



## **Fiscal Reform in Support of Trade Liberalization**

### **Workplan**

**Approved by USAID on October 7, 2003**

**Table of Contents**

- 1. PROJECT OBJECTIVE..... 1**
- 2. PROJECT STAFFING..... 2**
- 3. OUTREACH..... 2**
- 4. FISCAL WEBSITE..... 3**
- 5. WEBLIBRARY..... 4**
- 6. WEBPAGE ON USG FISCAL REFORM TA..... 4**
- 7. CONSULTANT ROSTER ..... 4**
- 8. APPLIED RESEARCH..... 4**
- 9. PROVIDE IN-HOUSE EXPERTISE FOR USAID ..... 5**
- 10. ANNUAL WORKSHOP..... 6**
- 11. ANNUAL TRAINING COURSE..... 7**
- 12. MISSION BUY INS ..... 7**
- 13. CRITICAL DATES ..... 8**
- 14. GANTT CHART..... 11**

# Fiscal Reform in Support of Trade Liberalization

The Fiscal Reform in Support of Trade Liberalization (“The Project”) project is a Task Order (TO) under the SEGIR EP, Indefinite Quantity Contract. The TO was signed by USAID on July 24, 2003, sent to DAI on August 1, 2003, and signed and returned by DAI on the same day.

## 1. PROJECT OBJECTIVE

The objective of this project is to enable AID to better address fiscal issues that arise in developing countries—especially those linked to the process of trade liberalization. Specifically, this activity will:

- Facilitate access by missions to specialized fiscal expertise and training resources, particularly identifying opportunities for fiscal reform and specific implementation activities;
- Improve technical competence on fiscal issues among AID staff;
- Strengthen AID’s understanding of the many fiscal issues that confront developing and transition countries—especially as they relate to trade liberalization.

The project has two components: (1) the Core, and (2) Buy-Ins. Core activities will comprise about one-third of all project activity, measured on cost basis, and will include:

- a. Outreach to USAID officers, international organizations and other donors and other specialists working in areas related to fiscal reform and trade liberalization;
- b. Design, implementation and maintenance of an informative website;
- c. A research agenda that includes three to five distinct research projects per year;
- d. In-house expertise for USAID/W and field missions for comment, input, and other assistance in areas related to fiscal reform and trade liberalization;
- e. An annual workshop for USAID officers and others in the “community of practice,” to be held in Washington, DC;<sup>1</sup> and

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<sup>1</sup> “Community of Practice” refers to the various organizations and individuals who are professionally involved in the various aspects of the field of public finance or fiscal reform as affects economic development and transformation. Participants include persons from USAID; international financial institutions, such as the IMF and the InterAmerican Development Bank; consultants; other organizations, such as universities, think tanks, NGOs, QuaNGOs, and government.

- f. Trainings for ten to 20 USAID officers per year at Georgia State University.

This project work plan will mainly focus on the core activities of the project, but will also include flexibility to accommodate buy-ins as they occur. At this writing, USAID/India has already submitted a proposed buy-in.

## **2. PROJECT STAFFING**

The COP for the Fiscal Reform in Support of Trade Liberalization is Mark Gallagher. The COP will be supported by Project Economist, Steve Rozner.

Senior technical expertise will be provided by a Panel of Experts, including Richard Bird (BIDE), Roy Bahl (GSU), Jorge Martinez (GSU), Joe Pelzman (BIDE), or George Guess (DAI). In addition, in order to provide the broadest possible base of expertise, the Project will be able to draw upon the expertise of a number of fiscal reform experts whenever practical or necessary, including James Alm, Julio Berlinski, Jamie Boex, Richard Eckaus, John Holl, Arturo Jacobs, Guillermo Jacoby, Arthur Mann, Kevin O’Keefe, Bob Rafuse, Mark Rider, John Strasma, and Sally Wallace. (See [http://a\\_test.dai.com/fiscal\\_reform/team/team.htm#core\\_team](http://a_test.dai.com/fiscal_reform/team/team.htm#core_team))

## **3. OUTREACH**

### *Outreach to USAID staff*

One of the Project’s first actions was to inform the appropriate USAID field officers of its inception and purpose. In July 2003, a two-page notice was prepared and distributed by email to all USAID Mission Directors and to all Economic Growth staff. Further announcements will be needed to solicit broad USAID participation in major training or workshop events. (October 2003 for the training program, for instance.)

