward to strengthening IT risk regulatory framework and information security supervision.	A new regulatory framework for IT risk management is drafted, by April 2019. Recommendations to update supervisory procedures for IT risk management are identified and presented to authorities, by April 2019.	3.5	5.7	3.5	
Implement Basel II and III standards.	New capital regulation and minimum requirements are issued in line with Basel II / III requirements.	In order to move towards Basel standards, the SSF plans to introduce market risk capital requirements.	Assess the impact of implementing new market risk minimum capital requirements, by April 2019. Draft guidelines for a regulation to introduce market risk minimum capital requirements, by April 2019. Draft guidelines for a regulation to introduce market risk management requirements, by April 2019.	5.5	7.1	3.5	
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	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.	CAPTAC-DR has been supporting the SSF on a diagnostic project on insurance supervision.	Draft amendments to regulation regarding insurance risks management, by April 2019.	4.5	2.8	4.0	
Total El Salvador				**13.5**	**15.6**	**3.6**	
		Financial Supervision and Regulation					
		Guatemala					
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted.	The SIB looks forward to strengthening credit risk measurement and provisioning standards.	Draft amendments on regulation regarding credit risk measurement and provisioning, by April 2019. Train supervisors on credit risk provisions standards, by April 2019.	8.5	5.7	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	CAPTAC-DR has been supporting the SIB's plan to strengthen market risk management and introduce capital requirements. The SIB looks forward to introducing an IRRBB requirement.	Draft guidelines for a IRRBB regulation, by April 2019. Train supervisors on IRRBB standards and supervision, by April 2019.	2.5	2.8	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Supervisors fully trained to be able to implement risk-based supervision and other supervisory process.	CAPTAC-DR has been supporting the SIB on a diagnostic to develop a supervisory catastrophic risk model for the insurance sector.	Design and deliver a workshop on recent earthquake experiences for insurance supervisors, by April 2019.	2.5	4.6	3.5	
Total Guatemala				**13.5**	**13.1**	**3.8**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Financial Supervision and Regulation

Honduras

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Risk-based processes and manuals are implemented.	In order to improve credit risk supervision, the CNBS considers necessary to develop a supervisor's credit risk stress test tool.	Produce a supervisory credit risk stress testing tool, by April 2019. Train supervisors on supervisory credit risk stress test tools, by April 2019.	5.5	--	1.0	Canceled
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted.	In order to improve market risk regulation, the CNBS considers necessary to develop a proper regulatory framework.	Draft guidelines for a regulation on market risk and IRRBB management requirements, by April 2019. Develop procedures and tools for market risk and IRRBB supervision, by April 2019. Train supervisors on market risk and IRRBB standards and best practices, by April 2019.	4.5	5.7	3.5	
Implement Basel II and III standards.	New capital regulation and minimum requirements are issued in line with Basel II/III requirements.	In order to move towards Basel standards, the CNBS plans to introduce operational risk capital requirements.	Assess the impact of implementing new operational risk minimum capital requirements, by April 2019.	3.5	7.1	4.0	
Total Honduras				**13.5**	**12.8**	**3.8**	

Financial Supervision and Regulation

Nicaragua

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk measurement and management are adopted.	In line with FSSR recommendations, the SIBOIF looks forward to strengthening on-site credit portfolio supervision capacities and update inspection manuals.	Update credit portfolio inspection manuals, by April 2019. Train supervisors on credit risk management and credit portfolio supervision procedures, by April 2019.	4.5	5.7	3.0	Redfrated in line with FSSR recommendations.
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	Recommendations provided by TA is adopted.	The SIBOIF is the authority responsible for the supervision of the insurance sector in Nicaragua. As with banking supervision, the SIBOIF plans to introduce a RBS scheme for the insurance sector.	Improvement opportunities of current insurance sector supervision process and regulatory framework are identified, and an action plan to enhance it is drafted, by April 2019.	4.5	--	1.0	Canceled
To strengthen regulatory framework, supervisory tools and capacity to address key risks in securities sector.	Authorities adopt action plan for implementing an enhanced framework.	The SIBOIF is the authority responsible for the supervision of the securities sector in Nicaragua. As with banking supervision, the SIBOIF plans to introduce a RBS scheme for the securities sector.	Review current framework for securities market supervision and regulation, and identify recommendations to enhance current regulatory framework, by April 2019.	4.5	--	1.0	Canceled
Develop/strengthen banking regulations and prudential norms.	Banks submit reports on standalone and consolidated basis.	MCMFR is leading a financial sector stability review in Nicaragua.	Review current standards and practices on financial supervision and regulation, and identify recommendations, by December 2019.	--	2.8	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Risk-based processes and manuals are implemented.	SIBOIF is planning to update local accounting standards, including financial instruments valuation, gradually moving towards IFRS.	Develop financial instruments fair value supervision guidelines, by December 2018.	--	--	1.0	Postponed to FY extension new: 2nd mission from FY18 AT (Apr18), canceled due to security issues.
Total Nicaragua				**13.5**	**8.5**	**3.3**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Financial Supervision and Regulation							
Panama							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Reports have been modified and adopted to require more relevant data for risk assessment.	The RBS approach implemented by the SBP did not considered a reporting system review. Hence, the SBP now considers necessary to assess if it satisfies RBS information requirements.	Identify recommendations to enhance current banking reporting templates on credit risk, by April 2019.	5.5	5.7	4.0	
To implement a risk-based supervision (RBS) system and upgrade other supervisory processes.	Regular reporting to the credit registry by lending institutions on their borrowers.	The SBP is interested in developing a credit registry, to measure credit risk exposures by individual clients and economic groups.	Draft an action plan and minimum requirements to develop a credit registry database for corporate lenders, by April 2019.	4.5	2.8	3.0	
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	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.	CAPTAC-DR has been supporting the SSP on a diagnostic project on insurance supervision.	Draft guidelines for amendments to the regulation regarding insurance risks management, by April 2019.	3.5	--	1.0	Postponed to FY extension
Total Panama				**13.5**	**8.5**	**3.7**	
Financial Supervision and Regulation							
Dominican Republic							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk management are adopted.	In order to enhance its regulatory framework and move towards Basel standards, the SIB plans to update market risk management requirements and introduce an IRRBB framework.	Draft guidelines for a regulation on market risk management, by April 2019. Draft guidelines for a IRRBB regulation, by April 2019. Train supervisors on market risk and IRRBB management standards and best practices, by April 2019.	5.0	7.1	4.0	Merged with IRRBB TA.
Implement Basel II and III standards.	New liquidity regulations have been issued in line with Basel III requirements.	In order to move towards Basel standards, the SIB plans to update liquidity risk requirements and introduce the LCR.	Guidelines to amend current liquidity risk regulation and introduce the LCR are drafted, by April 2019. Supervisors are trained on the Basel's LCR standard, by April 2019.	5.0	5.7	3.5	
Develop/strengthen banking regulations and prudential norms.	Guidelines and regulations for risk management are adopted.	In order to enhance its regulatory framework and move towards Basel standards, the SIB plans to introduce a IRRBB framework.	Draft guidelines for a IRRBB regulation, by April 2019. Train supervisors on IRRBB standards and supervision, by April 2019.	3.5	--	1.0	Merged with market risk TA.
Total Dominican Republic				**13.5**	**12.8**	**3.8**	
Total Countries				94.5	81.4	--	
Total Region				30.5	26.5	--	
Total Budget				**125.0**	**107.9**	**3.6**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Central Banking

Increase the effectiveness of monetary policy by strengthening the local currency markets and the institutional structure of the region's central banks and improve resistance to external shocks by strengthening financial security networks and improving macroprudential analysis.

Region

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Improving the economic analysis and forecasting capabilities at central banks for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime.	A forecasting team is set up and integrated in the decision-making process.	Work on cointegration panels to analyze credit and business cycles to be supported by technical assisntace.	Near term forecasting toolkit: hands-on training provided to develop near term forecast models (September 2018).	6.0	2.3	3.0	ICD to take over
Management of TA on central bank operations.	Contribution to CAPTAC-DR's reports and planning documents and events.	Ongoing activity.	Periodical CAPTAC-DR documents are distributed timely with key contributions from LTX.	6.0	0.5	4.0	
To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system.	Participants learn operational issues associated with implementing appropriately CPSS-IOSCO principles. (September 2018).	2017 Workshop on CPSS-IOSCO principles in El Salvador was successful. The Dominican Republic asked to host one for 2018-19. The workshop will be led by MCM.	Deliver workshop with MCM on CPSS-IOSCO principles (April 2019).	8.0	--	2.0	
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime .	Participants learn policy and operational issues associated with forward-looking monetary policy design (October 2018).	MCM's modernizing policy frameworks seminar is for with several countries in transition to IT.	Deliver seminar with MCM on modernizing policy frameworks (October 2018).	8.0	7.0	4.0	
Staff have capacity to interpret developments and effectively monitor systemic risk.	Participants learn how to use systemic risk monitoring tools to improve the central banks' macro-prudential frameworks (March 2019).	ICD's seminar on financial sector surveillance deals with systemic risk monitoring issues, which are a high priority for countries in the region.	Deliver seminar with ICD on financial sector surveillance (May 2018).	8.0	4.5	4.0	
Total Region				**36.0**	**14.2**	**3.9**	

Central Banking

Costa Rica

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
To strengthen the regulator's ability to analyze and assess financial risks so as to create a basis on which effective financial sector decisions are made and to enhance preparedness to manage financial sector crises.	A functional Financial Stability Unit (FSU) within the central bank is in place, and timely financial stability reports, providing a comprehensive assessment of risks and vulnerabilities in the financial system, are produced. Establishment of a high-level crisis management committee to make contingency plans for their individual agencies, which will be rolled up into a national contingency plan.	The BCCR will continue to work on developing large borrowers' leverage indicators, real estate price index, and a route map to upgrade its crisis management protocols.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds are selected (March 2019).	8.0	--	1.0	
To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime.	Criteria and principles are developed governing the conduct of FX intervention such that intervention operations are conducted in a competitively neutral manner (i.e. on a level playing field).	Authorities requested an overview of alternative indicators to assess the exchange rate to guide interventions in the forex market.	Develop data sources so that indicators to assess market liquidity, volatility and a reporting format for use in guiding management when considering/conducting FX intervention operations (December 2018).	6.0	--	1.0	
Develop/strengthen stress testing capability of the central bank (CB).	CB is able to identify vulnerabilities of the banking system under stress.	Authorities requested stress testing using firm-level information on leverage by currency.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds selected (January 2019).	--	--	1.0	New activity
Total Costa Rica				**14.0**	**--**	**1.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

				Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Central Banking							
El Salvador							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
To strengthen central bank's (CB) reserve management policy framework and management of foreign exchange reserves.	There are optimized tranches of reserves (portfolios) based on strategic objectives.	Central bank asked for support to upgrade asset-liability management. Since the economy is fully dollarized, it goes beyond conventional reserve management.	Define tranches (e.g. liquidity, investment tranches), in respect of reserve adequacy metrics; model the asset classes' risk and return; and define the optimal asset allocation for each tranche based on strategic objectives (December 2018).	3.0	--	1.0	New activity
Develop indicators of systemic risk and strengthen the capacity of the central bank (CB) or relevant agency to produce and analyze these indicators.	Adequate framework for identification of sub-sets of indicators that are most effective at measuring a specific dimension of systemic risk.	Central bank requested assistance on developing indicators for their early warning system, as well as other methodologies such as heat maps. They have particular interest on assessing systemic liquidity from a macroprudential point of view.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds are selected (March 2019).	3.0	--	1.0	
Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime.	Satellite models and fully-fledged DSGE models are operational and regularly used and regularly updated.	Central bank asked for support to finalize work on the DSGE model using recently revised national accounts.	DSGE model is finalized (March 2019).	3.0	--	1.0	ICD to take over
Implementation of a new framework for resolving systemic and non-systemic financial institutions including the deposit insurance scheme in accordance with international best practices.	Design features are set out and agreed. Proposals issued for public consultation.	El Salvador has drafted an interinstitutional law to upgrade the current resolution framework, aiming at incorporating best practices and meeting the goals of all safety net institutions belonging to the safety net. This draft law is still being discussed between the relevant institutions. The mission is led by LEG.	Review that the legislation and drafts are in line with best practices and the Key Attributes of effective resolution regimes, tailored to comply with local circumstances, including inter-institutional coordination (December 2018).	3.0	--	1.0	
Total El Salvador				**12.0**	**--**	**1.0**	
Central Banking							
Guatemala							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Develop/strengthen stress testing capability of the central bank (CB).	CB is able to identify vulnerabilities of the banking system under stress.	Authorities requested stress testing using firm-level information on leverage.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds selected (December 2018).	4.0	--	1.0	
Develop indicators of systemic risk and strengthen the capacity of the central bank (CB) or relevant agency to produce and analyze these indicators.	Process in place for summarizing and disseminating.	Once a survey is completed by the superintendency of banks, technical assistance can be provided on the development of households and firms leverage indicators.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds are selected (March 2019).	4.0	--	1.0	
To advise and assist the central bank (CB) in adopting IFRS as their formal financial reporting framework.	A well articulated operational strategy outlining how the central bank will align market conditions with its announced stance of monetary policy and who it will deal with.	BANGUAT interested in assessment of "non-observable variables (neutral interest rate, underlying inflation).	In making strategic operational decisions the central bank will consider its own country specific conditions including; the development of the interbank market, its ability to forecast liquidity, the structural liquidity conditions and market development and financial stability objectives (March 2019).	4.0	--	1.0	
Total Guatemala				**12.0**	**--**	**1.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Central Banking							
Honduras							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime.	An effective operational strategy (specification/ positioning of the operating target, and counterparty-types) consistent with the monetary framework and country circumstances is established.	Honduras has started the transition to an FPAS framework. The follow up of past Technical Assistance focuses on challenges emerging in the transition, including the liberalization of the forex market.	The first priority is for the central bank to decide whether to target a market rate, or to attach the policy rate to one of its instruments and, if so, which instrument. In making these strategic operational decisions the central bank will consider its own country specific conditions, including: the development of the interbank market, its ability to forecast liquidity, the structural liquidity conditions and market development and financial stability objectives (December 2018).	6.0	--	1.0	
Develop indicators of systemic risk and strengthen the capacity of the central bank (CB) or relevant agency to produce and analyze these indicators.	Broad set of indicators of systemic risk. Adequate framework for and for identification of sub-sets of indicators that are most effective at measuring a specific dimension of systemic risk.	Mission delayed from previous year. In line with the 2016 FSSR.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds selected (December 2018).	4.0	--	1.0	
To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system.	There is a National Payment Systems Law or comparable legislation. There are adequate regulations issued governing FMIs. The rules of various FMI systems are consistent with the legal and regulatory framework (verified by a court decision, legal opinions and/or other legal expert advice).	Mission to strengthen financial infrastructures delayed from previous year. In line with the 2016 FSSR.	To improve financial infrastructure, relevant regulations pertaining to FMI are drafted/modified. (December 2018).	4.0	--	1.0	Canceled
To advise and assist the central bank (CB) in adopting IFRS as their formal financial reporting framework	A credible work plan and timetable for IFRS implementation is officially adopted. Monthly meetings, with requisite meetings and work schedule produced.	Follow-up on activities to adopt IFRS, to start in March 2018. Central bank is also interested in receiving support to assess the its capitalization needs.	The CB establishes an internal project team for IFRS implementation (March 2019).	4.0	--	1.0	Canceled
Total Honduras				18.0	--	1.0	

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Central Banking						
Nicaragua						
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Strengthen systemic risk monitoring to promote financial stability.	Range of indicators of systemic risk available. Adequate framework to identify indicators most effective to measure specific risk dimensions. The staff uses the framework for periodical monitoring.	Nicaragua started developing the framework last year. TA mission was postponed for security reasons.	BCN and SIBOIF to define a preliminary methodology to calculate a house price index. BCN and SIBOIF start compilation of data on household income. BCN and SIBOIF establish a route plan to compile corporate income (June 2018)	6.0	4.7	4.0	
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime.	The central bank is able to allocate and strategize liquidity instruments to help achieve its monetary policy objective.	Nicaragua has introduced daily auctions in January 2018, which require tuning up liquidity forecasting and monetary operations based on its experience.	The central bank is able to forecast liquidity with some degree of confidence and uses these forecasts to allocate operational instruments (December 2018).	4.0	--	1.0	
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime .	A well articulated operational strategy outlining how the central bank will align market conditions with its announced stance of monetary policy and who it will deal with.	Nicaragua volunteered for customized training on model-based financial programming and policies.	The central bank is able to conduct financial programming using a model-based framework (March 2019).	6.0	--	1.0	
To strengthen the regulator's ability to analyze and assess financial risks so as to create a basis on which effective financial sector decisions are made and to enhance preparedness to manage financial sector crises.	Core (and additional) indicators as listed in the "Staff Guidance Note on Macroprudential Policy" are being monitored and the authorities have established a framework to map the assessment of risk into policy action (as evidenced by internal or external reports).	Participation in FSSR originally scheduled for October 2018.	TA priorities are established (December 2018).	0.0	--	1.0	
Total Nicaragua				16.0	4.7	4.0	
Central Banking						
Panama						
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Implementation of a new framework for resolving systemic and non-systemic financial institutions including the deposit insurance scheme in accordance with international best practices.	Design features are set out and agreed. Proposals issued for public consultation.	Panama received technical assistance the previous year, and has indicated that additional assistance is needed to work on the deposit insurance legislation. Mission led by LEG.	Review that the legislation and drafts are in line with best practices and the key attributes of effective resolution regimes, tailored to comply with local circumstances, including inter-institutional coordination by January 2018.	6.0	--	1.0	
Total Panama				6.0	--	1.0	

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Central Banking							
Dominican Republic							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
To strengthen the capacity of the central bank to implement monetary policy effectively in the context of the given monetary policy regime.	An effective operational strategy (specification/ positioning of the operating target, and counterparty-types) consistent with the monetary framework and country circumstances is established.	The Dominican Republic is in the process of modernizing its monetary policy framework. The TA should be scheduled once the new platform for interbank foreign exchange operations is established.	The first priority is for the central bank to decide whether to target a market rate, or to attach the policy rate to one of its instruments and, if so, which instrument. It will decide on the width of an interest rate corridor and establish the counterparty types it will deal with and specific counterparty criteria. In making these strategic operational decisions the central bank will consider its own country specific conditions including; the development of the interbank market, its ability to forecast liquidity, the structural liquidity conditions and market development and financial stability objectives (December 2018).	4.0	--	1.0	
Improving the economic analysis and forecasting capabilities at the CB for the monetary policy decision-making process tailored to the specific monetary and exchange rate policy regime.	A quarterly projection model (QPM) is operational, used in the regular forecasting exercise rounds, and regularly updated for medium-term forecasting. Satellite models and fully-fledged DSGE models are operational and regularly used and regularly updated.	Central bank asked for support to finalize work on the DSGE model.	DSGE model is finalized (March 2019).	3.0	--	1.0	ICD to take over
To develop the capacity of the authorities to implement FX operations efficiently and in a manner consistent with their chosen monetary policy and FX regime.	An internal policy document exists that defines the objectives of intervention, the criteria for its use and the indicators that will be used to assess the success of intervention operations. Operational procedures governing intervention exist, have been practiced and are widely understood by dealing staff and relevant operational management.	Mission with focus on transparency of foreign exchange markets, delayed from previous year. The TA should be scheduled once the new platform for interbank foreign exchange operations is established.	Develop data indicators to assess market liquidity, volatility and a design reporting format for use in guiding management when considering/conducting FX intervention operations (December 2018).	4.0	--	1.0	
Strengthen systemic risk monitoring to promote financial stability.	Range of indicators of systemic risk available. Adequate framework to identify indicators most effective to measure specific risk dimensions. The staff uses the framework for periodical monitoring.	DR requested assistance to further developing leverage indicators. Also, they are interested in methodologies to assess the impact of regulations.	Current practices are reviewed and relevant indicators are produced or collected. Where relevant, thresholds selected (March 2019).	--	--	1.0	New activity
To advise and assist the central bank (CB) and other relevant authorities in developing and reforming the national payment system.	There is a National Payment Systems Law or comparable legislation. There are adequate regulations issued governing FMIs. The rules of various FMI systems are consistent with the legal and regulatory framework (verified by a court decision, legal opinions and/or other legal expert advice).	Mission to strengthen financial infrastructures following regional workshop.	To improve financial infrastructure, relevant regulations pertaining to FMI are drafted/modified. (April 2019).	--	--	1.0	
Total Dominican Republic				**11.0**	**--**	**1.0**	
Total Countries				89.0	4.7	--	
Total Region				36.0	14.2	--	
Total Budget				**125.0**	**18.9**	**1.7**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

