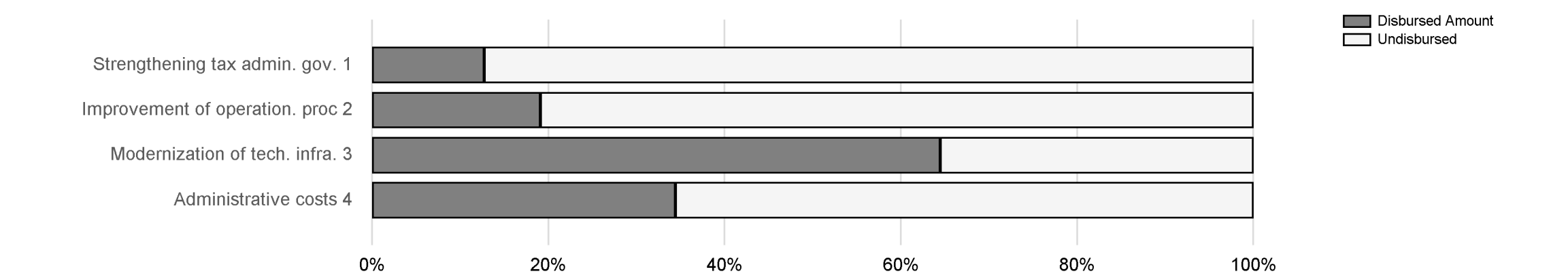


PMR Public Report

Operation Number	BL-L1031	Chief of Operations Validation Date	04/18/23
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 of Tax Administration	Loan Number	4839/OC-BL
Executing Agency	MINISTRY OF FINANCE, ECONOMIC DEVELOPMENT, AND INVESTMENT	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-REVENUE ADMINISTRATION
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-L1031	14,000,000	14,000,000	0	0	14,000,000	14,000,000	8,962,334	64.02%	5,037,666
Aggregated	14,000,000	14,000,000	0	0	14,000,000	14,000,000	8,962,334	64.02%	5,037,666
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: Increasing tax revenue as a percentage of GDP

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2024	
1.0	Tax Revenue / GDP	%	26	2019	2025	P	27
						A	-

Details

Means of Verification: IMF Article IV

Observations:

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: Result 1. Increase Tax Collection Effectiveness

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
1.0	Number of business tax taxpayers filing on time / Total number of business tax taxpayers expected to file	%	58.8	2019	P	-	76.1
					A	-	-

Details

Means of Verification: MOF annual monitoring report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
1.2	Number of payments made electronically / Total number of payments made through any type of method	%	21	2019	P	-	56
					A	-	-

Details

Means of Verification: MOF annual monitoring report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Specific Development Objectives Nbr. 2: Result 2. Increases Tax Collection Efficiency

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
2.0	Tax administration Administrative Cost (Internal Tax Department - ITD and Department of General Sales Tax - DGST) / Tax Revenue collected (ITD and DGST)	%	2.17	2019	P	-	2.09
					A	-	-

Details

Means of Verification: MOF annual monitoring report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2024	EOP 2024
2.2	Number of audit carried out / number of existing auditors	ratio	0.83	2019	P	-	5
					A	-	-

Details

Means of Verification: MOF annual monitoring report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Indicator		Unit of Measure	Baseline	Baseline Year	2024		EOP 2024
2.3	Amount collected from audits / Cost to audit	ratio	1.37	2019	P	-	5.54
					A	-	-

Details

Means of Verification: MOF annual monitoring report

Observations:

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1. Strengthening Tax Administration Governance

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
1.01	1.1 New business model consolidating ITD and DGST	# of agencies	P	1	1	83,600	220,600
			P (a)	-	1	270,214.06	683,800.54
			A	-	-	141,431.15	205,123.14
1.02	1.2 Internal Control Model	Report	P	-	1	122,129	324,962
			P (a)	-	1	4,150	324,258.63
			A	-	-	3,365.63	3,365.63

