

PMR Operational Report

Operation Number	CR-L1066	Chief of Operations Validation Date	04/03/20
Year- PMR Cycle	Second period Jan-Dec 2019	Division Chief Validation Date	04/17/20
Last Update	03/16/20	Country Representative Validation Date	04/30/20
PMR Validation Stage	Validated by Representative		

Basic Data

Operation Profile

Operation Name	Border Integration Program of Costa Rica	Loan Number	3488/OC-CR, 3488/OC-CR-1, 3488/OC-CR-2
Executing Agency	MINISTERIO DE HACIENDA	Sector/Subsector	RI-RCC - REGIONAL INTEGRATION-REGIONAL AND CROSS-BORDER COOPERATION
Team Leader	LIBBY HERNANDEZ, MARGARITA	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Costa Rica
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	REPUBLICA DE COSTA RICA		

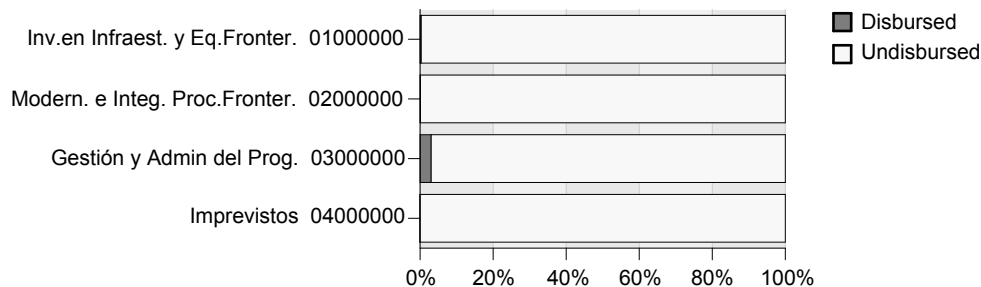
Environmental and Social Safeguards

Impacts Category	B	Was/Were the objective(s) of this operation reformulated?	NO
Safeguard Performance Rating	Partially Satisfactory	Date of approval	
Safeguard Performance Rating - Rationale	El Programa no ha empezado con la construcción de obras, no obstante, ha avanzado modestamente en: a) Fortalecer institucionalmente a la entidad ejecutora, el COMEX con la contratación del gerente general de la Unidad Coordinadora del Programa (UCP) y más (8) personal profesional interdisciplinario. Próximamente se unirá un especialista en comunicación; b) Contratar un equipo interdisciplinario de consultores para preparar los Estudios de Evaluación Socioambiental (EIA) para cada proyecto fronterizo, a fin de obtener la viabilidad ambiental por parte de la SETENA y cumplir con la preparación de los AAS/PGAS requeridos por las Salvaguardas del Banco, incluyendo la realización de las consultas significativas con las partes interesadas. Los estudios tienen un avance del 40-45% y se tendrán finalizados en el primer trimestre del 2020; c) Revisar y evaluar los prediseños para optimizar el espacio del puesto fronterizo de acuerdo con las necesidades y demandas reales de c/u; y formular criterios conceptuales previo a la contratación de la empresa responsable de la preparación de los diseños de obras finales.		

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
CR-L1066	100,000,000	100,000,000	0	0	100,000,000	100,000,000	5,145,797.18	5.15%	94,854,202.82
Aggregated	100,000,000	100,000,000	0	0	100,000,000	100,000,000	5,145,797.18	5.15%	94,854,202.82

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.

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IMPACTS

Impact Nbr. 0: Incremento de la competitividad

Observation: Due to the fact that the project was approved by the Legislative Assembly in 2017, the baseline of impact indicators was updated.

Indicator		Unit of Measure	Baseline	Baseline Year		2022	2023	EOP 2022
0.0	Indice de Competitividad Global	indice	4.50	2017	P		4.57	4.57
					P(a)		4.57	4.57
					A			

Details

Means of verification: Foro Económico Mundial. Reporte de Competitividad Global

Observations: El índice permite monitorear, con un valor de 1 a 7, el posicionamiento y las tendencias de la competitividad y la productividad-país para 148 países.

Pro-Gender	No	Pro-Ethnicity	No
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Indicator		Unit of Measure	Baseline	Baseline Year		2022	2023	EOP 2022
0.1	Índice de eficiencia de los procesos aduaneros.	índice	3.70	2017	P		4.30	4.30
					P(a)		4.30	4.30
					A			

Details

Means of verification: Foro Económico Mundial. Reporte de Competitividad Global

Observations: Evalúa, con un índice de 1 a 7; cualitativamente la eficiencia de los procesos aduaneros de entrada y salida de bienes. El Índice de eficiencia de los procesos aduaneros es uno de los 16 indicadores contemplados dentro del pilar de "Eficiencia de los Mercados de Bienes".