The Project Staff will continue to refine its internal USAID contacts list with CTO and Activity Manager input, both for one-off announcements as well as to receive periodic or occasional messages.

*Responsible:* Gallagher and Rozner

### *Outreach to other donors and international organizations*

According to the scope of work, Project Staff are to “carry out liaison with other donors and entities working on fiscal issues – especially as they relate to trade liberalization – in order to support AID’s understanding and engagement with the fiscal sector.

Project Staff has developed a draft of a brochure for wider circulation both within and outside of USAID. Once approved by CTO and Activity Manager, the brochure will be printed and distributed to targeted individuals, with a cover letter from the Project COP, Mark Gallagher, explaining the purpose of the Project and the desire to coordinate with them.

We will follow these steps:

1. Develop list of potential recipients or contacts (for letters and emails, a letter will be distributed via email).
2. Develop Fiscal Reform in Support of Trade Liberalization Brochure.
3. Develop a Fiscal Reform letterhead.
4. Distribute materials to contacts at IMF, World Bank, Asian Development Bank, InterAmerican Development Bank, Department for International Development, OECD, US Treasury, and elsewhere.
5. Conduct meetings with the targeted contacts (these meetings may also be attended by the CTO and Activity Manager).

These items will all be completed by end of November 2003.

*Responsible:* Gallagher, Rozner, input will also be provided from Jorge Martinez, GSU, and other Team members as appropriate.

#### **4. FISCAL WEBSITE**

In developing a "Fiscal Reform in Support of Trade Liberalization" website, Project Staff have or will implement the following steps:

1. Project Staff have held preliminary technical meetings to discuss implementation, hosting and content requirements.
2. Project Staff will identify relevant literature and reports and upload these as searchable, downloadable documents from the Project's website electronic library. There are, however, a number of issues with posting documents of other organizations on a public website. The Fiscal Reform Project COP has contacted the IMF and Charles Patalive to come up with the ideal solution. One possibility is that our webLibrary will be hosted on USAID's intranet server and access will only be allowed for those USAID Officers with access to the intranet.
3. Website will go online in November 2003.

*Responsible:* Steven Rozner will manage the website content and DAI staff members Ms. J. Kent and Ms. E. Dougherty will provide technical service. *Mark Gallagher and Steve Rozner will jointly manage the website's query function.*

## **5. WEBLIBRARY**

An important part of the fiscal website is a library page that we refer to as the webLibrary. This webLibrary will make available to USAID Officers and others in the community of practice the most up-to-date materials in the areas of fiscal reform and trade liberalization. This includes reports and PowerPoint presentations, and other materials as may be appropriate.

The webLibrary may also include brief blurbs on the materials it provides, and will include brief reports on new documents or books that may not be available on the webLibrary page but would be available in the Fiscal Reform Project office.

## **6. CONSULTANT ROSTER**

To facilitate future buy-ins as well as to enhance our ability to respond quickly to ad hoc requests for in-house expertise, the Project Team will provide a roster for technical review by the Activity Manager and CTO of additional experts to call upon rapidly. These experts will be the first persons to be called on to implement buy-ins and other services. However, if these persons are not the most suitable for the particular assignment, the Project will provide USAID with other consultants with the suitable skill sets and background.

Brief summaries of the experience and expertise of these roster members will be posted to the fiscal website on the "Our Team" page. This will provide USAID Missions and other USAID offices with a useful summary of the specific talents that the project offers.

*Responsible:* DAI, GSU, and BIDE.

## **7. APPLIED RESEARCH**

The Project will undertake three to five research activities in each of its two years. As of October 2003, four topics have been selected for the year through July 2004. Two will be implemented by March 2004 and the other two will be completed by no later than May 2004.

- A. **Selected success stories of USG TA in fiscal reform.** The Project will prepare a document that will be presented as a webpage on the Fiscal Website, providing a history of technical assistance projects funded by USAID and by US Treasury over the past few decades. This webpage will be similar in style to that found on the IMF's website.

There is a variety of purposes to this webpage. It will demonstrate the vast experience over many years of the assistance that USAID and UST have been providing to emerging market countries, while also providing well-illustrated examples of the type of assistance that can be made to host countries around the world. The website will also raise the awareness among USAID staff and others among our community of practice as to the important role that USAID has played in this sector over a long period.

