

PMR Operational Report

Operation Number	SU-L1050	Chief of Operations Validation Date	04/12/19
Year- PMR Cycle	Second period Jan-Dec 2018	Division Chief Validation Date	04/24/19
Last Update	04/11/19	Country Representative Validation Date	05/14/19
PMR Validation Stage	Validated by Representative		

Basic Data

Operation Profile

Operation Name	Fiscal Strengthening to Support Economic Growth Program	Loan Number	4112/OC-SU
Executing Agency	The Ministry of Finance	Sector/Subsector	RM-FIS - REFORM / MODERNIZATION OF THE STATE-FISCAL POLICY FOR SUSTAINABILITY AND GROWTH
Team Leader	REYES-TAGLE, GERARDO	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	SURINAME
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	REPUBLIC OF SURINAME		

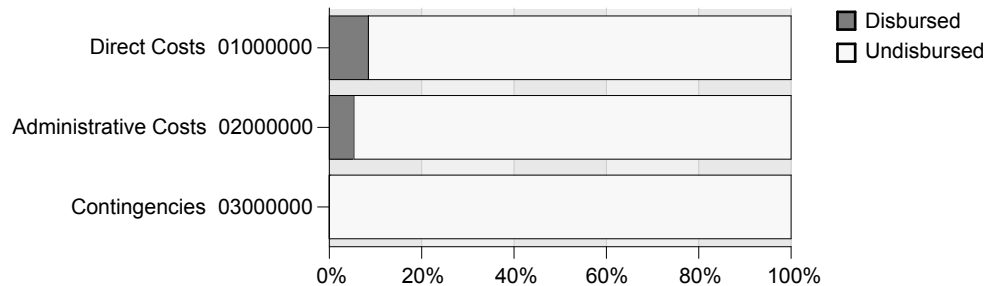
Environmental and Social Safeguards

Impacts Category	B	Was/Were the objective(s) of this operation reformulated?	NO
Safeguard Performance Rating		Date of approval	
Safeguard Performance Rating - Rationale			

Financial Data

Item	Total Cost and Source					Available Funds (US\$)			
	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disb	Undisbursed Amount
SU-L1050	40,000,000	40,000,000	0	0	40,000,000	40,000,000	6,180,643.62	15.45%	33,819,356.38
Aggregated	40,000,000	40,000,000	0	0	40,000,000	40,000,000	6,180,643.62	15.45%	33,819,356.38

Expense Categories by Loan Contract (cumulative values)



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IMPACTS

Impact Nbr. 0: Decrease the ratio public deficit and GDP

Observation: This information will be retrieved from the IMF Article IV and the Cental Bank of Suriname annual report

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
0.0	Public Deficit/GDP	%	5.70	2016	P		2.00
					P(a)		2.00
					A		2.00
Details							
Means of verification: Central Bank of Suriname annual report / IMF Article IV							
Pro-Gender		No	Pro-Ethnicity		No		

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OUTCOMES

Outcome Nbr. 0: Increase the ratio tax revenue and GDP

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
0.0	Tax revenue/GDP	%	11.30	2016	P	16.30	16.30
					P(a)	16.30	16.30
					A		
Details							
Means of verification: MOF Annual Report /IMF Article IV							
Pro-Gender		No	Pro-Ethnicity		No		

Outcome Nbr. 1: Increase the availability of resources for effective government public expenditures

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
1.0	Expenditures paid through the TSA/Total government expenditures	%	75.00	2015	P	95.00	95.00
					P(a)	95.00	95.00
					A		
Details							
Means of verification: Central bank annual report / IMF Article IV							
Pro-Gender		No	Pro-Ethnicity		No		

Outcome Nbr. 2: Increase the ratio of the project amount financed through PPP over total public investment

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year		2022	EOP 2022
2.0	Indicator 1 -Projects amount financed through PPP / Total public investment	%	0.00	2017	P	1.00	1.00
					P(a)	1.00	1.00
					A		
Details							
Means of verification: Annual Management Report presented by MOF Budget Directorate / IMF Article IV							
Pro-Gender		No	Pro-Ethnicity		No		

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 1. Strengthen the revenue administration

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2018	EOP 2022	2018	EOP 2022
1.1	Product 1 - New Organizational Structure (OS) of the revenue administration implemented	Government agencies (#)	P		1	50,000	489,431
			P(a)	0	1	50,000	870,740
			A	0	0	0	0
1.2	Product 2 - Taxpayer Service (TS) function and organization in the ORA created and staffed	Taxpayer service	P		1	286,411.5	591,423
			P(a)	0	1	286,411.5	672,611.5
			A	0	0	0	0
1.3	Product 3 - Internal Revenue System Modules implemented	Modules	P		6	71,461	1,371,254
			P(a)		17	71,461	6,097,055.21
			A	1	1	798,600	3,047,055.21
1.4	Product 3 - New Tax Appeal System (TAS) implemented	System	P		1		135,960
			P(a)	0	1	0	1,200,000
			A	0	0	0	0
1.5	Product 4 - New Customs Procedures Implemented	Procedures	P		3	225,037	4,337,920
			P(a)		3	225,037	3,500,000
			A	0	0	0	0
1.6	Product 5 - New Customs Systems Implemented	Systems	P		3	1,100,000	7,552,057
			P(a)		3	1,100,000	1,900,000
			A	0	0	0	0
1.7	Revenue Administration Physical Structure Implemented (including gender specific needs)	building	P		1	143,148	6,876,067
			P(a)		1	143,148	6,850,000
			A	0	0	0	0
1.8	Product 17- tax legal framework reviewed and updated	Acts	P		6		287,500
			P(a)	0	6	0	493,750
			A	0	0	0	0