Pro-Gender	No	Pro-Ethnicity	No
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OUTCOMES

Outcome Nbr. 0: Mejora de la eficiencia de los pasos de frontera

Observation: Baseline obtained in 2015 through the studies of Georgia Tech. They remain the same.

Indicator	Unit of Measure	Baseline	Baseline Year		2022	2023	EOP 2022
0.0	Capacidad máxima de procesamiento de carga del puesto fronterizo (importación)	UT/día	431.00	2015	P	886.00	886.00
					P(a)	886.00	886.00
					A		

Details

Means of verification: Informe de evaluación ex post conforme a metodología de obtención de línea base.

Observations: Mide la capacidad teórica máxima que puede procesar el puesto fronterizo. Este nivel se cuantifica mediante simulación saturando el sistema pero sin que colapse.

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2022	2023	EOP 2022
0.1	Capacidad máxima de procesamiento de carga del puesto fronterizo (exportación)	UT/día	595.00	2015	P	677.00	677.00
					P(a)	677.00	677.00
					A		

Details

Means of verification: Informe de evaluación ex post conforme a metodología de obtención de línea base.

Observations: Mide la capacidad teórica máxima que puede procesar el puesto fronterizo. Este nivel se cuantifica mediante simulación saturando el sistema pero sin que colapse.

Pro-Gender	No	Pro-Ethnicity	No
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Indicator	Unit of Measure	Baseline	Baseline Year		2022	2023	EOP 2022
0.2	Costo total del proceso de control cuarentenario (importación)	US\$/trámite	428.40	2015	P	287.60	287.60
					P(a)	287.60	287.60
					A		

Details

Means of verification: Informe de evaluación ex post conforme a metodología de obtención de línea base

Observations: Estos indicadores reflejan la sumatoria de los costos en que deben incurrir todos los actores directamente involucrados en el trámite (usuarios y prestatarios). El indicador se calcula como el costo total promedio por trámite en concepto de personal, operadores logísticos, papelería, permisos y autorizaciones y combustibles.

Pro-Gender	No	Pro-Ethnicity	No
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RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 1. Inversiones en infraestructura y equipamiento fronterizo

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2022	2019	EOP 2022
1.1	Puesto fronterizo de Paso Canoas con infraestructura construida y rehabilitada	Unidad	P		1	250,000	27,371,250
			P(a)		1	250,000	26,960,000
			A	0	0	275,044.5	275,044.5
1.2	Puesto fronterizo Sabalito con infraestructura construida y rehabilitada	Unidad	P		1		6,521,250
			P(a)		1		6,660,000
			A	0	0	22,183.25	22,183.25
1.3	Puesto fronterizo Peñas Blancas con infraestructura construida y rehabilitada	Unidad	P		1		28,086,250
			P(a)		1		28,220,000
			A	0	0	47,496	47,496
1.4	Puesto fronterizo Las Tablillas con infraestructura construida y rehabilitada	Unidad	P		1		11,651,250
			P(a)		1		11,790,000
			A	0	0	10,484.72	10,484.72
1.5	Diagnóstico socioambiental para la identificación de potenciales impactos transfronterizos y/o acumulativos por la movilización de los servicios fronterizos de Sixaola hacia Guabito realizado	Unidad	P		0		0
			P(a)		1		15,000
			A	0	0	0	0

Component Nbr. 2 2. Modernización e integración de procesos fronterizos

	Output	Unit of Measure		PHYSICAL PROGRESS		FINANCIAL PROGRESS	
				2019	EOP 2022	2019	EOP 2022
2.1	Marco Normativo listo para su aprobación en las instancias correspondientes	Marco Normativo	P		1		600,000
			P(a)		1		600,000
			A	0	0	0	0
2.2	Mejoras en el módulo del sistema aduanero	Unidad	P		0		0
			P(a)		3		5,350,000
			A	0	0	0	0
2.3	Al menos 3 nuevos beneficios o acuerdos de reconocimientos mutuos implementados y funcionando en el Programa del Operador Económico Autorizado (OEA)	Beneficios	P		3	49,000	395,000
			P(a)		3	49,000	30,000
			A	0	0	0	0
2.4	6 Productos para Ventanilla Única de Comercio Exterior (VUCE), ampliada tecnológicamente, desarrollados y funcionando	Productos	P		6	143,800	2,600,000
			P(a)		6	143,800	2,600,000
			A	0	0	4,160	4,160
2.5	Sistema de Gestión de Riesgo y Sistema de Control de Gestión (SISCOG) desarrollado e implementado en cada uno de los puestos fronterizos	Unidad	P		4		3,985,000
			P(a)		4		4,000,000
			A	0	0	16,529.76	16,529.76