		National Accounts 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	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**	**Comments**
SC FY19 and LTX retreat.	NA	NA	NA	2.0	--	--	
Eomomic Comission for Latin America and the Caribbean Annual Regional Seminar on National Accounts and 10a. Meeting of Ad-hoc group of national accounts, Centro American Monetary Council (CAMC).	Document evaluating the implementation process of the 2008 SNA in Larin America, comparing with Central America.	Position of Central America in the implementation of the 2008 SNA in Latin America countries and agreement of implementation fo the harmonization of macroeconomic statistics program Rev. 1, in charge of the CAMC.	Developing of key indicator to assess the implementation of the 2008 SNA in CAPTAC-Dr member countries and sumarising and evaluating the benefits of the harmonization program for the CAPTAC-Dr member countries goals.	1.0	1.7	4.0	
Programing phase III CAPTAC-DR and management FY19.	Documents developed, agreed with STA and WHD, as well as acounty authorities.	CAPTAC-DR needs to report annual activities and contributes to the preparation of the phase III.	Draft contributions to PD 2020-24 and FY 2019 Annual Report, and other documentation to NA authorities and WHD, as well as support to STA activities.	6.0	0.9	4.0	
Workshop on surveys in NA.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile and/or disseminate these statistics is inadequate, as of April 2018.	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by April 2019 (average of 3 technician by country member).	5.4	0.9	4.0	
Seminar on uses of price indices for NA.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile and/or disseminate these statistics is inadequate, as of April 2018.	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by April 2019 (average of 3 technician by country member).	5.4	3.5	4.0	
Seminar on new topics of the 2008 SNA.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile and/or disseminate these statistics is inadequate,as of April 2018.	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by April 2019 (average of 3 technician by country member).	3.6	4.1	4.0	This workshop was refocused to balance sheets and accumulation accounts.
Seminar on emerging topics.	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile and/or disseminate these statistics is inadequate , as of April 2018.	Relative to the baseline, the number of staff trained to compile and/or disseminate these statistics is adequate by April 2019 (average of 3 technician by country member).	1.0	1.5	4.0	Incusive growth regiona course with the support from ICD.
Total Region				24.4	12.6	4.0	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

National Accounts Statistics

Costa Rica

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress	Comments
Annual National Accounts series are compiled with methodological basis following internationally accepted standards, guidelines, or good practices.	The general framework, concepts and definitions broadly follow the 2008 SNA.	The general framework, concepts and definitions do not fully follow 2008 SNA; measurements by industry, for instance, agriculture, construction and activities with treatment of cost of production need to be updated for the new base year 2017 (as of Jan 2016).	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 to 2017, by April 2019.	5.8	4.9	4.0	
Enterprise/establishment data sources employed to compile national accounts statistics are adequate.	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 (as of Jan 2016).	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, as of Jan 2016.	4.4	4.9	4.0	The authorities reshceduled one TA mission due to internal arrangements.
Quarterly national accounts compiled in accordance with internationally accepted good practices.	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	The quarterly national accounts series need to be assessed to guaranty the methods applied and its harmonization with the annual series as of January 2017.	Relative to the baseline, review the disseminated quarterly national accounts series, base year 2012, and improve the compilation methods for the project to update the base year to 2017, by April 2018.	2.2	2.9	4.0	
Total Costa Rica				**12.5**	**12.7**	**4.0**	

National Accounts Statistics

El Salvador

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Enterprise/establishment data sources employed to compile national accounts statistics are adequate.	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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of January 2017.	Relative to the baseline, enhancing annual economic surveys to enterprises by reviewing the selection of samples using statistical techniques, by April 2019.	4.4	--	1.0	Canceled
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	ISWGNA recommended tables and accounts: annual supply and use tables.	There are no periodic supply and use tables to give consistency in the production approach of the GDP, as of Jan 2016.	Relative to the baseline, promote the compilation of periodic supply and use tables to enhance the approaches of the GDP and give consistency to the variables in the context of the base year 2005 and in line with the 2008 SNA, are made by April 2019.	4.0	6.7	4.0	
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.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manual (as of Jan 2016).	Relative to the baseline, deviations from the 2004 PPI are reduced, by April 2019.	2.2	--	1.0	Canceled
Total El Salvador				**10.6**	**6.7**	**4.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

National Accounts Statistics

Guatemala

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
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.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Manual.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manual (as of Jan 2016).	Relative to the baseline, deviations from the 2004 PPI are reduced, by April 2019.	--	4.7	4.0	New
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.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 CPI Manual.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 CPI Manual (as of Jan 2016).	Relative to the baseline, deviations from the 2004 CPI are reduced, by April 2019.	4.4	2.6	4.0	
Enterprise/establishment data sources employed to compile national accounts statistics are adequate.	Source data needed to compile annual estimates are comprehensive and reasonably approximate the definitions, scope, classifications, valuation, time of recording required, and timely.	Quarterly economic survey have problems in samples, statistical tests, grossing-up factors and substitutions of observations units due to not following statistical procedures (as of Jan 2016).	Relative to the baseline, advances in the enhancing of economic surveys that will be used in the quarterly compilations in the context of the rebasing project to 2013 are made by December 2018.	4.4	--	1.0	Canceled
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	ISWGNA recommended tables and accounts: annual supply and use tables	The annual supply and use tables for the base year 2013 and the input-output table compiled for this year is not analyzed and interpreted for policy making as of January 2017.	Relative to the baseline, elaborate input-output models to disseminate the achieved results and promote its use for policy making, in the context of the new base year 2013, by April 2019.	2.2	--	1.0	Canceled
The scope of the balance of payments statistics and international investment position is broadly consistent with internationally accepted standards, guidelines, or good practices.	The coverage and scope of the balance of payments and IIP statistics are broadly consistent with the guidelines outlined in BPM6	The coverage and scope of the balance of payments and/or IIP statistics are not fully consistent with the guidelines outlined in the relevant manual (currently BPM6) (as of Jan 2016).	Relative to the baseline for IIP data, all positions in financial claims between resident institutional units and nonresidents are included in the IIP, by April 2019.	3.6	--	1.0	Canceled
Total Guatemala				**14.6**	**7.3**	**4.0**	

National Accounts Statistics

Honduras

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	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 (as of Jan 2016).	Annual accounts, in current values and volume, in the context of the new base year and implementing the main recommendations of the 2008 SNA, are available by April 2019.	12.5	24.7	4.0	
Enterprise/establishment data sources employed to compile national accounts statistics are adequate.	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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of January 2017.	Relative to the baseline, enhancing economic surveys to enterprises by reviewing the statistical techniques applied, in the context of the new base year project, are made by April 2019.	4.4	12.8	4.0	
Households surveys are conducted on a regular basis to be used as inputs to compile national accounts statistics are adequate.	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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of January 2017.	Relative to the baseline, enhancing the household survey by reviewing questionnaires and adoption of the guidelines of the 2008 SNA, are made by April 2019.	2.2	--	1.0	Canceled
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.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 CPI Manual.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 CPI Manual (as of Jan 2017).	Relative to the baseline, updating of the CPI base year 1999, in the context of the rebasing project and the Income-Expenditure Households survey 2018-19, are made by April 2019.	2.2	--	1.0	Canceled
Total Honduras				**21.3**	**37.5**	**4.0**	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

National Accounts Statistics							
Nicaragua							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Enterprise/establishment data sources employed to compile national accounts statistics are adequate.	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.	Economic census and surveys, as well as household surveys are incomplete to elaborate a benchmark estimate due to lack availability and coverage (as of Jan 2016).	Relative to the baseline, advances in the improvements to source data that will be used in the benchmark estimates year 2018, are made by April 2019.	4.4	--	1.0	Canceled
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available.	The updating of the structure of the economy by mean of a SUT and an IOT for a new reference year is required to reflect better the reality and be useful for decision making (as of Jan 2016).	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 April 2019.	2.2	--	1.0	Canceled
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	The scope covers 2008 SNA accounts/aggregates: minimum requirements specified by ISWGNA: annual value added and GDP at current and constant prices by activity and annual value added components at current prices by activity.	The scope of annual value added and GDP at current and constant prices by activity and annual value-added components at current prices by activity are incomplete relative to the recommendations in the 2008 SNA as of January 2017.	Relative to the baseline, important advances in the compilation of the annual series of accounts by activity, in current values and volume for the current base year 2006, according to the 2008 SNA, are available by April 2019.	4.0	2.9	4.0	
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.	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 (as of Jan 2017).	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Export and Import Prices Index are made by April 2019.	2.2	--	1.0	Canceled
The scope of the balance of payments statistics and international investment position is broadly consistent with internationally accepted standards, guidelines, or good practices.	The coverage and scope of the balance of payments and IIP statistics are broadly consistent with the guidelines outlined in BPM6.	The coverage and scope of the balance of payments and/or IIP statistics are not fully consistent with the guidelines outlined in the relevant manual (currently BPM6) (as of Jan 2016).	Relative to the baseline for IIP data, all positions in financial claims between resident institutional units and nonresidents are included in the IIP, by April 2019.	3.6	--	3.0	
Total Nicaragua				16.4	2.9	3.4	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

National Accounts Statistics

Panama

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	The scope covers 2008 SNA accounts/aggregates: minimum requirements specified by ISWGNA: annual expenditures of GDP at current and constant prices and annual rest of the world accounts (until net lending).	The range of aggregates compiled and disseminated does not satisfy the timely of national data needs (as of Jan 2016).	Relative to the baseline, additional aggregates are developed to meet national data requirements according to the 2008 SNA, are made by April 2019.	4.0	4.1	4.0	
Quarterly national accounts compiled in accordance with internationally accepted good practices.	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 need to be updated to make them suitable for decision-making (as of Jan 2016).	Advances in the quarterly GDP by the expenditure approach as part of the current base year 2007, in line with the last recommendations, are available by April 2019.	2.2	2.9	4.0	
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.	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.	For the XMPI, not all international goods and services are included (as of Jan 2015).	Relative to the baseline, more international goods and services are covered, for Panama and the Colon Zone, by April 2019.	4.4	--	1.0	Canceled
Total Panama				**10.6**	**7.0**	**4.0**	