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 2 2. Strengthen the PFM

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2018	EOP 2022	2018	EOP 2022
2.1	Product 1 - New Public Financial Management Organisational Structure Implemented for MOF	Organizational structure	P		1	100,000	647,500
			P(a)	0	1	100,000	800,000
			A	0	0	0	0
2.2	Product 2 - Macroeconomic analysis, fiscal and public policy function of the MoF modernized	Macroeconomic functions	P		1		401,000
			P(a)	0	1	0	501,000
			A	0	0	0	0
2.3	Product 3 - budget planning business model reviewed and improved	Planning instruments	P		1		1,026,000
			P(a)	0	1	0	1,126,000
			A	0	0	0	0
2.4	Product 4 - Treasury Operations developed and implemented	Treasury instruments	P		3		1,137,519
			P(a)	0	3	0	1,237,519
			A	0	0	0	0
2.5	Product 5 - Budget Execution Systems Implemented	Systems	P		3	331,682	2,181,221
			P(a)		3	331,682	2,050,000
			A	0	0	0	0
2.6	Product 7 - accounting system reviewed and strengthened according to the new International Public Sector Accounting Standards (IPSAS)	Needs assessment	P		2	100,000	1,278,500
			P(a)	0	2	100,000	1,150,000
			A	0	0	0	0
2.7	Product 9 - State Owned Enterprises (SOEs) business model reviewed and implemented	Model	P		1		693,000
			P(a)	0	1	0	693,000
			A	0	0	0	0
2.8	Product 12 - Technological infrastructures of the MOF (including Transparency Portal) Updated	Government agencies (#)	P		1		2,742,960
			P(a)	0	1	0	2,742,960
			A	0	0	0	0
2.9	Product 13 - Public Financial Management Legal Framework reviewed and updated	Legal instruments	P		3		228,000
			P(a)	0	3	0	228,000
			A	0	0	0	0

Component Nbr. 3 3. Strengthening the Public Investment System

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2018	EOP 2022	2018	EOP 2022
3.1	Product 1 - Design and establishment of a Public Investment and PPPs Unit including the business model and a management system	Unit	P		1		1,135,600
			P(a)	0	1	0	1,185,600
			A	0	0	0	0
3.2	Product 2 - Implementation of an operational plan and funding for planning, pre-investment and feasibility studies in public infrastructure and PPPs	Projects	P		1		2,032,668
			P(a)	0	1	0	2,132,668
			A	0	0	0	0

Other Cost

Chief of the PIU	P			48,960	244,800
	P(a)			48,960	231,839.1
	A			35,999.1	35,999.1
Financial Expert	P			44,352	221,760
	P(a)			44,352	190,855.09
	A			37,799.09	37,799.09

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Procurement Expert	P			44,352	221,760
		P(a)			44,352	215,420.69
		A			38,012.69	38,012.69
	Monitoring Expert	P			44,352	221,760
		P(a)			44,352	189,423.28
		A			12,015.28	12,015.28
	Evaluation Expert	P			44,352	221,760
		P(a)			44,352	201,583.69
		A			24,175.69	24,175.69
	Audit & Evaluation	P			44,000	220,000
		P(a)			44,000	176,000
		A			0	0
	Consultancies to support the execution	P			138,400	692,000
		P(a)			138,400	553,600
		A			0	0
	Monitoring tools	P			100,000	100,000
		P(a)			100,000	100,000
		A				0
	Contingencies	P				1,910,332
		P(a)			0	2,572,686.68
		A				0
	PIU Office rental, furniture and equipment	P				
		P(a)				137,687.76
		A			57,687.76	57,687.76

Total Cost

	Total Cost	P			2,916,507.5	39,199,752
		P(a)			2,916,507.5	40,000,000
		A			1,004,289.61	3,252,744.82

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Acquire current technology to support system implementation	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Acquire technical resources to modify ASYCUDA payment module, e-payment facility, public web page, ASYCUDA World Upgrade	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Assessment (Return processing all 8 tax types) (2019) - Instalment - Withholding tax - Loss carry forward	Removed milestones further to discussions with Project Team Leader regarding appropriateness for inclusion in PMR.	Delete Milestone	N/A	JODIH	04/09/2019
			Modify Milestone	Modify Milestone name	JODIH	04/05/2019
	Assessment (Return processing wages, sales) (2019) - Instalment - Withholding tax - Loss carry forward	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Audit Case Management (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Bank interface, Document & Files Management (2022)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Building procured	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Building refurbished and staff moved	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Cashiering and refund (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Collection Case Management (2021)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Consultants hired to train staff in Macro analysis, fiscal and public policy functions	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Consultants hired to train staff in Macro analysis, fiscal and public policy functions	Milestones were added based on approved AOP to aid in measuring progress.	Delete Milestone	N/A	JODIH	04/09/2019
	Customs	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Customs Processes Reviewed	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Debt management business model	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Development of operating manuals for PFM	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Electronic Trade (to allow use of TIN)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Entertainment Tax	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Finalized PFM law	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Fixed Scanner for Port	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Forecasting methodology developed	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Gaming Tax	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	IFMIS interfaces implemented (Sigtas and	Milestones were added based on approved AOP to aid in measuring progress.	Create	N/A	JODIH	04/05/2019

