

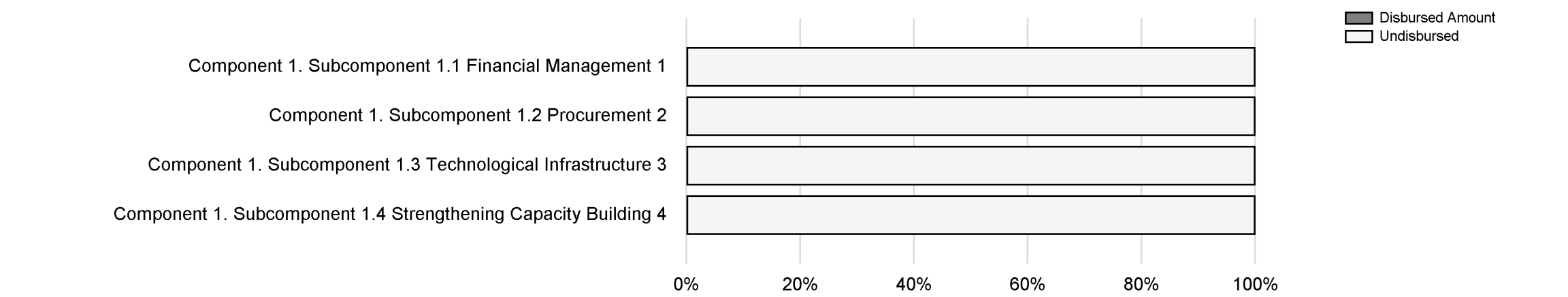
PMR Public Report

|                      |                             |  |          |
|----------------------|-----------------------------|--|----------|
| Operation Number     | BL-L1038                    | Chief of Operations Validation Date    | 04/13/23 |
| Year- PMR Cycle      | Second period Jan-Dec 2022  | Division Chief Validation Date         | 04/18/23 |
| Last Update          | 04/12/23                    | Country Representative Validation Date | 05/11/23 |
| PMR Validation Stage | Validated by Representative |  |          |

|  |   |   |   |
|--|---|---|---|
| Basic Data                               |   |   |   |
| Operation Profile                        |   |   |   |
| Operation Name                           | Strengthening Public Expenditure Management in Belize     | Loan Number   | 5353/OC-BL  |
| Executing Agency                         | MINISTRY OF FINANCE, ECONOMIC DEVELOPMENT, AND INVESTMENT | Sector/Subsector  | REFORM / MODERNIZATION OF THE STATE-FISCAL POLICY FOR SUSTAINABILITY AND GROWTH |
| Team Leader                              | CALIJURI, MONICA  | Overall Stage   | Disbursing (From eligibility until all the Operations are closed)               |
| Operation Type                           | Loan Operation  | Country   | Belize  |
| Lending Instrument                       | Investment Loan   | Convergence related Operation(s)                          |   |
| Borrower                                 | BELIZE  |   |   |
| Environmental and Social Safeguards      |   |   |   |
| Impacts Category                         | C   | Was/Were the objective(s) of this operation reformulated? | NO  |
| Safeguard Performance Rating             |   | Date of approval  |   |
| Safeguard Performance Rating - Rationale |   |   |   |

|                |                       |             |                   |                        |                     |                        |                      |             |                    |
|----------------|-----------------------|-------------|-------------------|------------------------|---------------------|------------------------|----------------------|-------------|--------------------|
| Financial Data |                       |             |                   |                        |                     |                        |                      |             |                    |
|                | Total Cost and Source |             |                   |                        |                     | Available Funds (US\$) |                      |             |                    |
| Operations     | Original IDB          | Current IDB | Local Counterpart | Co-Financing / Country | Total Original Cost | Current IDB            | Disb. Amount to Date | % Disbursed | Undisbursed Amount |
| BL-L1038       | 8,000,000             | 8,000,000   | 0                 | 0                      | 8,000,000           | 8,000,000              | 200,000              | 2.50%       | 7,800,000          |
| Aggregated     | 8,000,000             | 8,000,000   | 0                 | 0                      | 8,000,000           | 8,000,000              | 200,000              | 2.50%       | 7,800,000          |

Expense Categories by Loan Contract (cumulative values)



Please note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

RESULTS MATRIX

General Development Objectives

General Development Objectives Nbr. 1: Promote the fiscal sustainability of Belize