National Accounts Statistics

Dominican Republic

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
The scope of the annual national accounts statistics is broadly consistent with internationally accepted standards, guidelines, or good practices.	New national accounts statistics, as set out in the latest System of National Accounts (2008) manual, are available.	New national accounts statistics need to be updated to a more recent base reference year to make them suitable for decision-making (as of Jan 2016).	Advances in the process of implementation of the main recommendations of the 2008 SNA, in the context of the rebasing project to 2018, in the annual accounts: central bank output, SIFMI, non-observed economy, are available by April 2019.	4.0	--	1.0	Canceled
The scope of the balance of payments statistics and international investment position is broadly consistent with internationally accepted standards, guidelines, or good practices.	The coverage and scope of the balance of payments and IIP statistics are broadly consistent with the guidelines outlined in BPM6	The coverage and scope of the balance of payments and/or IIP statistics are not fully consistent with the guidelines outlined in the relevant manual (currently BPM6) (as of Jan 2016).	Relative to the baseline for IIP data, all positions in financial claims between resident institutional units and nonresidents are included in the IIP, by April 2019.	3.6	4.7	4.0	
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.	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manual (as of Jan 2017).	Relative to the baseline, revision of the PPI average prices base year 2013 and weight base year 2007, in the context of the rebasing project to 2017, are made by April 2019.	4.4	--	1.0	Canceled
Total Dominican Republic				**12.0**	**4.7**	**4.0**	
Total Countries				98.0	78.8	--	
Total Region				24.4	12.6	--	
Total Budget				**122.4**	**91.4**	**3.9**	

		Government Finance Statistics					
		Strengthen macroeconomic and financial statistics compilation and dissemination for decision making.					
		Region					
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
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.	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 2020. Preparation of the Annual Report for fiscal year 2019. 3. Preparation of quarterly monitoring reports.	6.0	10.4	4.0	
Assist the Regional Councils of Central Bank Governors (CMCA) and Ministers of Finances (COSEFIN) to develop a strategy for GFS and PSDS regional harmonization.	Strategy document for fiscal statistics harmonization prepared.	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 strategy for fiscal statistics harmonization.	Relative to the baseline, have a strategy prepared for gradual harmonization of GFS and PSDS in the region. Consider countries' specificities and action plans as inputs to define the strategy.	2.5	4.7	4.0	
Regional Seminar "Strengthening GFS for fiscal analysis".	The number of staff trained to compile and disseminate these statistics is adequate and not inferior than 20 officials.	The number of staff trained to compile and/or disseminate these statistics is inadequate. Global perception of the project, mainly of PSDS needs to be improved.	Relative to the baseline, first year assessment of the regional project is done by October 2018. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.5	2.5	4.0	
Regional Seminar "Statistical & accounting consolidation".	The number of staff trained to compile and disseminate these statistics is adequate and not inferior to 20 officials.	The number of staff trained to consolidate GFS and PSDS is inadequate.	Relative to the baseline, the number of staff trained to consolidate GFS is adequate by December 2018. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.0	2.3	4.0	
Regional Seminar "Using GFS & PSDS for fiscal analysis and to improve transparency and comparability"	The number of staff trained to compile and disseminate these statistics is adequate and not inferior to 20 officials.	The number of staff trained to analyse and evaluate GFS and PSDS indicators is inadequate.	Relative to the baseline, the number of staff trained to analyse these statistics is adequate by April 2019. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.5	1.8	2.5	
Total Region				15.5	21.7	3.6	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Government Finance Statistics

Costa Rica

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by December 2018.	3.0	3.4	4.0	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 April 2019. Relative to the baseline, annual data disseminated to the IMF GFSY is improved.	7.0	10.2	3.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	There are discrepancies between PSDS published by different institutions.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019.	6.0	3.6	3.0	
Total Costa Rica				**16.0**	**17.2**	**3.5**	

Government Finance Statistics

El Salvador

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by December 2018.	5.0	6.7	3.5	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 April 2019. Relative to the baseline, annual data disseminated to the IMF GFSY is improved.	7.0	10.2	3.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	There are discrepancies between PSDS published by different institutions.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019.	4.0	2.3	2.5	
Total El Salvador				**16.0**	**19.1**	**3.4**	

Government Finance Statistics							
Guatemala							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by December 2018.	5.0	4.1	2.2	
Assess data gaps on source data to expand institutional coverage and improve GFS publication and consolidation.	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 April 2019. Relative to the baseline, central government GFS data disseminated to the IMF GFSY is reviewed and improved.	6.0	4.5	2.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	PSDS uses distinct institutional and transactional coverage compared to GFS.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019.	5.0	9.0	2.0	
Total Guatemala				16.0	17.6	2.2	
Government Finance Statistics							
Honduras							
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress**[1]	**Comments**
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by March 2019.	5.0	4.5	3.5	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 April 2019. Relative to the baseline, central government annual data to be disseminated to the IMF GFSY is reviewed and improved. The country restarts disseminating data in the IMF GFSY.	7.0	9.5	3.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	PSDS uses distinct institutional and transactional coverage compared to GFS.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019.	4.0	4.5	3.0	
Total Honduras				16.0	18.5	3.4	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

**Government Finance Statistics**
Nicaragua
Objectives	**Indicators**	**Baseline**	**Milestones**	**Planned Person-weeks**	**Used Person-weeks**	**Milestone Progress[1]**	**Comments**
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by December 2018.	4.0	1.1	3.0	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 and current GFS present inconsistencies and data gaps.	Relative to the baseline, GFS for central government operations are compiled and disseminated on a quarterly basis by April 2019. Relative to the baseline, annual data disseminated to the IMF GFSY is improved. Inconsistencies in current 1986 GFS published by the country are reviewed and solved.	6.0	4.5	1.0	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	PSDS uses distinct institutional and transactional coverage compared to GFS.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019.	3.5	--	1.0	
Total Nicaragua				13.5	5.7	1.4	

APPENDIX 1: CAPTAC-DR—Execution of Work Plan for FY19 (May 2018-April 2019)

Government Finance Statistics

Panama

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by December 2018.	5.0	6.6	2.5	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	GFS for central government operations are compiled and disseminated on a quarterly basis using institutional coverage and sectorization aligend with the GFSM 2014.	GFS for central government and nonfinancial public sector operations are compiled and disseminated using a national coverage inconsistent with the international standard.	Relative to the baseline, GFS for central government operations are compiled and disseminated on a quarterly basis by April 2019. Relative to the baseline, central government annual data to be disseminated to the IMF GFSY is reviewed and improved. The country restarts disseminating data in the IMF GFSY.	6.0	4.5	2.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	PSDS uses distinct institutional and transactional coverage compared to the GFSM 2014.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019. Specific in-country training in PSDS is provided.	5.0	3.4	2.0	
Total Panama				**16.0**	**14.5**	**2.4**	

Government Finance Statistics

Dominican Republic

Objectives	Indicators	Baseline	Milestones	Planned Person-weeks	Used Person-weeks	Milestone Progress[1]	Comments
Review the sector classification of general government and public sector units and update institutional table.	An institutional table aligned with GFSM 2014 is used to compile and disseminate statistics.	There are multiple institutional tables for distinct statistical systems and for budgetary purposes.	Relative to the baseline, the public sector institutional table, aligned with the current international standards, is revised and updated by July 2018.	3.0	--	1.0	
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	GFS for nonfinancial public sector operations are compiled and disseminated on a quarterly basis.	GFS for nonfinancial public sector operations are not compiled and disseminated on a quarterly basis and current GFS present data gaps.	Relative to the baseline, GFS for nonfinancial public sector operations are compiled and disseminated on a quarterly basis by March 2019. Relative to the baseline, annual data disseminated to the IMF GFSY is reviewed and improved.	8.0	8.6	3.5	
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	Annual and subannual GFS and PSDS are compiled using the same methodology.	PSDS uses distinct institutional and transactional coverage compared to GFS.	Relative to the baseline, PSDS use the same institutional coverage and methodology of GFS by April 2019. Specific in-country training in PSDS is provided.	5.0	9.5	3.0	
Total Dominican Republic				**16.0**	**18.1**	**3.2**	
Total Countries				109.5	110.6	--	
Total Region				15.5	21.7	--	
Total Budget				**125.0**	**132.3**	**2.9**	
Total Budget Executed				**872.4**	**695.3**	**3.3**	

[1] Scale of milestone progress consist of: (1) unmet, (2) partially met, (3) largerly met, (4) fully met.

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Tax Administration

To strengthen revenue administration management and governance arrangements. Enhance tax compliance, by strengthening core tax administration functions.

Region

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 2021 and the Annual Report for the fiscal year 2020.	7.0	--	7.0	1
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.	Second edition of the Management Development Program (included customs) aim to middle-level managers launched jointly with other donors by April 2020.	3.0	1.8	4.8	2
Regional seminar on "Risk management and the tax compliance" by tax and customs.	Tax administrations improve the tax compliance based on risk management.	Compliance risks identified, assessed, ranked and quantified through intelligence and research.	The countries of the region require international support to initiate and / or strengthen risk management as an institutional strategy.	Course qualification by attendees not inferior to 4.8 out of 5. Prepare a final document of the seminar by April 2020.	3.0	3.6	6.6	4
Total Region					**13.0**	**5.4**	**18.4**	

Tax Administration

Costa Rica

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 a plan to improve compliance based on risks, but is still in the initial phase.	Improvements in the identification, evaluation and classification of risks is implemented by April 2020.	3.0	7.2	10.2	1
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.	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 2020.	2.0	3.6	5.6	3
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 implementation of the VAT and the amnesty regime requires support for its implementation.	Declarations management plan is implemented by April 2020.	2.0	7.2	9.2	2
Total Costa Rica					**7.0**	**18.0**	**25.0**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