Component Nbr. 2 Component 2. Improvement of Operational Processes

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
2.01	2.1 Integrated taxpayer registration model, common foe all TA departments and systems	Report	P	1	1	138,127	260,252
			P (a)	-	2	68,966.57	230,438.97
			A	1	2	68,966.57	230,438.97
2.02	2.2 Human resource strengthening plan, based on competence evaluation	Employees trained	P	500	1,000	101,208	395,000
			P (a)	500	1,000	195,521.98	198,721.95
			A	500	500	156,417.57	159,617.56
2.03	2.3 Taxpayer segmentation and risk -based compliance management model	Report	P	1	1	104,701	260,253
			P (a)	-	1	4,150.17	259,215.18
			A	-	-	3,112.5	3,905.5
2.04	2.4 New audit model making use of wider range of examination and risk-based techniques	Report	P	1	1	411,403	460,253
			P (a)	-	1	4,150.48	461,290.18
			A	-	-	5,187.5	8,540.5
2.05	2.5 Enforced collection model based on risk criteria	Report	P	1	1	134,334	138,126
			P (a)	-	1	4,150.3	198,248.65
			A	-	-	5,187.5	5,187.5
2.06	2.6 Taxpayer account model to allow taxpayer centric overview	Report	P	1	1	134,334	138,126
			P (a)	-	1	4,150	198,248.65
			A	-	-	5,187.5	5,187.5
2.07	2.7 Invoicing control model comprising a strategy for further electronic invoice implementation	Report	P	-	1	-	97,418
			P (a)	-	1	4,150.13	600,150
			A	-	-	-	-

Component Nbr. 3 Component 3. Modernization of Technological Infrastructure

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2024	2022	EOP 2024
3.01	3.1 IT strategic plan	Report	P	-	1	-	2,716,819
			P (a)	-	1	338,408.61	1,862,904.01
			A	-	-	311,576.86	751,934.91
3.02	3.2 ITAS	# of agencies	P	-	1	793,457	7,659,181
			P (a)	-	1	2,406,473.2	7,808,899.95
			A	-	-	1,888,478.12	6,337,223.95

Other Cost				
	Administrative Costs	P	240,776.21	1,234,700
		P (a)	227,279.95	1,176,841.21
		A	126,373.04	493,265.86
	Contingency	P	0	94,310
		P (a)	0	94,310
		A	0	0
Total Cost				
	Total Cost	P	2,264,069.21	14,000,000
		P (a)	3,531,765.45	14,097,327.92
		A	2,715,283.94	8,203,791.02

CHANGES TO THE MATRIX

Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	1.1 New business model consolidating ITD and DGST	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/31/2023
	1.2 Internal Control Model	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/31/2023
	2.1 Integrated taxpayer registration model, common foe all TA departments and systems	Modify Output	Modify Physical EOP P(a) value - caused by a change in the Physical P(a).	COJACS	3/22/2023
	2.2 Human resource strengthening plan, based on competence evaluation	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	COJACS	3/24/2023
	2.3 Taxpayer segmentation and risk -based compliance management model	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/31/2023
	2.4 New audit model making use of wider range of examination and risk-based techniques	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/31/2023
	2.5 Enforced collection model based on risk criteria	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	4/7/2023
	2.6 Taxpayer account model to allow taxpayer centric overview	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/31/2023
	2.7 Invoicing control model comprising a strategy for further electronic invoice implementation	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	4/11/2023
	3.1 IT strategic plan	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	4/11/2023
	3.2 ITAS	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	MONICASC	3/27/2023

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Active		Human Resources
	Response Actions		
	1.01	Management Strategy	Status
		MITIGATE	COMPLETE
	1.02	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
2	Inactive		Environmental and Social Safeguards
	Response Actions		
	2.01	Management Strategy	Status
		AVOID	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
3	Active		Institutional Environment
	Response Actions		
	3.01	Management Strategy	Status
		MITIGATE	ACTIVE
	3.02	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
4	Inactive		Governance Framework
	Response Actions		
	4.01	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
5	Inactive		Organizational Structure
	Response Actions		
	5.01	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
6	Inactive		Political Environment
	Response Actions		
	6.01	Management Strategy	Status
		MITIGATE	INACTIVE
	6.02	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
7	Active		Organizational Structure
	Response Actions		
	7.01	Management Strategy	Status
		MITIGATE	COMPLETE
	7.02	Management Strategy	Status
		MITIGATE	COMPLETE
	7.03	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
8	Inactive		Economic and Financial Environment
	Response Actions		
	8.01	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
9	Inactive		Goods, and Services
	Response Actions		
	9.01	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
10	Active		Human Resources
	Response Actions		
	10.01	Management Strategy	Status
		MITIGATE	COMPLETE
	10.02	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
11	Active		Systems
	Response Actions		
	11.01	Management Strategy	Status
		MITIGATE	ACTIVE
	11.02	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
12	Inactive		Systems
	Response Actions		
	12.01	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
13	Active		Human Resources
	Response Actions		
	13.01	Management Strategy	Status
		MITIGATE	ACTIVE
	13.02	Management Strategy	Status
		MITIGATE	ACTIVE

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Acquisitions and Procurement - Bidding Stage
Intra/Inter Coordination