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	ASYCUDA)	Milestones were added based on approved AOP to aid in measuring progress.	Milestone			
			Delete Milestone	N/A	JODIH	04/09/2019
	IPSAS, Internal Control, Internal Audit processes and procedures strengthened	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	IT Hardware	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	IT System	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Income Tax	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Interface with Customs (ASYCUDA) (2021)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Legal Document Published	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Letters and reminders (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Medium Term Expenditure Framework Developed	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Objections and Appeals Case Management (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Organisational Structure Design Delivered (Roadmap for implementation, HR regime)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Organisational Structure Implemented	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Organisational Structured Design	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Payment Agreement (2019)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Permanent Training Program Implemented	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Post Clearance Audit Model and System Implemented	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Procurement procedures reviewed and strengthened	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Product 1 - Design and establishment of a Public Investment and PPPs Unit including the business model and a management system	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019 03/12/2019
	Product 1 - New Organizational Structure (OS) of the revenue administration implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019 03/10/2019 03/12/2019 03/12/2019
	Product 1 - New Public Financial Management Organisational Structure Implemented for MOF	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019 03/10/2019 03/10/2019 03/12/2019 03/12/2019
	Product 17- tax legal framework reviewed and updated	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019
	Product 2 - Implementation of an operational plan and funding for planning, pre-investment	Changes were made to the financial output section based on the reports received from the PIU and sub component team leaders.	Modify Output	Modify Financial	JODIH	03/10/2019

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	and feasibility studies in public infrastructure and PPPs	Changes were made to the financial output section based on the reports received from the PIU and sub component team leaders.	Modify Output	P(a) value	JODIH	03/12/2019
						03/12/2019
	Product 2 - Macroeconomic analysis, fiscal and public policy function of the MoF modernized	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019
						03/12/2019
						03/12/2019
	Product 2 - Taxpayer Service (TS) function and organization in the ORA created and staffed	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders including financial justification (September 2018) and draft financial report (December 2018).	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/12/2019
						03/12/2019
	Product 3 - Internal Revenue System Modules implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial Historical Actual	JODIH	03/10/2019
				Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
				Modify Physical P(a) value	JODIH	04/05/2019
	Product 3 - New Tax Appeal System (TAS) implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019
	Product 3 - budget planning business model reviewed and improved	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019
						03/12/2019
						03/12/2019
	Product 4 - New Customs Procedures Implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
	Product 4 - Treasury Operations developed and implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	03/10/2019
						03/12/2019
						03/12/2019
	Product 5 - Budget Execution Systems Implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
						03/12/2019
						03/12/2019

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Product 5 - New Customs Systems Implemented	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
						03/12/2019
						03/12/2019
	Product 7 - accounting system reviewed and strengthened according to the new International Public Sector Accounting Standards (IPSAS)	Changes were made to the financial output section based on the reports received from the PIU and the sub component team leaders.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
	Replace hardware that is obsolete.	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Reports designed and implemented - macro diagnostics, integrated macro-economics stance and outlook, medium term expenditure framework, etc.	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Revenue Administration Physical Structure Implemented (including gender specific needs)	The Government of Suriname advised the Bank of their intention to change the approach from BUILD to BUY. Rather than building a new building on land identified during the preparation phase, the GOS decided to purchase an existing building in order to increase the pace of implementation of the programme.	Modify Output	Modify Financial P(a) value	JODIH	02/28/2019
						03/10/2019
						03/10/2019
	System Administration (2019)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	System to manage SOEs and Subsidies	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	TIN Request & Taxroll for registration/de-registration (2018)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
	Tax Appeal Body Members Appointed and First meeting completed	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Tax Appeal Information System Procured and Implemented	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Tax Audit Business Model Reviewed and Modernized	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete	N/A	JODIH	04/09/2019

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Tax Audit Business Model Reviewed and Modernized	Milestones were added based on approved AOP to aid in measuring progress.	Milestone			
	Tax accounting (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Train staff on service techniques	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Treasury Department Established	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Undertake civil works and acquire telephone system	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	VAT	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	VAT (2021)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	Workflow management (2021)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	e-Filing (2020)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	e-Payment (2022)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019
	e-Registration (2021)	Milestones were added based on approved AOP to aid in measuring progress.	Create Milestone	N/A	JODIH	04/05/2019
			Delete Milestone	N/A	JODIH	04/09/2019

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IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Acquisitions and Procurement - Provider Performance and Supervision
Intra/Inter Coordination
Project Management Capacity