



Operation Number: **PN-L1066**
Year- PMR Cycle: **Second period Jan-Dec 2014**
Last Update: **4/1/2015**
PMR Validation Stage: **Validated by Representative**

Chief of Operations validation date: **04/08/2015**
Division Chief validation date: **04/15/2015**
Country Representative validation date: **04/15/2015**

Inter-American Development Bank - IDB
Office of Strategic Planning and Development Effectiveness

Operation Profile

Basic Data

| | | | |
|------------------------|---|-----------------------------------|---|
| Operation name: | Program to Strengthen Fiscal Management | Loan Number: | 2568/OC-PN |
| Executing Agency (EA): | MINISTERIO DE ECONOMIA Y FINANZAS | | |
| Team Leader: | Alderete,Felix | Sector/Subsector: | PUBLIC EXPENDITURE MANAGEMENT |
| Operation Type: | Loan Operation | Overall Stage: | Disbursing (From eligibility until all the loans are closed). |
| Lending Instrument: | Investment Loan | Country: | PANAMA |
| Borrower: | REPUBLICA DE PANAMA | Convergence related Operation(s): | |

Total Cost and Source

| | Original IDB | Current Active IDB | Local Counterpart | Co-Financing/Country | Total operation cost - Original Estimate |
|----------|-----------------|--------------------|-------------------|----------------------|--|
| PN-L1066 | \$50,000,000.00 | \$31,930,252.18 | \$5,000,000.00 | \$0.00 | \$55,000,000.00 |

Available Funds (US\$)

| | Current IDB | Disb. Amount to Date | % Disbursed | Undisbursed Balance |
|----------|-----------------|----------------------|-------------|---------------------|
| PN-L1066 | \$31,930,252.18 | \$15,847,403.24 | 49.63% | \$16,082,848.94 |