			Tax Administration					
			El Salvador					
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 plan based on risk management is implemented by April 2020.	3.0	3.6	6.6	1
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	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 2020.	2.0	3.6	5.6	3
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.	According to the VAT base taxpayers have a coverage of 2.8 percent.	New models of information crossings for the massive control of taxpayers are implemented by April 2020.	2.0	3.6	5.6	1
Total El Salvador					**7.0**	**10.8**	**17.8**	
			Tax Administration					
			Guatemala					
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 have a risk management model, although they have identified risks that are in an initial phase.	Compliance Plan based on risk management is implemented by April 2020.	3.0	--	3.0	1
Total Guatemala					**3.0**	**--**	**3.0**	
			Tax Administration					
			Honduras					
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 SAR has an operational plan that measures activities and is not aligned with institutional objectives.	The operational plan that incorporates risk management and performance indicators is implemented by April 2020.	2.0	--	2.0	1
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.	Risks have been identified and the first version of them established, but they are in an initial phase.	Compliance plan based on risk management is implemented by April 2020.	1.0	--	1.0	3
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 invoicing control plan available. There is a basic control of omissions to the filing.	VAT declaration management plan implemented. The obligation of authorization for paper invoice implemented by April 2020.	2.0	--	2.0	4
Total Honduras					**5.0**	**--**	**5.0**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Tax Administration								
Nicaragua								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 Plan based on risk management is implemented by April 2020.	2.0	3.6	5.6	1
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 tax control of the DGI presents opportunities for improvement.	Increased coverage of audits and verifications for the extensive control of taxpayers by April 2020.	2.0	3.6	5.6	2
Total Nicaragua					4.0	7.2	11.2	
Tax Administration								
Panama								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 Plan based on risk management is implemented by April 2020.	2.0	3.6	5.6	1
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	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 2020.	1.0	1.8	2.8	1
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.	Declarations management plan is implemented by April 2020.	1.0	1.8	2.8	2
Total Panama					4.0	7.2	11.2	
Tax Administration								
Dominican Republic								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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 an incipient risk model. The list of identified risks is available.	Compliance Plan based on risk management is implemented by April 2020.	1.0	3.6	4.6	1
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	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 2020.	1.0	3.6	4.6	2
Total Dominican Republic					2.0	7.2	9.2	
Total Countries					32.0	50.4	82.4	
Total Region					13.0	5.4	18.4	
Total Budget					45.0	55.8	100.8	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Customs Administration								
Strengthening management, governance arrangements, and core functions to facilitate trade, reduce evasion, while improving gender balance in customs.								
Region								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project** [1]
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.	WP execution report submitted to the Steering Committee by April 2020. WP proposal for FY2021 submitter for endorsement of the Steering Committee by April 2020.	10.0	--	10.0	1
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.	Diagnostic on customs quality data and IT platforms for massive analysis of information, executed by April 2020.	2.0	3.0	5.0	4
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 a regional strategy on customs integrated risk management with the support of CAPTAC-DR jointly with WCO and USAID. There are some initiatives in the region for implementing technology for improving customs cross-border controls and traceability and facilitated licit trade, such as NII equipment, RFID technology, electronic seals, etc. There are in the region the need for increasing risk management capacities and applying technology to improve risk prevention and mitigation.	Regional seminar on "Risk management for improving tax and customs compliance" delivede by June 2019.	1.0	2.0	3.0	4
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.	Based on CAPTAC-DR 's experience, it is common to find in customs technical staff in areas such as customs valuation, classification and origin, however, it is necessary to strengthen management skills applied to customs. Many customs administrations in CAPDR region have requested training on management. Other TA providers organize training aimed at improving customs managerial capacities in different formats and methodologies. Tax Administration is already working in a similar program, which will help to organize an integrated program.	First edition of the Management Development Program aim to middle-level managers launched jointly with tax administrations and other TA providers by April 2020.	3.0	3.0	6.0	2
Total Region					16.0	8.0	24.0	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Customs Administration								
Costa Rica								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	Current business process at customs, tax and treasury administrations are not linked and managed as silos. A business process management initiative has been defined as priority by Vice Minister of Incomes.	Importation and exportation improved processes implemented in Puerto Caldera customs offices by April 2020. Fisrt integrated and impoved process between customs-tax-treasury administrations implemented by April 2020.	3.0	6.0	9.0	1
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 10 percent but without an effective assertiveness rate. An importers' segmentation base on risks was made in FY2018.	National Risk Management Strategy for facilitating trade and combating fraud, implemented in a first phase by December 2019.	3.0	3.4	6.4	2
Total Costa Rica					6.0	9.4	15.4	

Customs Administration								
El Salvador								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
Improved customs administration functions.	Customs control during the clearance process more effectively ensures accuracy of declarations.	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.	Port and airport authorities area not registered as temporary warehouses in customs, therefore, customs has not complete control of primary zones. Lack of an effective communication and cooperation mechanism among control authorities acting at borders, ports and airports.	Second phase of the Integrated cargo control plan implemented at Cargo Airport customs office by April 2020.	2.0	3.4	5.4	2
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 and Acajutla port. Risk management is not integrated at customs nor is it coordinated with domestic taxes.	Implementation of the post clearance audit focused on economic sectors and sensitive goods by April 2020.	2.0	3.4	5.4	1
Total El Salvador					4.0	6.8	10.8	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Customs Administration

Guatemala

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Strengthened revenue administration management and governance arrangements.	Organizational arrangements enable more effective delivery of strategy and reforms.	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	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 aimes 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 Ingrated Cargo Control Plan implemented in Puerto Quetzal, which is now evolving to be consider in the new Customs Modernization Program.	Pilot on improving transit of goods process by implementin electronic seals by December 2019. Implementation of electronic exit/enter doors at TCQ port by April 2020. Implementation of a new current account for controling special procedures operations.	3.0	5.0	8.0	1
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.	Action plan for improving post clearance audit process end to end, implemented in its first phase focused on controlling special procedures, by April 2020.	2.0	3.4	5.4	2
Total Guatemala					**5.0**	**8.4**	**13.4**	

Customs Administration

Honduras

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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.	Workshop on risk management identification executed by December 2020. An inter-institutional compliance improvement program (Customs - SAR - SEFIN) to enhance identification and mitigation of risks derived from customs union operations, applied by April 2020.	2.0	5.2	7.2	3
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 2020.	2.0	3.4	5.4	1
Total Honduras					**4.0**	**8.6**	**12.6**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Customs Administration								
Nicaragua								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	Improved risk analysis identification criteria based on an importers' segmentation, applied by April 2020.	1.0	--	1.0	4
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.	Action plan for improving post clearance audit implemented in its first phase by April 2020.	1.0	1.8	2.8	4
Total Nicaragua					2.0	1.8	3.8	
Customs Administration								
Panama								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	Workshop on risk management identification executed by December 2020. Risk analisys rules for registering trade operartors, defined and applied by April 2020.	2.0	3.4	5.4	3
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 comprehensive trade facilitaton strategy defined jointly with National Logistic Committee by April 2020.	3.0	3.4	6.4	1
Total Panama					5.0	6.8	11.8	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Customs Administration								
Dominican Republic								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project** [1]
Strengthened revenue administration management and governance arrangements.	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized.	Key performance indicators established, regularly reported and monitored.	Customs had a strategic plan 2013-2016 updated in FY2019 to 2017-2020. FAD diagnostic missions had identified limitation in the strategic management capacities in the customs administration. A new planning management area was created in the organizational structure. The administration lacked of an internal management committee, which was created in 2017 following a recommendation from FAD. Customs administration has an strong research and statistical area but lacks of an indicators' dashboard.	Automatation of the key performance indicators by April 2020.	1.0	1.8	2.8	1
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.	Action plan for improving post clearance audit process end to end, implemented in its first phase by April 2020.	2.0	3.4	5.4	2
Total Dominican Republic					3.0	5.2	8.2	
Total Countries					29.0	47.0	76.0	
Total Region					16.0	8.0	24.0	
Total Budget					45.0	55.0	100.0	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Public Financial Management								
Strengthening the medium-term budget process, government accounting, fiscal risk management and asset and liabilities management to promote fiscal sustainability, fiscal transparency, and budget efficiency and equality.								
Region								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	8.0	--	8.0	1
FAD-HQ Diagnostic mission.	TBD	TBD	TBD	TBD	3.6	10.8	14.4	4
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 2020.	2.0	1.0	3.0	4
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5 by April 2020.	4.8	7.2	12.0	1
Total Region					18.4	19.0	37.4	
Public Financial Management								
Costa Rica								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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: FTC 2.1.2:	TBD	2.2	1.8	4.0	3
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: Basic	Publication of a fiscal risk report including at least 5 sorts of fiscal risks by April 2020.	4.0	3.6	7.6	1
Total Costa Rica					6.2	5.4	11.6	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Public Financial Management								
El Salvador								
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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:	Consolidated financial statements that include local governement are elaborated by April 2020.	0.4	1.8	2.2	2
Total El Salvador					0.4	1.8	2.2	
Public Financial Management								
Guatemala								
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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.	A payment policy that rules payment agenda, terms of payment and descentralization of payment is adopted by April 2020.	0.4	1.8	2.2	3
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	Elaboration of a new MTMFF by April 2020.	0.8	3.6	4.4	1
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: Basic	A 30 year DSA analysis that includes social security's funds is made by April 2020.	3.6	--	3.6	1
Total Guatemala					4.8	5.4	10.2	
Public Financial Management								
Honduras								
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Comprehensive, credible, and policy based budget preparation.	A more credible medium-term budget framework is integrated with the annual budget process.	Medium-term perspective in budget framework (PEFA PI-16, FTC 2.1.3).	PEFA PI-16: FTC 2.1.3: Good	Sound baseline methodology is defined for budget preparation by April 2020.	0.8	3.6	4.4	2
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.: Good	A training strategy for decentralized institutions' accountants is adopted by April 2020.	0.4	1.8	2.2	2
Total Honduras					1.2	5.4	6.6	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Public Financial Management

Nicaragua

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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	70 percent of TSA payments use electronic means of payment by April 2020.	0.4	1.8	2.2	3
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 elaborated that includes an analysis of macro fiscal risks based on the FP simulations by April 2020.	0.4	1.8	2.2	3
Total Nicaragua					0.8	3.6	4.4	

Public Financial Management

Panama

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 descentralization of payment is adopted by April 2020.	2.2	3.6	5.8	2
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 MTMFF uses scenarios based on the fiscal programming model by April 2020.	0.4	1.8	2.2	1
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.	The MTMFF goes along with a fiscal risk report by April 2020.	3.6	--	3.6	3
Total Panama					6.2	5.4	11.6	

Public Financial Management

Dominican Republic

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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	An investment strategy for TSA's cash surpluses is adopted by April 2020.	2.2	1.8	4.0	1
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: D+ FTC 2.1.2: Less than Basic	A sector-based tax income evaluation methodology is defined by April 2020.	0.4	1.8	2.2	2
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 includes SOE-based fiscal risks by April 2020.	4.0	3.6	7.6	2
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.:	TBD	0.4	1.8	2.2	3
Total Dominican Republic					7.0	9.0	16.0	
Total Countries					26.6	36.0	62.6	
Total Region					18.4	19.0	37.4	
Total Budget					45.0	55.0	100.0	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

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 to promote financial stability and inclusion.