*Responsible:* A consultant with in-depth knowledge will prepare the basic report, which will be amplified by Gallagher and with support from Rozner over the life of the project.

- B. Semi-autonomous revenue authorities (SARAs) for improved tax compliance.** This investigation will indicate the experiences that countries have had with SARAs with regard to compliance, evasion, modernized systems, reduced corruption and improved revenue generation. Countries of study may include Guatemala, Peru, Tanzania, Kenya, and Canada.

*Responsible:* DAI's Arthur Mann will lead this research activity. He will develop a workplan and resource requirements.

- C. Corruption and Fiscal Reform.** Most major fiscal reform programs have some aspect of anticorruption activity; whether it is to raise tax compliance or reduce corrupt practices in public expenditure management. We will present experiences and success cases in these areas and show how anticorruption reforms of the fiscal system have been complemented by "demand side" activities, such as the establishment of anti-corruption commissions or anti-corruption campaigns.

*Responsible:* GSU will assign this topic to one of its staff members, who will then submit resource requirements and workplan to the COP.

- D. Fiscal Implications of Trade Liberalization.** This includes, *inter alia*: the ease or difficulty of substituting domestic taxation for taxation on trade, especially import duties; introducing duty drawbacks and removing export subsidies; the impact of duty reductions on VAT collections; and, the impacts on industries and competitiveness from the revised tax system. This project may also include investigation into the fiscal impacts of establishing Export Processing Zones.

*Responsible:* This research project will be led by BIDE's Dr. Joseph Pelzman. Dr. Pelzman will develop resource requirements and a workplan.

## **8. PROVIDE IN-HOUSE EXPERTISE FOR USAID**

Largely, the COP will provide this service on an on-going basis. However, queries received from the field via emails or website that go beyond the expertise of the COP or for which the COP simply does not have time to respond can be handled by one of the

members of the Project Panel of Experts, i.e., Richard Bird, Roy Bahl, Jorge Martinez, Joe Pelzman, or George Guess. In addition, when appropriate, the Project Economist, Steve Rozner, may be in a position to handle specific queries. If necessary, the Project can go beyond these experts to seek responses to mission queries. In such cases, the CTO or Activity Manager will be consulted for technical approval.

Responses to queries should not take more than two days of effort, although the COP may be involved in longer efforts than this with EGAT or other USAID/W offices, with Activity Manager approval.

*Responsible:* Allocation of queries to Project Staff and advisors will be determined by Gallagher.

## **9. ANNUAL WORKSHOP**

The Project Team will work closely with the CTO and Activity Manager to develop the most appropriate, USAID-specific agenda of fiscal reform and trade liberalization concerns. We are tentatively planning for the first Annual Workshop to be held for two full days in June 2004, with registration taking place the evening before sessions, and a final wrap-up session and plenary event to be held on the third morning. The second annual workshop is planned for June 2005. Steps include:

- a. Defining a tentative agenda.
- b. Using the tentative agenda, Gallagher and Dod (Activity Manager) have prepared a "survey" for Economic Growth and Democracy and Governance staff of USAID to determine the potential demand for attending the first annual workshop and to seek comments on the tentative agenda and suggestions for other topics.
- c. Planning for site, timing, number of participants, speakers, recording of event, and other requirements.
- d. Establishing methods for facilitation, i.e., how the workshop will be put on and how to maximize input dialogue, learning and participation.
- e. Making all arrangements for contracting, invitations, coordination of flights, and all other logistic requirements.
- f. Holding event and providing facilitation for all sessions.
- g. Preparing edited workshop papers and presentations for publication and distribution.

*Responsible:* Gallagher, Rozner, Panel of Experts. Planning and facilitation will be assisted by Kathleen Alison of TRG, who will participate from early on in the planning

process. Ms. Molly McKnight of DAI will assist in implementing the event, sending invitations, and providing other support.

## **10. ANNUAL TRAINING COURSE**

Training will be provided for between ten and 20 USAID officers per year at GSU's campus in Atlanta, Georgia. Based on GSU's annual fiscal policy summer training programs and areas of expertise in fiscal policy, GSU will develop week-long training courses focused on USAID's specific needs. The course will be delivered in or around early April each year. The syllabus and outline for the April 2004 course will be submitted for USAID review and approval no later than end of October 2003.

*Responsible:* This entire activity will be handled by GSU, but with project supervision of Gallagher. Participant travel and logistics will be directly handled directly by Missions and participants, with support from core Project Staff.