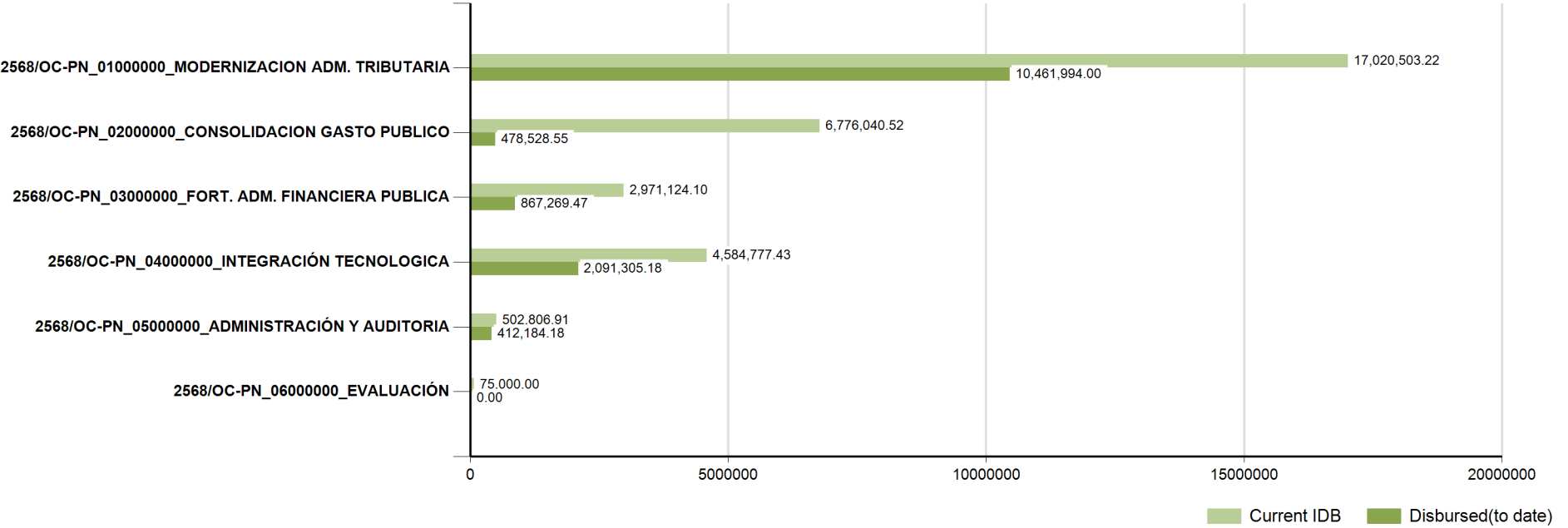
Environmental and Social Safeguards

| | |
|---|---|
| Main Operation | |
| Impacts Category: | C |
| Safeguard Performance Rating: | |
| Safeguard Performance Rating - Rationale: | |

Reformulation Information

| | |
|---|----|
| Main Operation | |
| Was/Were the objective(s) of this operation reformulated? | NO |
| Date of approval: | |

Expense Categories by Loan Contract (cumulative values)



Results Matrix

Impacts

| Impact: | 1 Inversión quinquenal elevada a los niveles requeridos por el Plan Estratégico de Gobierno (PEG). | | | | | | | |
|--------------------------|--|-----------------|----------|---------------|--|--|-----------|-----------|
| Observation: | | | | | | | | |
| Indicators | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 1.1 Inversión quinquenal | | US\$ millones | 7,500.00 | 2009 | Informe de Ejecución presupuestaria y del MFMP del MEF | El Plan Estratégico de Gobireno (PEG) propone un incremento muy | P | 13,200.00 |
| | | | | | | P(a) | 13,200.00 | |
| | | | | | | A | | |
| | | | | | | significativo de los niveles de inversión pública para 2010-2-14, por encima del más alto nivel histórico, representado por US\$7.500 millones en el quinquenio 2004-2009. | | |

 RF - RF Indicator
 SI - Sector Indicator
 CI - Country Indicator
 PG - Pro-Gender
 PE - Pro-Ethnicity

Outcomes

| | | | | | | | | |
|---|---|-----------------|----------|---------------|---|--------------|----------|--------|
| Outcome: | 1 Recaudación de la Dirección General de Ingresos (DGI) generada a través de la Unidad de Grandes Contribuyentes. | | | | | | | |
| Observation: | | | | | | | | |
| Indicators | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 1.1 Recaudación a través de la Unidad de Grandes Contribuyentes | | US\$ millones | 393.40 | 2010 | Informes de la DGI presentados al Comité Asesor del Programa. | | P | 800.00 |
| | | | | | | | P(a) | 800.00 |
| | A | | | | | | 6,958.00 | |
| | | | | | | | | |
| Outcome: | 2 Recaudación del ITBMS como % del PIB (EBP-PN 2010-2014). | | | | | | | |
| Observation: | | | | | | | | |
| Indicators | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 2.1 Recaudación del ITBMS como % del PIB | | % | 2.00 | 2009 | Informes de la DGI presentados al Comité Asesor del Programa. | | P | 3.00 |
| | | | | | | | P(a) | 3.00 |
| | A | | | | | | | |
| | | | | | | | | |
| Outcome: | 3 Meta anual del presupuesto de inversión pública (gasto de capital) del SPNF ejecutado. | | | | | | | |

| | |
|--------------|--|
| Outco | 3 Meta anual del presupuesto de inversión pública (gasto de capital) del SPNF ejecutado. |
|--------------|--|