Region

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 standarized process to assess banking group's solvency are agreed by regional supervisors, by April 2020.	5.5	--	5.5	1
Manage TA on financial supervision and regulation.	Manage and coordinate CAPTAC-DR's technical assistance on financial supervision and regulation	TA backstopping. Dissemination of information. Documents for the IMF and for the Steering Committee.	Budgeted resources (person-weeks) for FY 2020 TA on financial supervision and regulation, as per the beginning of CAPTAC-DR's phase III.	Draft contributions to FY 2021 program document, FY 2020 Annual Report, and other documentation to TA stakeholders are drafted, by April 2020.	4.0	--	4.0	1
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 2020.	1.5	3.5	5.0	4
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 is committed to continue supporting financial inclusion efforts in the region.	Design and deliver a regional seminar on the supervisor's role on financial inclusion, by June 2019.	1.5	2.5	4.0	3
Total Region					**12.5**	**6.0**	**18.5**	

Financial Supervision and Regulation

Costa Rica

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 line with the FSSR mission recommendations, CAPTAC-DR has been supporting the SUGEF on a project to updating credit risk measurement standards and update credit risk provisioning.	Credit risk provisions supervision tools and inspection manuals are developed, by April 2020. Revised reporting templates on credit risk provisions are developed, by April 2020.	1.0	2.0	3.0	1
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.	A supervisory liquidity risk stress testing tool is procduced, by April 2020. Supervisors are trined on supervisory liquidity risk stress test tool, by April 2020.	1.5	3.0	4.5	4
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.	CAPTAC-DR has been supporting the SUGEF on a project to strengthen credit risk measurement standards and update credit risk provisioning.	Drafts amendments on credit risk management, and loan measurement and provisioning regulations are presented to SUGEF for approval, by June 2019.	1.0	2.0	3.0	2
Total Costa Rica					**3.5**	**7.0**	**10.5**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Financial Supervision and Regulation								
El Salvador								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	CAPTAC-DR has been supporting Salvadorian authorities to strengthen insurance sector supervision.	Guidelines to introduce regulatory reserves requirements are drafted, by April 2020. Supervisors and regulators are trained on reserves requirements, by April 2020.	1.0	2.0	3.0	4
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 2020. IRRBB supervision tools and procedures are developed, by April 2020. Supervisors and regulators are trained on IRRBB standards and supervision, by April 2020.	1.0	2.0	3.0	3
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 2020. ICAAP supervision procedures are developed, by April 2020. Supervisors and regulators are trained on ICAAP standards and supervision, by April 2020.	1.5	3.0	4.5	1
Total El Salvador					3.5	7.0	10.5	
Financial Supervision and Regulation								
Guatemala								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project [1]**
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.	A liquidity risk regulation to introduce the LCR is drafted, by April 2020. Supervisors are trained on the Basel's LCR standard and supervisory practices, by April 2020.	1.5	3.0	4.5	3
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.	SIB plans to reform the insurance sector supervision, include the introduction of a new legal framework, to replace current provisions that are very out of date (from the 70's).	Guidelines to draft a new Insurance Law are agreed and drafted, by April 2020.	1.0	2.0	3.0	4
Develop/strengthen regulation of insurance companies (IC) and risk based supervision capability of the insurance supervisor (IS).	Effective risk based supervision in place and being used for their intended purpose(s).	Template provided by TA is adopted.	SIB has been working on new accounting standards for insurance companies, and deems necessary to be reviewed by a third-party expert.	SIB's draft accounting standards for insurance companies are reviewed and improvement opportunities are identified, by April 2020.	1.0	2.0	3.0	4
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.	SIB regulatory plan includes drafting amendments to the Banking Law on financial groups supervision, and introducing prudential requirments. There are MCM recommendations on this regard pending to implement.	Guidelines to draft financial groups supervision prudential regulation are designed, by April 2020.	4.0	--	4.0	1
Total Guatemala					7.5	7.0	14.5	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Financial Supervision and Regulation								
Honduras								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project** [1]
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 CNBS considers necessary to update supervisor's PD estimation procedure.	Improvement opportunities on the CNBS' PD estimation model are identified, by April 2020. Drafted guidelines to amend credit risk measurement and provisioning regulations are discussed, by April 2020.	2.0	4.0	6.0	2
Implement Basel II and III standards.	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 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 interconnexions and D-SIB are identified, by April 2020.	1.5	3.0	4.5	3
Total Honduras					3.5	7.0	10.5	
Financial Supervision and Regulation								
Nicaragua								
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**	**Priority Project** [1]
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 line with FSSR recommendations, the SIBOIF looks forward to strengthening on-site credit risk provisions supervision capacities and update inspection manuals.	Credit portfolio and credit risk provisions inspection manuals are reviewed and updated, by April 2020.	1.5	3.0	4.5	4
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.	Drafts amendments on credit risk measurement and provisioning regulation are drafted, by April 2019. Supervisors are trained on standards and best practices on credit risk measurement and provisioning, by April 2020.	2.0	4.0	6.0	2
Total Nicaragua					3.5	7.0	10.5	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Financial Supervision and Regulation

Panama

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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	The RBS approach implemented by the SBP did not considered a reporting system review. Recently, the SBP required CAPTAC-DR support to assess if current reporting templates satisfied RBS information requirements, staring with credit risk.	Identify recommendations to enhance current banking on site procedures and off site reporting templates on banks solvency, by April 2020	2.0	4.0	6.0	1
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 2020	1.5	3.0	4.5	4
Total Panama					**3.5**	**7.0**	**10.5**	

Financial Supervision and Regulation

Dominican Republic

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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.	A recent regulation on IT risk management by the BCR, established requirements on information security and business continuity for banks, and set SIB's responsibilities on its supervision.	Improvement opportunities on IT risk supervision procedures are identified, by April 2020. Supervisors are trained on information security and business continuity for banks international standards and supervision, by April 2020.	1.5	3.0	4.5	2
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 has been supporting the SIB on updating liquidity risk requirements and introducing the LCR, in order to move towards Basel standards.	The impact of implementing a LCR requirement is assessed, by April 2020. Guidelines to amend liquidity risk regulation to introduce the LCR are drafted, by April 2020.	2.0	4.0	6.0	3
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 strted 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 2020. Mechanisms to facilitate information exchange and joint supervision activities among domestic supervisors, are designed and formalized, by April 2020.	4.0	--	4.0	1
Total Dominican Republic					**7.5**	**7.0**	**14.5**	
Total Countries					32.5	49.0	81.5	
Total Region					12.5	6.0	18.5	
Total Budget					**45.0**	**55.0**	**100.0**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

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	LTX	STX	Total Planned Person-weeks	Priority Project [1]
SC FY20 and LTX Retreat.	NA	NA	NA	NA	2.0	--	2.0	1
Captac-dr management FY20.	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 WP 2020-24 and FY 2019 Annual Report, and other documentation to NA authorities and WHD, as well as support to STA activities.	3.0	--	3.0	1
Regional gropus, 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 2020.	1.8	--	1.8	1
System of National Accounts 2008, progresses and challenges in CAPTAC-DR Region.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2).	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2019).	Relative to the baseline, the number of staff trained to compile national accounts based on the 2008 SNA is adequate by April 2020 (average of 3 technician by country member).	1.8	3.6	5.4	4
High frequency indicators by economic activity.	Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination (DQAF 0.2).	The number of staff trained to compile and disseminate these statistics is adequate.	The number of staff trained to compile these statistics is inadequate (as of April 2019).	Relative to the baseline, the number of staff trained to compile high frequency indicators is adequate by April 2020 (average of 3 technician by country member).	1.8	3.6	5.4	4
Total Region					**10.4**	**7.2**	**17.6**	

National Accounts Statistics

Costa Rica

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 (as of April 2019).	Relative to the baseline, financial accounts and balance sheets are developed to meet national data requirements and ISWGNA r recommended tables and accounts, in the context of the new base year project to 2017, by April 2020.	7.2	--	7.2	1
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 (as of April 2019).	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 (as of April 2020).	0.4	3.6	4.0	4
Quarterly national accounts compiled in accordance with internationally accepted good practices.	Longer time series have been compiled and made available internally and/or to the public	Consistent quarterly national accounts statistics are available internally and/or to the public with at least five years of historical data.	The quarterly national accounts series need to be assessed to guaranty the methods applied and its harmonization with the annual series as of April 2019.	Relative to the baseline, review the disseminated quarterly national accounts series, base year 2012, and improve the compilation methods for the project to update the base year to 2017, by April 2020.	0.2	1.8	2.0	2
Total Costa Rica					**7.8**	**5.4**	**13.2**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

National Accounts Statistics

El Salvador

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of April 2019.	Relative to the baseline, enhancing annual economic surveys to enterprises by reviewing the selection of samples using statistical techniques, by April 2020.	0.4	3.6	4.0	3
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, as of April 2019.	Relative to the baseline, additional accounts by insitutional sectors are developed to meet national data requirements and ISWGNA recommended tables and accounts, are made by April 2020.	7.2	--	7.2	1
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 concepts and definitions of the latest manual/guide (DQAF 2.1)	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2009 Export and Import Price Index (XMPI) Manual.	The general framework, concepts and definitions do not fully follow, as relevant, the 2009 XMPI Handbook (as of April 2019).	Relative to the baseline, deviations from the XMPI Handbook are reduced, by April 2020.	0.4	3.6	4.0	3
Total El Salvador					8.1	7.2	15.3	

National Accounts Statistics

Guatemala

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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.	Quarterly economic surveys have problems in samples, statistical tests, grossing-up factors and substitutions of observations units due to not following statistical procedures (as of April 2019).	Relative to the baseline, advances in the enhancing of economic surveys that will be used in the quarterly compilations in the context of the rebasing project to 2013 are made by April 2020.	0.4	3.6	4.0	3
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 concepts and definitions of the latest manual/guide (DQAF 2.1)	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manual (as of April 2019).	Relative to the baseline, deviations from the 2004 PPI Manual are reduced, by April 2020.	0.4	3.6	4.0	2
Total Guatemala					0.9	7.2	8.1	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