## **11. MISSION BUY INS**

As of this writing, the India Mission has already requested assistance from the project in examining international experience in implementing fiscal reforms at the sub-national level. Our assistance to the India Mission has been approved by USAID/EGAT, and work has already begun on the activity. Dr. Bob Rafuse, a DAI consultant, is responsible for carrying out most of the technical aspects of the assignment. Gallagher will supervise the work as well as serve as facilitator or moderator of a set of roundtables. Rozner will participate in various aspects of the technical work as well as be responsible for much of the coordination and administrative aspects. This buy in is initially planned for a nine-month period.

The Vietnam Mission is formulating a request for assistance under this project related to the fiscal implications of impending trade liberalization commitments. Gallagher has already prepared a preliminary concept piece for the Mission's and EGAT's consideration and is awaiting further instructions.

USAID/Macedonia has requested information from the project about possible assistance in assessing the fiscal system. Project staff are preparing a brief concept paper.

USAID/Guatemala has also asked Project staff about the possibilities of receiving assistance in: taxation, tax and investment, and expenditure review. Project staff will provide USAID with a concept paper on expenditures.

Other Missions are likely to request assistance under the Fiscal Reform Project. Indeed, most of the project's resources are planned for providing such assistance.

The effort and timing of this type of work cannot be laid out ahead of time.

## 12. CRITICAL DATES AND QUARTERLY REPORTS

For the period ending October 31, 2003 and for each three months thereafter, DAI will submit within 15 days a report to the CTO and Activity Manager at USAID. This quarterly report will describe the progress made and major developments during the quarter regarding activities 3-5, 7, and 9-11.

The following table presents the sequential time links for all first year activities. The "critical" dates are presented in **BOLD** and marked **X**.

<b>Critical Dates: Fiscal Reform in Support of Trade Liberalization</b>		
<b>Critical dates are marked (X)</b>		
	<b>Start</b>	<b>Finish</b>
<b>Outreach</b>	8/11/2003	6/20/2005
Lists to send literature	8/11/2003	8/22/2003
Design Brochure	8/11/2003	8/22/2003
Letterhead and cards	8/25/2003	8/29/2003
<b>X</b> Approve brochure	10/10/2003	<b>10/10/2003</b>
Distribute materials	10/13/2003	1/2/2004
Meetings in WDC	8/11/2003	1/22/2004
Hold brownbag with AID/W staff, contractors, and guests	9/2/2003	9/2/2003
Time-to-time contacts w/ others	8/12/2003	6/20/2005
SID brownbag on FPR	9/10/2003	9/10/2003
<b>X</b> Brownbag for WDC IFIs	11/4/2003	<b>11/4/2003</b>
Maintain/update contacts	8/12/2003	6/20/2005
<b>Fiscal Website</b>	8/5/2003	6/14/2005
Preliminary tech. meetings	8/5/2003	8/6/2003
Outline	8/6/2003	8/21/2003
Meetings with EGAT/Webmaster	8/11/2003	8/22/2003
<b>X</b> Approve website domain	9/29/2003	<b>9/29/2003</b>
Upload first mockup	10/6/2003	10/6/2003
Develop specific pages	9/15/2003	5/11/2005
Home page	10/6/2003	10/13/2003
Our Team	10/6/2003	10/10/2003
Ask us	10/6/2003	10/10/2003
Useful links	10/13/2003	10/17/2003
<b>webLibrary</b>	9/15/2003	5/11/2005
- analyze options	9/15/2003	10/3/2003
- seek approvals	10/6/2003	10/10/2003
- confer with USAID/EGAT webmaster	10/13/2003	10/17/2003
<b>X</b> - finalize plan	10/20/2003	<b>10/24/2003</b>
- input data	10/27/2003	12/19/2003