| Observation: | | | | | | | | | |
|---|--|---|-----------------|----------|---------------|---|--------------|--------|--------|
| Indicators | | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 3.1 Gasto de capital del SPNF ejecutado | | | % | 80.00 | 2009 | Informes de la DPI presentados al Comité Asesor del Programa. | | P | 95.00 |
| | | P(a) | | | | | | 95.00 | |
| | | A | | | | | | | |
| Outcome: | | 4 Instituciones del Gobierno Central (GC) que utilizan el SINIP (EBP-PN 2010-2014). | | | | | | | |
| Observation: | | | | | | | | | |
| Indicators | | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 4.1 Porcentaje de Instituciones del Gobierno Central usuarios del SINIP | | | % | 0.00 | 2010 | Informes de la DPI presentados al Comité Asesor del Programa. | | P | 90.00 |
| | | P(a) | | | | | | 90.00 | |
| | | A | | | | | | | |
| Outcome: | | 5 Instituciones del Gobierno Central regidas por la CUT. | | | | | | | |
| Observation: | | | | | | | | | |
| Indicators | | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 5.1 Tasa de instituciones del Gobierno Central regidas pro el CUT. | | | % | 0.00 | 2010 | Informes de la DGT presentados al Comité Asesor del Programa. | | P | 100.00 |
| | | P(a) | | | | | | 100.00 | |
| | | A | | | | | | | |
| Outcome: | | 6 Instituciones del Gobierno Central que utilizan el SIAFPA en Plataforma Web (SIAFPA-Web). | | | | | | | |
| Observation: | | | | | | | | | |
| Indicators | | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | Observations | EOP | |
| 6.1 Tasa de instituciones del Gobierno Central usuarias del SIAFPA-Web | | | % | 0.00 | 2010 | Informes de la DNC presentados al Comité Asesor del Programa. | | P | 80.00 |
| | | P(a) | | | | | | 80.00 | |
| | | A | | | | | | | |
| Outcome: | | 7 Sistemas de interconexión informática y de telecomunicaciones del MEF para la AFP integrados. | | | | | | | |
| Observation: | | | | | | | | | |

| Indicators | Flags* | Unit of Measure | Baseline | Baselin e Year | Means of verificatio n | Observ ations | EOP | | | | | | |
|--|--------|-----------------|----------|-------------------|---|------------------|------|-------|--|--|--|--|--|
| | | | | | | | | | | | | | |
| 7.1 Número de sistemas de interconexión informática y de telecomunicaciones integrados a la AFP. | | Sistemas | 0.00 | 2010 | Informes de la DTI presentados al Comité Asesor del Programa. | | P | 10.00 | | | | | |
| | | | | | | | P(a) | 10.00 | | | | | |
| | | | | | | | A | | | | | | |
| | | | | | | | | | | | | | |

 RF - RF Indicator

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outputs: Annual Physical and Financial Progress

