

PMR Public Report

Operation Number	BL-L1031	Chief of Operations Validation Date	10/14/21
Year- PMR Cycle	First period Jan-Jun 2021	Division Chief Validation Date	
Last Update	10/01/21	Country Representative Validation Date	
PMR Validation Stage	Validated by Chief of Operations		

Basic Data

Operation Profile

Operation Name	Strengthening of Tax Administration	Loan Number	4839/OC-BL
Executing Agency	MINISTRY OF FINANCE	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		

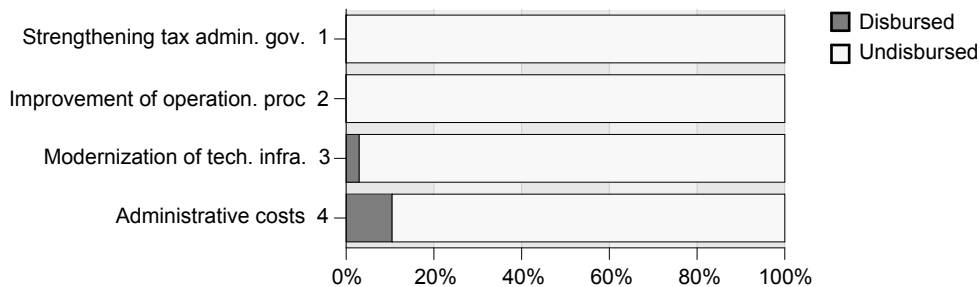
Environmental and Social Safeguards

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

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
BL-L1031	14,000,000	14,000,000	0	0	14,000,000	14,000,000	2,812,334	20.09%	11,187,666
Aggregated	14,000,000	14,000,000	0	0	14,000,000	14,000,000	2,812,334	20.09%	11,187,666

Expense Categories by Loan Contract (cumulative values)



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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		Target
1.0	Tax Revenue / GDP	%	26.00	2019	2025	P	27.00
						A	

Details

Means of verification: IMF Article IV

Pro-Gender	No	Pro-Ethnicity	No
<p>The General Development objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO)</p>			

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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	%	58.80	2019	P		76.10
					A		
Details							
Means of verification: MOF annual monitoring report							
Pro-Gender		No		Pro-Ethnicity		No	

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	%	21.00	2019	P		56.00
					A		
Details							
Means of verification: MOF annual monitoring report							
Pro-Gender		No		Pro-Ethnicity		No	

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							
Pro-Gender		No		Pro-Ethnicity		No	

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		5.00
					A		
Details							
Means of verification: MOF annual monitoring report							

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Specific Development Objectives

Pro-Gender		No	Pro-Ethnicity				No
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							
Pro-Gender		No	Pro-Ethnicity				No

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Component 1. Strengthening Tax Administration Governance

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2021	EOP 2024	2021	EOP 2024
1.1	1.1 New business model consolidating ITD and DGST	# of agencies	P	0	1	130,131	220,600
			P(a)	0	1	34,090	443,600
			A	0	0	3,353	3,353
1.2	1.2 Internal Control Model	Report	P	0	1	138,687	324,962
			P(a)	0	1	2,728	324,962.1
			A	0	0	0	0