**Observation:** IMF Article IV Calculation: Baseline (2020): 10.1% Fiscal deficit = BL\$173 million GDP = BL\$ 3,705 million. The target was estimated based on the IMF Article IV baseline scenario – current policies (PAGE 13); however, being more conservative considering that the negative fiscal impact generated by the COVID 19 could demand more time to recover. Since the IMF estimated a deficit of 3.0% of GDP for FY 2025 in the baseline scenario and 0.7% of GDP if the country implements all fiscal consolidation and structural reforms, the 4% of GDP is considered a very conservative estimation.

| Indicator |                       | Unit of Measure | Baseline | Baseline Year | Expected<br>Year of<br>Achievement | EOP 2027 |   |
|-----------|-----------------------|-----------------|----------|---------------|------------------------------------|----------|---|
| 1.0       | Fiscal deficit / GDP. | %               | 2.8      | 2022          | 2027                               | P        | 2 |
|           |                       |                 |          |               |                                    | A        | - |
| Details   |                       |                 |          |               |                                    |          |   |

Means of Verification: IMF Article IV

Observations: Calculation: Baseline (2020): 10.1% Fiscal deficit = BL\$173 million GDP = BL\$ 3,705 million.

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

|            |    |               |    |               |  |
|------------|----|---------------|----|---------------|--|
| Pro-Gender | No | Pro-Ethnicity | No | CRF indicator |  |
|            |    |               |    |               |  |

RESULTS MATRIX

Specific Development Objectives

Specific Development Objectives Nbr. 1: To increase the efficiency of public resources by strengthening public financial management (The expected results are cumulative)

Observation:

|     | Indicator  | Unit of Measure | Baseline | Baseline Year |   | 2023 | 2024 | 2025 | 2026 | 2027 | EOP 2027 |
|-----|--|-----------------|----------|---------------|---|------|------|------|------|------|----------|
| 1.0 | Line ministries with budget execution reports audited / all line ministries. | %               | 0        | 2020          | P | -    | -    | -    | 30   | 40   | 40       |
|     |  |                 |          |               | A | -    | -    | -    | -    | -    | -        |

Details

Means of Verification: Internal Audit System, Ministry of Finance (MOF) Office of Internal Audit

Observations: Calculation: Baseline (2020):0% Line ministries with budget executing reports audited = 0 all line ministries =18

Evaluation Methodology: -

| Pro-Gender | No  | Pro-Ethnicity | No | CRF indicator |                 |          |               |       |       |       |      |      |          |
|------------|---|---------------|----|---------------|-----------------|----------|---------------|-------|-------|-------|------|------|----------|
|            |   |               |    |               |                 |          |               |       |       |       |      |      |          |
| Indicator  |   |               |    |               | Unit of Measure | Baseline | Baseline Year | 2023  | 2024  | 2025  | 2026 | 2027 | EOP 2027 |
| 1.1        | Value of goods purchased using RP / Total value of goods purchased. |               |    | %             | 20.72           | 2020     | P             | 20.72 | 20.72 | 20.72 | 30   | 70   | 70       |
|            |   |               |    |               |                 |          | A             | -     | -     | -     | -    | -    | -        |
| Details    |   |               |    |               |                 |          |               |       |       |       |      |      |          |

Evaluation Methodology: -

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| Pro-Gender | No | Pro-Ethnicity | No | CRF indicator |  |  |  |  |  |  |  |
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Evaluation Methodology: -

|            |    |               |    |               |  |
|------------|----|---------------|----|---------------|--|
| Pro-Gender | No | Pro-Ethnicity | No | CRF indicator |  |
|            |    |               |    |               |  |

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1. Strengthening Financial Management. Subcomponent 1.1. Financial Management

|      |   |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |          |
|------|---|-----------------|-------|-------------------|----------|--------------------|----------|
|      | Output  | Unit of Measure |       | 2022              | EOP 2027 | 2022               | EOP 2027 |
| 1.01 | 1.1.1 New cash management business model implemented.   | Model           | P     | -                 | 1        | -                  | 312,835  |
|      |   |                 | P (a) | -                 | 1        | -                  | 312,835  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 1.02 | 1.1.2 New public debt business model implemented.   | Model           | P     | -                 | 1        | -                  | 535,464  |
|      |   |                 | P (a) | -                 | 1        | -                  | 535,464  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 1.03 | 1.1.3 Internal Control model strengthened.  | Model           | P     | -                 | 1        | -                  | 864,635  |
|      |   |                 | P (a) | -                 | 1        | -                  | 864,635  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 1.04 | 1.1.4 Two new SmartStream modules implemented.  | Software        | P     | -                 | 2        | -                  | 853,200  |
|      |   |                 | P (a) | -                 | 2        | -                  | 853,200  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 1.05 | 1.1.5 Document of budget classifier and COA to enable asset registration and tracking of climate change and gender-related expenditures approved. | Document        | P     | -                 | 1        | -                  | 159,526  |
|      |   |                 | P (a) | -                 | 1        | -                  | 159,526  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 1.06 | 1.1.6 Document with needs assessment and methodology to register and evaluate gender programs developed and implemented in one LM approved        | Document        | P     | -                 | 1        | -                  | 66,000   |
|      |   |                 | P (a) | -                 | 1        | -                  | 66,000   |
|      |   |                 | A     | -                 | -        | -                  | -        |