**Critical Dates: Fiscal Reform in Support of Trade Liberalization**  
**Critical dates are marked (X)**

	<b>Start</b>	<b>Finish</b>
- upload	12/19/2003	12/19/2003
- Monthly library uploads	12/22/2003	5/11/2005
Review by USAID and revisions	10/10/2003	6/14/2005
<b>X</b> Approval by USAID	10/10/2003	<b>10/10/2003</b>
New info solicitations	10/13/2003	6/8/2005
Editing	10/13/2003	6/14/2005
<b>Applied Research Agenda for first year</b>		
Assembly draft agenda for discussion	9/1/2003	9/5/2003
Discussions with USAID and decisions on topics	9/16/2003	9/16/2003
Define Semi-Autonomous Revenue Authorities project	10/1/2003	10/14/2003
Define AntiCorruption project	9/18/2003	10/15/2003
Define Fiscal Implications of Trade Lib. Project	9/22/2003	10/10/2003
Review research project proposals	10/16/2003	11/5/2003
<b>X</b> Approve research project proposals	11/6/2003	<b>11/19/2003</b>
Complete two research projects		3/31/2004
Complete other two research projects		5/31/2004
<b>First annual workshop</b>	8/11/2003	7/15/2004
Define possible agenda	9/16/2003	9/16/2003
<b>X</b> Define number of participants	11/12/2003	<b>11/12/2003</b>
<b>X</b> Decide on venue	8/11/2003	<b>8/11/2003</b>
Establish methodologies for conference	11/13/2003	12/10/2003
Query USAID staff on interest in participation	<b>9/16/2003</b>	10/13/2003
<b>X</b> Develop full workshop implementation plan	10/14/2003	<b>11/10/2003</b>
Contract for venue	11/11/2003	11/24/2003
Contact invited guests	11/25/2003	1/19/2004
Arrange for any consultant participations	11/25/2003	12/22/2003
Arrange all other logistics	11/25/2003	2/16/2004
Work with consultants, guest speakers, USAID	3/23/2004	6/25/2004
Prepare workshop materials	6/14/2004	6/25/2004
Hold workshops	6/28/2004	7/1/2004
Prepare and distribute post workshop materials (on DCs and via Fiscal Reform Website)	7/2/2004	7/15/2004
Report on workshop	7/2/2004	7/15/2004
<b>First Annual Training in Fiscal/Trade Reform</b>	9/8/2003	4/15/2004
Module menu	9/8/2003	9/9/2003
Discussions in EGAT and others	9/10/2003	9/10/2003
<b>X</b> Develop single, coherent one-week course	9/25/2003	<b>10/15/2003</b>
Assess demand	10/16/2003	11/5/2003
Participant selection	3/12/2004	3/25/2004
Logistics	3/26/2004	4/8/2004
Hold one-week training in Atlanta	4/9/2004	4/15/2004

**Critical Dates: Fiscal Reform in Support of Trade Liberalization**  
**Critical dates are marked (X)**

	<b>Start</b>	<b>Finish</b>
<b>Second Annual Training in Fiscal/Trade Reform</b>	9/6/2003	4/4/2005
Module menu	1/21/2005	1/24/2005
Discussions in EGAT and others	1/25/2005	1/31/2005
Develop single, coherent one-week course	2/1/2005	2/7/2005
Assess demand	2/8/2005	2/14/2005
Participant selection	2/15/2005	3/14/2005
Logistics	3/15/2005	3/28/2005
Hold one-week training in Atlanta	3/29/2005	4/4/2005
<b>Mission Buy Ins</b>	9/6/2003	5/13/2004
Implement India buy in	9/6/2003	5/13/2004
Assist with other buy in concept papers	9/15/2003	5/7/2004
Viet Nam	9/25/2003	10/8/2003
Macedonia	9/29/2003	10/10/2003
Guatemala	9/15/2003	10/10/2003
Others	10/13/2003	5/7/2004

### **13. GANTT CHART**

The Gantt Chart is not used as a presentation tool for USAID. Rather, it is used by DAI as a means of developing in sequential, logical and dynamic fashion the steps that must be carried out in order to complete discrete, and sometimes not discrete, tasks. Non-discrete tasks are recurrent tasks, such as reporting or maintaining contacts over time.

The Gantt Chart results from entering information into the MSProject database in a structured format applying certain project management rules. MSProject then produces the Gantt Chart and can produce other tools, such as a calendar that includes each day's work that is to take place under the overall project. An important output of MSProject is the monitoring chart that reports progress or lack of progress according to plan.