National Accounts Statistics
Honduras

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 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 (as of Jan 2016).	Annual accounts, in current values and volume, in the context of the new base year and implementing the main recommendations of the 2008 SNA, are available by April 2020.	7.6	3.6	11.2	2
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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of April 2019.	Relative to the baseline, enhancing economic surveys to enterprises by reviewing the statistical techniques applied, in the context of the new base year project, are made by April 2020.	0.4	3.6	4.0	3
Households surveys are conducted on a regular basis to be used as inputs 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 from economic surveys of enterprises are incomplete for annual estimates due to lack of availability, quality and time or recording, as of April 2019.	Relative to the baseline, enhancing the household survey by reviewing questionnaires and adoption of the guidelines of the 2008 SNA, are made by April 2020.	0.2	1.8	2.0	3
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 concepts and definitions of the latest manual/guide (DQAF 2.1)	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 CPI Manual.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 CPI Manual (as of April 2019).	Relative to the baseline, updating of the CPI base year 1999, in the context of the rebasing project and the Income-Expenditure Households survey 2018-19, are made by April 2020.	0.4	3.6	4.0	3
Total Honduras					8.7	12.6	21.3	

National Accounts Statistics
Nicaragua

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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.	Economic census and surveys, as well as household surveys are incomplete to elaborate a benchmark estimate due to lack availability and coverage (as of April 2019).	Relative to the baseline, advances in the improvements to source data that will be used in the benchmark estimates year 2018, are made by April 2020.	0.4	3.6	4.0	4
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 (as of April 2019).	Relative to the baseline, improvements are made to employ sound statistical techniques for the compilation and assessing of Export and Import Prices Index are made by April 2020.	0.4	3.6	4.0	3
Total Nicaragua					0.9	7.2	8.1	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

National Accounts Statistics
Panama

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 expenditures of GDP at current and constant prices and annual rest of the world accounts (until net lending).	The range of aggregates compiled and disseminated does not satisfy the timely of national data needs (as of April 2019).	Relative to the baseline, additional aggregates are developed to meet national data requirements according to the 2008 SNA, are made by April 2020.	3.6	--	3.6	1
Quarterly national accounts compiled in accordance with internationally accepted 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 System of National Accounts (2008) manual, are available.	New national accounts statistics, as set out in the latest 2008 SNA need to be updated to make them suitable for decision-making (as of April 2019).	Advances in the quarterly GDP by the expenditure approach as part of the current base year 2007, in line with the last recommendations, are available by April 2020.	0.2	1.8	2.0	2
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 (As of April 2019).	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, are made by April 2020.	0.4	3.6	4.0	4
Total Panama					**4.2**	**5.4**	**9.6**	

National Accounts Statistics
Dominican Republic

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 System of National Accounts (2008) manual, are available.	New national accounts statistics need to be updated to a more recent base reference year to make them suitable for decision-making (as of April 2019).	Advances in the process of implementation of the main recommendations of the 2008 SNA, in the context of the rebasing project to 2018, in the annual accounts: central bank output, SIFMI, non-observed economy, are available by April 2020.	3.6	--	3.6	1
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 concepts and definitions of the latest manual/guide (DQAF 2.1)	Concepts, definitions, and compilation methods broadly follow, as relevant, the 2004 PPI Handbook.	The general framework, concepts and definitions do not fully follow, as relevant, the 2004 PPI Manual (as of April 2019).	Relative to the baseline, revision of the PPI average prices base year 2013 and weight base year 2007, in the context of the rebasing project to 2017, are made by April 2020.	0.4	3.6	4.0	4
Total Dominican Republic					**4.0**	**3.6**	**7.6**	
Total Countries					34.6	48.6	83.2	
Total Region					10.4	7.2	17.6	
Total Budget					**45.0**	**55.8**	**100.8**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Government Finance Statistics

Improve the design, analysis and governance of fiscal policy, by strengthening the compilation and dissemination of fiscal and macroeconomic statistical data for decision making.

Region

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
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 support to strengthen their GFS and PSDS.	Preparation of the Work Plan for fiscal year 2021. Preparation of the Annual Report for fiscal year 2020. Preparation of quarterly monitoring reports.	5.0	--	5.0	1
Assist the Regional Councils of Central Bank Governors (CMCA), Ministers of Finances (COSEFIN) and the Regional GFS Working Group (GTEFP) to implement the strategy for GFS and PSDS regional harmonization for FY 2020.	Strategy for GFS and PSDS harmonization designed implemented for FY2020.	First phase of the harmonization process implemented (FY 2020).	COSEFIN and CMCA fully supported the first meeting of the GTEFP and continue to support the implementation strategy for fiscal statistics harmonization.	Relative to the baseline, phase I (FY 2020) of the gradual harmonization of GFS and PSDS in the region is implemented. Consider countries' specificities and action plans as inputs to implement the strategy.	3.0	--	3.0	2
Regional Seminar "Using high frequency GFS for fiscal analysis".	Staff capacity increased through training, especially on data dissemination and using GFS and PSDS data for fiscal analysis.	The number of staff trained to compile and disseminate and use these statistics is adequate and not inferior than 20 officials.	The number of staff trained to compile and/or disseminate and use these statistics is inadequate. Global perception of the project, mainly of PSDS needs to be improved.	Relative to the baseline, first year assessment of the regional project is done by October 2019. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5. Officials are trained in high frequency data use.	1.5	1.0	2.5	3
Regional Seminar "Stocks & flows approach - statistical & accounting integration".	Staff capacity increased through training, especially on the integration of stocks and flows to improve data dissemination.	The number of staff trained to compile and disseminate these statistics is adequate and not inferior to 20 officials.	The number of staff trained to compile GFS and PSDS in a stock-flow approach is inadequate.	Relative to the baseline, the number of staff trained to integrate GFS stocks and flows is adequate by December 2019. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	2.0	--	2.0	4
Total Region					**11.5**	**1.0**	**12.5**	

Government Finance Statistics

Costa Rica

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	1
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	3
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	2
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited and other accounts payable are not included in PSDS.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Costa Rica					**5.0**	**7.5**	**12.5**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Government Finance Statistics

El Salvador

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	1
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved.Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	3
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	2
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited, but there partial data for other accounts payable.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total El Salvador					5.0	7.5	12.5	

Government Finance Statistics

Guatemala

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	1
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	3
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	3
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited to national definitions and other accounts payable are not included in PSDS.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Guatemala					5.0	7.5	12.5	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Government Finance Statistics

Honduras

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	1
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	3
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	2
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited, but there partial data for other accounts payable.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Honduras					**5.0**	**7.5**	**12.5**	

Government Finance Statistics

Nicaragua

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	2
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	4
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	4
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited to national definitions and other accounts payable are not included in PSDS.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Nicaragua					**5.0**	**7.5**	**12.5**	

APPENDIX 2: CAPTAC-DR—Proposed Work Plan for FY20 (May 2019-April 2020)

Government Finance Statistics

Panama

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5	2
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	2
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	4
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited to national definitions and other accounts payable are not included in PSDS.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Panama					**5.0**	**7.5**	**12.5**	

Government Finance Statistics

Dominican Republic

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks	Priority Project [1]
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	Central government annual and subannual GFS are compiled and disseminated using the same methodology.	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 2019.	1.5	2.0	3.5	1
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	General government annual GFS are compiled and disseminated according to international best practices.	GFS for general government operations are compiled and disseminated on an annual basis, including partial data on stocks.	GFS for general government operations do not include any data on stocks.	Relative to the baseline, annual data compiled disseminated to the IMF GFSY is improved. Annual GFS compilation is consistent with the regional harmonization plan, comprising general government and including partial information on stocks.	1.5	2.0	3.5	2
Review the compilation of public debt statistics, and the reconciliation with other statistical systems.	PSDS is consistent with other macroeconomic statistical systems.	Annual and subannual PSDS are consistent with other macroeconomic statistical systems.	There are discrepancies between PSDS and public sector external debt published by different institutions.	PSDS is consistent with other macroeconomic statistics, considering coverage, residence and valuation.	1.0	1.5	2.5	2
Review the compilation of public debt statistics, and comply with the regional harmonization plan.	PSDS is consistent with the regional harmonization plan.	Annual and subannual PSDS are consistent with the regional harmonization plan.	Currently, not all tables established in the regional harmonization plan are compiled, coverage is limited, but there partial data for other accounts payable.	Relative to the baseline, PSDS is consistent with the regional harmonization plan, and includes data for nonfinancial public sector and other accounts payable.	1.0	2.0	3.0	4
Total Dominican Republic					**5.0**	**7.5**	**12.5**	
Total Countries					35.0	52.5	87.5	
Total Region					11.5	1.0	12.5	
Total Budget					**46.5**	**53.5**	**100.0**	
Total Budget Proposed					271.5	330.1	601.6	

[1] Priority projects and milestones defined on the basis of available funds. Priority scale is as follows:
Priority 1: Relates to projects to be delivered under cash contributions of US$3.3 million;
Priority 2: Relates to additional projects to be delivered under cash contributions of US$4 Million;
Priority 3: Relates to additional projects to be delivered under cash contributions of US$6 Million;
Priority 4: Relates to additional projects to be delivered under cash contributions of US$7.5 million.

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Tax Administration To strengthen revenue administration management and governance arrangements. Enhance tax compliance, by strengthening core tax administration functions.							
Region							
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**
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 2021 and the annual report for the fiscal year 2020.	7.0	--	7.0
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 a plan to improve compliance based on risks, but is still in the initial phase.	Improvements in the identification, evaluation and classification of risks is implemented.	3.0	4.2	7.2
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 plan based on risk management is implemented.	3.0	2.6	5.6
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.	According to the VAT base taxpayers have a coverage of 2.8 percent.	New models of information crossings for the massive control of taxpayers are implemented.	2.0	2.6	4.6
Guatemala							
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 have a risk management model, although they have identified risks that are in an initial phase.	Compliance plan based on risk management is implemented.	3.0	--	3.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Tax Administration							
Honduras							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
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 SAR has an operational plan that measures activities and is not aligned with institutional objectives.	The operational plan that incorporates risk management and performance indicators is implemented.	2.0	--	2.0
Nicaragua							
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 plan based on risk management is implemented.	2.0	2.6	4.6
Panama							
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 plan based on risk management is implemented.	2.0	2.6	4.6
Strengthen core tax administration functions.	The integrity of the taxpayer base is strengthened.	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.	1.0	1.8	2.8
Dominican Republic							
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 an incipient risk model. The list of identified risks is available.	Compliance plan based on risk management is implemented.	1.0	2.6	3.6
Total Countries					19.0	19.0	38.0
Total Region					7.0	--	7.0
Total Budget					26.0	19.0	45.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Customs Administration

Strengthening management, governance arrangements, and core functions to facilitate trade, reduce evasion, while improving gender balance in customs.

Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Region							
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.	WP execution report submitted to the Steering Committee by April 2020. WP proposal for FY2021 submitter for endorsement of the Steering Committee by April 2020.	10.0	--	10.0
Costa Rica							
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	Current business process at customs, tax and treasury administrations are not linked and managed as silos. A Business Process Management initiative has been defined as priority by Vice Minister of Incomes.	Importation and exportation improved processes implemented in Puerto Caldera customs offices by April 2020. Fisrt integrated and impoved process between customs-tax-treasury administrations implemented by April 2020.	3.0	6.0	9.0
El Salvador							
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 and Acajutla port. Risk management is not integrated at customs nor is it coordinated with domestic taxes.	Implementation of the Post Clearance Audit focused on economic sectors and sensitive goods by April 2020.	2.0	3.4	5.4
Guatemala							
Strengthened revenue administration management and governance arrangements	Organizational arrangements enable more effective delivery of strategy and reforms	Strategic and operational plans prepared and adopted. Key performance indicators established, regularly reported and monitored.	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 aimes 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 Ingrated Cargo Control Plan implemented in Puerto Quetzal, which is now evolving to be consider in the new Customs Modernization Program.	Pilot on improving transit of goods process by implementin electronic seals by December 2019. Implementation of electronic exit/enter doors at TCQ port by April 2020. Implementation of a new current account for controling special procedures operations.	3.0	5.0	8.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Customs Administration							
Honduras							
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**
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 2020.	2.0	3.4	5.4
Panama							
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 comprehensive Trade Facilitaton strategy defined jointly with National Logistic Committee by April 2020.	3.0	3.4	6.4
Dominican Republic							
Strengthened revenue administration management and governance arrangements	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Key performance indicators established, regularly reported and monitored.	Customs had a strategic plan 2013-2016 updated in FY2019 to 2017-2020. 2. FAD diagnostic missions had identified limitation in the strategic management capacities in the Customs administration. A new Planning Management area was created in the organizational structure.The administration lacked of an internal management committee, which was created in 2017 following a recommendation from FAD.Customs administration has an strong research and statistical area but lacks of an indicators' dashboard.	Automatation of the key performance indicators by April 2020.	1.0	1.8	2.8
Total Countries					14.0	23.0	37.0
Total Region					10.0	--	10.0
Total Budget					24.0	23.0	47.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

		Public Financial Management					
		Strengthening the medium-term budget process, government accounting, fiscal risk management and asset and liabilities management to promote fiscal sustainability, fiscal transparency, and budget efficiency and equality.					
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.	12.2	--	12.2
Improved asset and liability management.	More central government revenues and expenditures are deposited and disbursed through a Treasury Single Account.	N.A.	N.A.	Participants are trained with a satisfaction rate higher than 4.5 out of 5.	9.0	2.0	11.0
Costa Rica							
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: Basic	Publication of a fiscal risk report including at least 5 sorts of fiscal risks.	4.0	3.6	7.6
Guatemala							
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	Elaboration of a new MTMFF.	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 specific fiscal risks (FTC 3.1.2).	FTC 3.1.2: Basic	A 30 year DSA analysis that includes social security's funds is made.	3.6	--	3.6
Panama							
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 MTMFF uses scenarios based on the fiscal programming model.	0.4	1.8	2.2
Dominican Republic							
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	An investment strategy for TSA's cash surpluses is adopted.	2.2	1.8	4.0
Total Countries					11.0	10.8	21.8
Total Region					21.2	2.0	23.2
Total Budget					32.2	12.8	45.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

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 to promote financial stability and inclusion.

			Region				
Objectives	**Outcomes**	**Indicators**	**Baseline**	**Milestones**	**LTX**	**STX**	**Total Planned Person-weeks**
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 standarized process to assess banking group's solvency are agreed by regional supervisors, by April 2020.	5.5	--	5.5
Manage TA on financial supervision and regulation.	Manage and coordinate CAPTAC-DR's technical assistance on financial supervision and regulation	TA backstopping. Dissemination of information. Documents for the IMF and for the Steering Committee.	Budgeted resources (person-weeks) for FY 2020 TA on financial supervision and regulation, as per the beginning of CAPTAC-DR's Phase III.	Draft contributions to FY 2021 program document, FY 2020 Annual Report, and other documentation to TA stakeholders are drafted, by April 2020.	23.0	--	23.0
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.	CAPTAC-DR is committed to continue supporting financial inclusion efforts in the region.	Design and deliver a regional seminar on the supervisor's role on financial inclusion, by June 2019.	1.0	3.0	4.0
Total Region					29.5	--	32.5

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APPENDIX 2: CAPTAC-DR—Proposed work plan for FY20 (May 2019 April 2020)

Financial Supervision and Regulation

			Costa Rica				
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 line with the FSSR mission recommendations, CAPTAC-DR has been supporting the SUGEF on a project to updating credit risk measurement standards and update credit risk provisioning.	Credit risk provisions supervision tools and inspection manuals are developed, by April 2020. Revised reporting templates on credit risk provisions are developed, by April 2020.	1.0	--	1.0
			El Salvador				
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 2020. ICAAP supervision procedures are developed, by April 2020. Supervisors and regulators are trained on ICAAP standards and supervision, by April 2020.	1.5	--	1.5
			Guatemala				
Develop/strengthen banking regulations and prudential norms.	Supervisors monitor banking groups and their prudential ratios on consolidated basis.	1. Banks submit reports on standalone and consolidated basis.	SIB regulatory plan includes drafting amendments to the Banking Law on financial groups supervision, and introducing prudential requirments. There are MCM recommendations on this regard pending to implement.	Guidelines to draft financial groups supervision prudential regulation are designed, by April 2020.	4.0	--	4.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Financial Supervision and Regulation							
Panama							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
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.	The RBS approach implemented by the SBP did not considered a reporting system review. Recently, the SBP required CAPTAC-DR support to assess if current reporting templates satisfied RBS information requirements, staring with credit risk.	Identify recommendations to enhance current banking on site procedures and off site reporting templates on banks solvency, by April 2020.	2.0	--	2.0
Dominican Republic							
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 strted 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 2020. Mechanisms to facilitate information exchange and joint supervision activities among domestic supervisors, are designed and formalized, by April 2020.	4.0	--	4.0
Total Countries					12.5	3.0	12.5
Total Region					29.5	--	32.5
Total Budget					42.0	3.0	45.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

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**	**LTX**	**STX**	**Total Planned Person-weeks**
SC FY20 and LTX retreat.	NA	NA	NA	NA	**2.6**	--	**2.6**
Captac-dr management FY20.	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 WP 2020-24 and FY 2019 Annual Report, and other documentation to NA authorities and WHD, as well as support to STA activities.	**8.0**	--	**8.0**
Regional gropus, 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 2020.	**6.8**	--	**6.8**
Costa Rica						
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 (as of April 2019).	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 2020.	**7.2**	--	**7.2**
El Salvador						
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, as of April 2019.	Relative to the baseline, additional accounts by insitutional sectors are developed to meet national data requirements and ISWGNA recommended tables and accounts, are made by April 2020.	**7.2**	--	**7.2**

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

National Accounts Statistics							
Panama							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
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 expenditures of GDP at current and constant prices and annual rest of the world accounts (until net lending).	The range of aggregates compiled and disseminated does not satisfy the timely of national data needs (as of April 2019).	Relative to the baseline, additional aggregates are developed to meet national data requirements according to the 2008 SNA, are made by April 2020.	6.6	--	6.6
Dominican Republic							
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 System of National Accounts (2008) manual, are available.	New national accounts statistics need to be updated to a more recent base reference year to make them suitable for decision-making (as of April 2019).	Advances in the process of implementation of the main recommendations of the 2008 SNA, in the context of the rebasing project to 2018, in the annual accounts: central bank output, SIFMI, non-observed economy, are available by April 2020.	6.6	--	6.6
Total Countries					27.6	--	27.6
Total Region					17.4	--	17.4
Total Budget					45.0	--	45.0

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Government Finance Statistics **Improve the design, analysis and governance of fiscal policy, by strengthening the compilation and dissemination of fiscal 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 support to strengthen their GFS and PSDS	Preparation of the Work Plan for fiscal year 2021. Preparation of the Annual Report for fiscal year 2020. Preparation of quarterly monitoring reports.	26.5	--	26.5
Regional Seminar "Using GFS & PSDS for fiscal analysis and to improve transparency and comparability".	Staff capacity increased through training, especially on data dissemination and using GFS and PSDS data for decision making.	The number of staff trained to compile and disseminate these statistics is adequate and not inferior to 20 officials.	The number of staff trained to analyse and evaluate GFS and PSDS indicators is inadequate.	Relative to the baseline, the number of staff trained to analyse these statistics is adequate by April 2019. Not less than 20 participants are trained. Participants have a satisfaction indicator higher than 4.5 out of 5.	0.5	0.5	1.0
Costa Rica							
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5
El Salvador							
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5

APPENDIX 3: CAPTAC-DR—Proposed High-Priority Projects under Work Plan for FY20 (May 2019-April 2020)[1]

Government Finance Statistics							
Guatemala							
Objectives	Outcomes	Indicators	Baseline	Milestones	LTX	STX	Total Planned Person-weeks
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5
Honduras							
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	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 2019.	1.5	2.0	3.5
Dominican Republic							
Assess data gaps on source data to expand institutional coverage and improve GFS publication.	Central government annual and subannual GFS are compiled and disseminated using the same methodology.	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 2019.	1.5	2.0	3.5
Total Countries					7.5	10.0	17.5
Total Region					27.0	--	27.5
Total Budget					34.5	10.0	45.0
				Total Budget Proposed	203.7	67.8	272.0

[1] Projects and milestones to be delivered under cash contributions of US$3.3 million.