Component Nbr. 2 Component 1. Strengthening Financial Management. Subcomponent 1.2. Procurement

|      |  |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |          |
|------|--|-----------------|-------|-------------------|----------|--------------------|----------|
|      | Output   | Unit of Measure |       | 2022              | EOP 2027 | 2022               | EOP 2027 |
| 2.01 | 1.2.1 Package to strengthen the procurement agency housed at the MOF to monitor and oversee procurement delivered. | Package         | P     | -                 | 1        | -                  | 706,800  |
|      |  |                 | P (a) | -                 | 1        | -                  | 706,800  |
|      |  |                 | A     | -                 | -        | -                  | -        |
| 2.02 | 1.2.2 E-procurement management software implemented.   | Software        | P     | -                 | 1        | -                  | 941,608  |
|      |  |                 | P (a) | -                 | 1        | -                  | 941,608  |
|      |  |                 | A     | -                 | -        | -                  | -        |
| 2.03 | 1.2.3 Reference price model implemented.   | Model           | P     | -                 | 1        | -                  | 335,700  |
|      |  |                 | P (a) | -                 | 1        | -                  | 335,700  |
|      |  |                 | A     | -                 | -        | -                  | -        |
| 2.04 | 1.2.4 Documents defining the procurement modalities that favor aggregation of demand approved.                     | Document        | P     | -                 | 1        | -                  | 291,417  |
|      |  |                 | P (a) | -                 | 1        | -                  | 291,417  |
|      |  |                 | A     | -                 | -        | -                  | -        |

Component Nbr. 3 Component 1. Strengthening Financial Management. Subcomponent 1.3. Technological Infrastructure

|      |  |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |            |
|------|--|-----------------|-------|-------------------|----------|--------------------|------------|
|      | Output   | Unit of Measure |       | 2022              | EOP 2027 | 2022               | EOP 2027   |
| 3.01 | 1.3.1 MOF datacenter hardware capacity expansion implemented | Hardware        | P     | -                 | 1        | -                  | 409,999.99 |
|      |  |                 | P (a) | -                 | 1        | -                  | 409,999.99 |
|      |  |                 | A     | -                 | -        | -                  | -          |
| 3.02 | 1.3.2 Data warehouse platform implemented.                   | Platform        | P     | -                 | 1        | -                  | 240,709    |
|      |  |                 | P (a) | -                 | 1        | -                  | 240,709    |
|      |  |                 | A     | -                 | -        | -                  | -          |

Component Nbr. 4 Component 1. Strengthening Financial Management. Subcomponent 1.4. Strengthening Capacity Building

|      |   |                 |       | PHYSICAL PROGRESS |          | FINANCIAL PROGRESS |          |
|------|---|-----------------|-------|-------------------|----------|--------------------|----------|
|      | Output  | Unit of Measure |       | 2022              | EOP 2027 | 2022               | EOP 2027 |
| 4.01 | 1.4.1 Package to establish an e-Learning training unit delivered.                         | Package         | P     | -                 | 1        | -                  | 289,600  |
|      |   |                 | P (a) | -                 | 1        | -                  | 289,600  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 4.02 | 1.4.2 MPS’ personnel evaluation services to assess PFM knowledge implemented.             | Person          | P     | -                 | 120      | -                  | 304,253  |
|      |   |                 | P (a) | -                 | 120      | -                  | 304,253  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 4.03 | 1.4.3 Personnel training and certification services implemented.                          | Person          | P     | -                 | 90       | -                  | 626,253  |
|      |   |                 | P (a) | -                 | 90       | -                  | 626,253  |
|      |   |                 | A     | -                 | -        | -                  | -        |
| 4.04 | 1.4.4 Services to establish a change management plan for the PFM modernization delivered. | Services        | P     | -                 | 1        | -                  | 240,000  |
|      |   |                 | P (a) | -                 | 1        | -                  | 240,000  |
|      |   |                 | A     | -                 | -        | -                  | -        |