ID	Task Name	Quarter	4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter				
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
1	<b>Fiscal Reform in Support of Trade Liberalization</b>	[Thick black bar across all quarters]																							
2																									
3	<b>Outreach</b>	[Thick black bar across all quarters]																							
4	Lists to send literature	[Blue bar]																							
5	Design Brochure	[Blue bar]																							
6	Letterhead and cards	[Blue bar]																							
7	Approve brochure			[10/10]																					
8	Distribute materials			[Blue bar]																					
9	Meetings in WDC	[Blue bar]																							
10	Hold brownbag with guests from: IMF, WB, IBRD, USTR, UST		[9/2]																						
11	Time-to-time contacts w/ others	[Blue bar]																							
12	SID brownbag on FPR		[9/10]																						
13	Brownbag for WDC IFIs				[11/4]																				
14	Maintain/update contacts	[Blue bar]																							
15																									
16	<b>Fiscal Website</b>	[Thick black bar across all quarters]																							
17	Preliminary tech. meetings	[Blue bar]																							
18	Outline	[Blue bar]																							
19	Meetings with EGAT/Webmaster	[Blue bar]																							
20	Approve website domain			[9/29]																					
21	Upload first mockup			[10/6]																					
22	<b>Develop specific pages</b>	[Thick black bar across all quarters]																							
23	Home page			[Blue bar]																					
24	Our Team			[Blue bar]																					
25	Ask us			[Blue bar]																					
26	Useful links			[Blue bar]																					
27	<b>webLibrary</b>	[Thick black bar across all quarters]																							
28	analyze options	[Blue bar]		[Blue bar]																					
29	seek approvals			[Blue bar]																					
30	confer with USAID/EGAT webmaster			[Blue bar]																					
31	finalize plan			[Blue bar]																					
32	input data			[Blue bar]																					
33	upload					[12/19]																			
34	<b>Monthly library uploads</b>																								
51	<b>Review by USAID and revisions</b>	[Thick black bar across all quarters]																							
52	Approval by USAID			[10/10]																					
53	<b>New info solicitations</b>																								
77	<b>Editing</b>																								

ID	Task Name	3rd Quarter		4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
128	<b>Applied Research Agenda</b>	[Timeline bar from Sep to Jun]																							
129	Assembly draft agenda for discussion	■																							
130	Discussions with USAID and decisions on topics		■ 9/16																						
131	Define Semi-Autonomous Revenue Authorities project			■ Mann																					
132	Define AntiCorruption project			■ Martinez																					
133	Define Fiscal Implications of Trade Lib. Project			■ Pelzman																					
134	Define success stories			■ TBD																					
135	Review research project proposals				■ Gallagher																				
136	Approve research project proposals					■ USAID																			
137	Implement research projects						■																		
138																									
139	<b>First annual workshop</b>	[Timeline bar from Sep to Jun]																							
140	Define possible agenda			■ 9/16																					
141	Define number of participants					■ 11/12																			
142	Decide on venue		■ 8/11																						
143	Establish methodologies for conference																								
144	Query USAID staff on interest in participation						■ USAID																		
145	Develop full workshop implementation plan							■ Alison,McKnight																	
146	Contract for venue								■ McKnight																
147	Contact invited guests									■ McKnight															
148	Arrange for any consultant participations										■ McKnight														
149	Arrange all other logistics											■ McKnight													
150	Work with consultants, guest speakers, USAID																								
151	Prepare workshop materials																								
152	Hold workshops																								
153	Prepare and distribute post workshop materials																								
154	Report on workshop																								
155																									
156	<b>First Annual Training in Fiscal/Trade Reform</b>	[Timeline bar from Sep to Jun]																							
157	Module menu																								
158	Discussions in EGAT and others																								
159	Develop single, coherent one-week course																								
160	Assess demand																								
161	Participant selection																								
162	Logistics																								
163	Hold one-week training in Atlanta																								

ID	Task Name	3rd Quarter		4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
165	Second Annual Training in Fiscal/Trade Reform	[Redacted]																							
166	Module menu	[Redacted]																							
167	Discussions in EGAT and others	[Redacted]																							
168	Develop single, coherent one-week course	[Redacted]																							
169	Assess demand	[Redacted]																							
170	Participant selection	[Redacted]																							
171	Logistics	[Redacted]																							
172	Hold one-week training in Atlanta	[Redacted]																							
173		[Redacted]																							
174	Mission Buy Ins	[Redacted]																							
175	Implement India buy in	[Redacted]																							
176	Assist with other buy in concept papers	[Redacted]																							
177	Viet Nam	[Redacted]																							
178	Macedonia	[Redacted]																							
179	Guatemala	[Redacted]																							
180	others	[Redacted]																							