| Modernización de la Admón. Tributaria | | Physical Progress | | | Financial Progress | | |
|--|-----------------|-------------------|----------|----------|--------------------|--------------|---------------|
| Outputs | Unit of Measure | | 2014 | EOP | | 2014 | EOP |
| Funciones implantadas dentro de la Unidad de Grandes Contribuyentes de la DGI | Funciones | P | 2.00 | 4.00 | P | 7,279,000.00 | 16,524,000.00 |
| | | P(a) | 1.50 | 4.00 | P(a) | 6,472,000.00 | 15,144,503.22 |
| | | A | 1.50 | 3.50 | A | 5,159,611.00 | 10,558,611.00 |
| Unidad de Tributación Internacional (UTI) creada y en funcionamiento. | Unidad | P | | 1.00 | P | | 130,000.00 |
| | | P(a) | | 1.00 | P(a) | | 130,000.00 |
| | | A | | 1.00 | A | | 130,000.00 |
| Impresoras fiscales nuevas en funcionamiento y auditadas. | Impresoras | P | | 7,000.00 | P | | 135,000.00 |
| | | P(a) | | 7,000.00 | P(a) | | 135,000.00 |
| | | A | | 7,000.00 | A | | 135,000.00 |
| Metodología de estimación del gasto tributario implantada. | Metodología | P | | 1.00 | P | | 45,000.00 |
| | | P(a) | 1.00 | 1.00 | P(a) | 45,000.00 | 45,000.00 |
| | | A | 0.00 | 0.00 | A | 45,000.00 | 45,000.00 |
| Auditores de la Unidad de Grandes Contribuyentes entrenados en técnicas avanzadas de auditoría corporativa. | Funcionarios | P | 50.00 | 200.00 | P | 329,000.00 | 1,316,000.00 |
| | | P(a) | 48.00 | 200.00 | P(a) | 334,000.00 | 1,016,000.00 |
| | | A | 0.00 | 110.00 | A | 0.00 | 714,000.00 |
| Sistema de apelaciones tributarias implantado y en funcionamiento. | Sistema | P | | 1.00 | P | | 550,000.00 |
| | | P(a) | 0.47 | 1.00 | P(a) | 522,000.00 | 550,000.00 |
| | | A | 0.47 | 1.00 | A | 522,000.00 | 550,000.00 |
| Consolidación de la Gestión del Gasto Público | | Physical Progress | | | Financial Progress | | |
| Outputs | Unit of Measure | | 2014 | EOP | | 2014 | EOP |
| Funciones principales reforzadas dentro de la Unidad de Seguimiento y Evaluación (M&E) de las inversiones (SIPMEP). | Funciones | P | 1.00 | 4.00 | P | 211,000.00 | 1,257,000.00 |
| | | P(a) | | 4.00 | P(a) | 419,000.00 | 1,705,547.58 |
| | | A | 0.00 | 0.00 | A | 0.00 | 27,116.00 |
| Funciones implantadas en la Unidad de Gestión presupuestaria (M&E) de la DIPRENA. | Funciones | P | 2.00 | 4.00 | P | 2,605,000.00 | 5,315,000.00 |
| | | P(a) | 0.00 | 8.00 | P(a) | 1,993,125.00 | 555,321.78 |
| | | A | 0.00 | 0.00 | A | 0.00 | 61,304.00 |
| Anteproyecto de Ley Orgánica de Presupuesto elaborado. | Documento | P | | 1.00 | P | | 295,000.00 |
| | | P(a) | 0.30 | 1.00 | P(a) | 80,000.00 | 100,000.00 |
| | | A | 0.30 | 0.60 | A | 0.00 | 0.00 |
| Instituciones Sectoriales con el Sistema de Indicadores para Seguimiento y Evaluación de sus Programas de Inversión Implantados. | Instituciones | P | 5.00 | 9.00 | P | 9,476,000.00 | 11,715,000.00 |
| | | P(a) | | 9.00 | P(a) | 3,821,000.00 | 4,077,431.58 |
| | | A | 0.00 | 5.00 | A | 2,500,000.00 | 2,500,000.00 |
| Funcionarios públicos capacitados en geo-referenciamiento, monitoreo y evaluación de programas y proyectos utilizando las herramientas del SINIP y SIPRES-Web. | Personas | P | 400.00 | 1,000.00 | P | 464,000.00 | 1,328,000.00 |
| | | P(a) | 100.00 | 1,250.00 | P(a) | 212,480.00 | 1,610,323.49 |
| | | A | 100.00 | 900.00 | A | 0.00 | 53,120.00 |
| Fortalecimiento de la Admón. Financiera Pública | | Physical Progress | | | Financial Progress | | |
| Outputs | Unit of Measure | | 2014 | EOP | | 2014 | EOP |
| Cuentas corrientes del Gobierno Central depuradas y automatizadas bajo la CUT. | Cuentas | P | 1,000.00 | 6,500.00 | P | 235,000.00 | 5,170,000.00 |
| | | P(a) | 3,000.00 | 5,345.00 | P(a) | 1,193,077.00 | 1,943,077.00 |
| | | A | 72.00 | 172.00 | A | 1,193,077.00 | 1,193,077.00 |
| Funcionarios del Gobierno Central capacitados en gestión financiera y contable. | Personas | P | | 500.00 | P | | 1,607,000.00 |
| | | P(a) | 200.00 | 500.00 | P(a) | 402,333.00 | 335,826.00 |
| | | A | 0.00 | 100.00 | A | 0.00 | 0.00 |