| Other Cost |                                  |  |       |         |            |
|------------|----------------------------------|--|-------|---------|------------|
|            | 5.1 Establishment of the PEU/CEU |  | P     | 4,663.2 | 522,000.01 |
|            |                                  |  | P (a) | 4,663.2 | 522,000.01 |
|            |                                  |  | A     | 4,663.2 | 4,663.2    |
|            | 5.2 Evaluations                  |  | P     | 0       | 200,000    |
|            |                                  |  | P (a) | 0       | 200,000    |
|            |                                  |  | A     |         | 0          |
|            | 5.3 Audits                       |  | P     | 0       | 100,000    |
|            |                                  |  | P (a) | 0       | 100,000    |
|            |                                  |  | A     |         | 0          |

| Total Cost |            |  |       |         |           |
|------------|------------|--|-------|---------|-----------|
|            | Total Cost |  | P     | 4,663.2 | 8,000,000 |
|            |            |  | P (a) | 4,663.2 | 8,000,000 |
|            |            |  | A     | 4,663.2 | 4,663.2   |

No information available for this section

RISKS AND PLANNED RESPONSES

| Risk ID | Risk Status      |                     | Risk Taxonomy                      |
|---------|------------------|---------------------|------------------------------------|
| 1       | Active           |                     | Economic and Financial Environment |
|         |                  |                     |                                    |
|         | Response Actions |                     |                                    |
|         | 1.01             | Management Strategy | Status                             |
|         |                  | MITIGATE            | ACTIVE                             |
|         |                  |                     |                                    |
|         |                  |                     |                                    |

| Risk ID | Risk Status      |                     | Risk Taxonomy         |        |  |
|---------|------------------|---------------------|-----------------------|--------|--|
| 2       | Active           |                     | Political Environment |        |  |
|         |                  |                     |                       |        |  |
|         | Response Actions |                     |                       |        |  |
|         | 2                | Management Strategy |                       | Status |  |
|         |                  |                     |                       |        |  |
|         |                  |                     |                       |        |  |
|         |                  |                     |                       |        |  |

| Risk ID | Risk Status      |                     | Risk Taxonomy     |        |  |
|---------|------------------|---------------------|-------------------|--------|--|
| 3       | Active           |                     | Legal Environment |        |  |
|         |                  |                     |                   |        |  |
|         | Response Actions |                     |                   |        |  |
|         | 3.01             | Management Strategy |                   | Status |  |
|         |                  | MITIGATE            |                   | ACTIVE |  |
|         |                  |                     |                   |        |  |
|         | 3.02             | Management Strategy |                   | Status |  |
|         |                  | MITIGATE            |                   | ACTIVE |  |
|         |                  |                     |                   |        |  |
|         |                  |                     |                   |        |  |

| Risk ID | Risk Status      |                     | Risk Taxonomy      |
|---------|------------------|---------------------|--------------------|
| 4       | Active           |                     | Internal Processes |
|         |                  |                     |                    |
|         | Response Actions |                     |                    |
|         | 4.01             | Management Strategy | Status             |
|         |                  | MITIGATE            | ACTIVE             |
|         |                  |                     |                    |
|         |                  |                     |                    |

| Risk ID | Risk Status      |                     | Risk Taxonomy  |
|---------|------------------|---------------------|----------------|
| 5       | Active           |                     | Sustainability |
|         |                  |                     |                |
|         | Response Actions |                     |                |
|         | 5.01             | Management Strategy | Status         |
|         |                  | MITIGATE            | ACTIVE         |
|         |                  |                     |                |
|         |                  |                     |                |

| Risk ID | Risk Status      |                     | Risk Taxonomy             |
|---------|------------------|---------------------|---------------------------|
| 6       | Active           |                     | Institutional Environment |
|         |                  |                     |                           |
|         | Response Actions |                     |                           |
|         | 6.01             | Management Strategy | Status                    |
|         |                  | MITIGATE            | ACTIVE                    |
|         |                  |                     |                           |
|         |                  |                     |                           |

| Risk ID | Risk Status      |                     | Risk Taxonomy             |
|---------|------------------|---------------------|---------------------------|
| 7       | Active           |                     | Institutional Environment |
|         |                  |                     |                           |
|         | Response Actions |                     |                           |
|         | 7.01             | Management Strategy | Status                    |
|         |                  | MITIGATE            | ACTIVE                    |
|         |                  |                     |                           |
|         |                  |                     |                           |



IMPLEMENTATION STATUS AND LEARNING

| Lesson Learned - Categories                  |
|--|
| Project Management Capacity                  |
| Acquisitions and Procurement - Bidding Stage |