Component Nbr. 2 Component 2. Improvement of Operational Processes

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2021	EOP 2024	2021	EOP 2024
2.1	2.1 Integrated taxpayer registration model, common fro all ta departments and systems	Report	P	0	1	118,333	260,252
			P(a)	0	1	198,499	201,072.43
			A	0	0	55,615	58,188.43
2.2	2.2 Human resource strengthening plan, based on competence evaluation	Employees trained	P	0	1,000	90,092	395,000
			P(a)	0	1,000	43,342	394,799.99
			A	0	0	1,350	3,199.99
2.3	2.3 Taxpayer segmentation and risk -based compliance management model	Report	P	0	1	155,552	260,253
			P(a)	0	1	2,728	149,280
			A	0	0	793	793
2.4	2.4 New audit model making use of wider range of examination and risk-based techniques	Report	P	0	1	48,850	460,253
			P(a)	0	1	2,500	407,605.6
			A	0	0	3,353	3,353
2.5	2.5 Enforced collection model based on risk criteria	Report	P	0	1	3,792	138,126
			P(a)	0	1	2,728	138,126
			A	0	0	0	0
2.6	2.6 Taxpayer account model to allow taxpayer centric overview	Report	P	0	1	3,792	138,126
			P(a)	0	1	2,182	138,125.6
			A	0	0	0	0
2.7	2.7 Invoicing control model comprising a strategy for further electronic invoice implementation	Report	P	1	1	93,626	97,418
			P(a)	0	1	0	97,418
			A	0	0	0	0

Component Nbr. 3 Component 3. Modernization of Technological Infrastructure

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2021	EOP 2024	2021	EOP 2024
3.1	3.1 IT strategic plan	Report	P	0	1	2,643,950	2,716,819
			P(a)	0	1	234,434.2	2,696,621.32
			A	0	0	312,100.98	316,974.4
3.2	3.2 ITAS	# of agencies	P	0	1	3,691,459	7,659,181
			P(a)	0	1	2,974,865.1	7,679,379.02
			A	0	0	2,007,171.41	2,007,652.03

Other Cost

	Administrative Costs	P			324,906.89	1,234,700
		P(a)			166,667.46	1,234,699.94
		A			74,267.87	289,475.46

RESULTS MATRIX**OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS**

	Contingency	P			0	94,310
		P(a)			0	94,310
		A			0	0

Total Cost

	Total Cost	P			7,443,170.89	14,000,000
		P(a)			3,664,763.76	14,000,000
		A			2,458,004.26	2,682,989.31

CHANGES TO THE MATRIX

No information available for this section

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
1	Active		Economic and Financial Environment
	Response actions		
	1.1	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
2	Inactive		Organizational Structure
	Response actions		
	2.1	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
3	Active		Institutional Environment
	Response actions		
	3.1	Management Strategy	Status
		MITIGATE	ACTIVE

Risk ID	Risk Status		Risk Taxonomy
4	Inactive		Political Environment
	Response actions		
	4.1	Management Strategy	Status
		MITIGATE	INACTIVE
	4.2	Management Strategy	Status
		MITIGATE	INACTIVE

Risk ID	Risk Status		Risk Taxonomy
5	Inactive		Human Resources
	Response actions		
	5.1	Management Strategy	Status
		MITIGATE	INACTIVE

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
Risk ID	Risk Status		Risk Taxonomy
6	Inactive		Governance Framework
	Response actions		
	6.1	Management Strategy	Status
		MITIGATE	INACTIVE
Risk ID	Risk Status		Risk Taxonomy
7	Active		Organizational Structure
	Response actions		
	7.1	Management Strategy	Status
		MITIGATE	ACTIVE
	7.2	Management Strategy	Status
		MITIGATE	COMPLETE
Risk ID	Risk Status		Risk Taxonomy
8	Active		Environmental and Social Safeguards
	Response actions		
	8.1	Management Strategy	Status
		AVOID	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
9	Active		Human Resources
	Response actions		
	9.1	Management Strategy	Status
		MITIGATE	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
10	Active		Systems

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
	Response actions		
	10.1	Management Strategy	Status
		MITIGATE	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
11	Active		Systems
	Response actions		
	11.1	Management Strategy	Status
		MITIGATE	ACTIVE
Risk ID	Risk Status		Risk Taxonomy
12	Active		Goods, and Services
	Response actions		
	12.1	Management Strategy	Status
		MITIGATE	ACTIVE

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Acquisitions and Procurement - Bidding Stage
Acquisitions and Procurement - Provider Performance and Supervision
Others - Technical-Sectorial Dimensions
Project Management Capacity
Project Monitoring & Evaluation