| | | | | | | | |
|---|-----------------|-------------------|--------|--------|--------------------|--------------|--------------|
| Funcionarios del Gobierno Central capacitados en normas internacioanles contables del sector público (NIC-SP) | Personas | P | 400.00 | P | 225,000.00 | | |
| | | P(a) | 150.00 | 400.00 | P(a) | 146,728.00 | 342,221.10 |
| | | A | 0.00 | 100.00 | A | 0.00 | 6,375.00 |
| Anteproyecto de Ley de Admón. Financiera elaborado. | Anteproyecto | P | 1.00 | P | 148,000.00 | | |
| | | P(a) | 1.00 | 1.00 | P(a) | 60,000.00 | 0.00 |
| | | A | 0.00 | 0.00 | A | 0.00 | 0.00 |
| Unidad de Programación Financiera creada y funcionando planamente en coordinación con 7 direcciones del MEF. | Unidad | P | 1.00 | P | 235,400.00 | | |
| | | P(a) | 1.00 | P(a) | 235,400.00 | | |
| | | A | 1.00 | A | 0.00 | 117,700.00 | |
| Unidad de Gestión Fiduciaria de Proyectos creada y funcionando. | Unidad | P | 0.30 | 1.00 | P | 350,000.00 | 864,600.00 |
| | | P(a) | 1.00 | P(a) | 662,432.00 | 864,600.00 | |
| | | A | 0.00 | 1.00 | A | 662,432.00 | 864,600.00 |
| Base de datos del SIAFPA-Web implantada. | Base de datos | P | 0.00 | 0.00 | P | 0.00 | |
| | | P(a) | 0.00 | 0.00 | P(a) | 0.00 | |
| | | A | 0.00 | 0.00 | A | 0.00 | 0.00 |
| Integración Tecnológica | | Physical Progress | | | Financial Progress | | |
| Outputs | Unit of Measure | 2014 | EOP | 2014 | EOP | | |
| Estándares de interoperabilidad informática y de telecomunicaciones definidos por la DTI en apoyo a la AFP. | Estándares | P | 2.00 | 10.00 | P | 306,000.00 | 3,733,000.00 |
| | | P(a) | 3.00 | 10.00 | P(a) | 3,456,944.00 | 3,076,413.00 |
| | | A | 1.00 | 8.00 | A | 800,000.00 | 1,076,056.00 |
| Sistemas/Servicios de apoyo informático y de telecomunicaciones que apoyan la AFP en pleno funcionamiento. | Sistemas | P | 10.00 | P | 997,000.00 | | |
| | | P(a) | 3.00 | 10.00 | P(a) | 443,772.00 | 1,653,587.43 |
| | | A | 1.00 | 8.00 | A | 200,000.00 | 753,228.00 |
| Administración y Auditoría | | | | | | | |
| Evaluación | | | | | | | |

| Other Cost | | 2014 | Cost |
|-------------------------------|------|-----------------|-----------------|
| Administración y Auditoría. | P | \$1,225,450.00 | \$3,200,000.00 |
| | P(a) | \$900,000.00 | \$3,256,000.00 |
| | A | \$850,000.00 | \$1,556,000.00 |
| Evaluación Intermedia y Final | P | \$105,000.00 | \$210,000.00 |
| | P(a) | \$60,000.00 | \$154,000.00 |
| | A | \$30,000.00 | \$30,000.00 |
| Total Cost | | 2014 | Total Cost |
| | P | \$22,585,450.00 | \$55,000,000.00 |
| | P(a) | \$21,223,891.00 | \$29,032,589.58 |
| | A | \$11,962,120.00 | \$20,371,187.00 |

Changes to the Matrix

| Section | Name | Type of Change | Reasons | Entered in the System | Agreed with Executing Agency |
|---------|--|-----------------------------|--|-----------------------|------------------------------|
| Output | Funcionarios públicos capacitados en geo-referenciamiento, monitoreo y evaluación de programas y proyectos utilizando las herramientas del SINIP y SIPRES-Web. | Modify Financial P(a) value | En diciembre de 2014 el MEF presenta al Banco una renuncia parcial del financiamiento por el orden de los US\$ 18 M, solicita 24 meses de prórroga general y presenta para el plazo adicional requerido un nuevo Plan de Ejecución del Programa (PEP) en el que presenta ajustes priorizando los resultados esperados para el período. | 4/1/2015 | 4/1/2015 |

Please note that the Overall Stage represents the stage of the operation at the time of this report's publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.