Other Cost

Apoyo a la ejecución y administración	P			562,517.15	4,870,000
	P(a)			562,517.15	4,870,000
	A			243,021.64	243,021.64
Gestión Socio-ambiental	P				1,400,000
	P(a)				1,385,000
	A			0	0
Auditoría, seguimiento y evaluación	P				300,000
	P(a)				300,000
	A			12,250	12,250
Imprevistos	P				7,220,000

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

	Imprevistos	P(a)				7,220,000
		A			0	0

Total Cost

	Total Cost	P			1,005,317.15	100,000,000
		P(a)			1,005,317.15	100,000,000
		A			631,169.87	631,169.87

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CHANGES TO THE MATRIX

Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Al menos 3 nuevos beneficios o acuerdos de reconocimientos mutuos implementados y funcionando en el Programa del Operador Económico Autorizado (OEA)	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JUANBU	03/04/2020
				Modify Output name	JUANBU	03/02/2020
	Avance del 50% de la obra cumplido	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
	Avance del 50% de obra cumplido	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Borradores de propuesta de Marco Normativo de procesos nacionales y binacionales realizados	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	03/03/2020
	Construcción adjudicada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020
	Construcción finalizada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020
						03/02/2020
	Consultoría de corrección de hallazgos de ciberseguridad	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of	Create Milestone	N/A	JUANBU	03/02/2020

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	adjudicada (firma)	each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.				
	Consultoría para diseñar la Transformación Digital del Ministerio de Hacienda finalizada (firma)	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Consultoría para redactar los TDRs para diseñar la arquitectura empresarial del Ministerio de Hacienda contratada por la UC	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Diagnóstico socioambiental para la identificación de potenciales impactos transfronterizos y/o acumulativos para la movilización de los servicios fronterizos de Sixaola hacia Guabito realizado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Output	N/A	JUANBU	03/02/2020
	Dictamen técnico ambiental aceptado por la UC	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Diseño adjudicado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020
	Diseño aprobado por instituciones	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Elaboración de TDRs del Sistema de Gestión de Riesgo finalizado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Firma de contrato	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	03/03/2020
	Gestión de la contratación del equipamiento especial iniciado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020
	Licitación de diseño adjudicada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Marco Normativo listo para su aprobación en las instancias correspondientes	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Output name	JUANBU	03/02/2020
				Modify Output to measure progress using Milestones	DIMITRAS	03/03/2020
	Mejoras al Sistema de Información Aduanera (TICA) desarrolladas e implementadas	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Inactivate Output	JUANBU	03/02/2020
	Mejoras en el módulo del sistema aduanero	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been	Create Output	N/A	JUANBU	03/02/2020

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output		consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.				
	Número de expediente de viabilidad socioambiental de SETENA comunicado al Banco	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
						03/02/2020
	Orden de inicio para la construcción emitida por la UC	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
						03/02/2020
	Orden de inicio para la construcción emitido por la UC	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Procesos nacionales aprobados por todas las instituciones	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	03/03/2020
	Propuesta final de Marco Normativo desarrollada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
			Modify Milestone	Modify Financial EOP P	DIMITRAS	03/03/2020
	Pruebas unitarias realizadas en los 4 puestos fronterizos	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Puesto fronterizo Las Tablillas con infraestructura construida y rehabilitada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a	Modify Output	Modify Financial EOP P(a) value - caused by	JUANBU	03/04/2020

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output		more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.		a change in the Financial P(a).		
	Puesto fronterizo Peñas Blancas con infraestructura construida y rehabilitada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JUANBU	03/04/2020
	Puesto fronterizo Sabalito con infraestructura construida y rehabilitada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JUANBU	03/04/2020
	Puesto fronterizo Sixaola con infraestructura construida y rehabilitada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Inactivate Output	JUANBU	03/02/2020
	Puesto fronterizo de Paso Canoas con infraestructura construida y rehabilitada	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JUANBU	03/04/2020
	Sistema de Control de Gestión adjudicado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020
	Sistema de Gestión de Riesgo adjudicado	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Create Milestone	N/A	JUANBU	03/02/2020

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Section	Name	Reasons	Type of Change	Subtype	Modified By	Entered in the System
Output	Sistema de Gestión de Riesgo y Sistema de Control de Gestión (SISCOG) desarrollado e implementado en cada uno de los puestos fronterizos	Since the last semester of 2019, the Bank team and the Coordinating Unit have been working together on the replanning of the Program and a restructuring of the results matrix. This joint work resulted in the inclusion of performance milestones or follow-up milestones in most of the products of this matrix, which will allow a more in-depth follow-up to the progress in the achievement of each of these products, thus improving the monitoring of Program execution. Likewise, the project team proceeded with the inactivation of products and the creation of new ones in substitution of the previous ones, so that the results matrix reflects in a more precise way the scope of the Loan given to the actual context. It is important to mention that these modifications have been consulted, agreed and approved by the SPD department, specifically with the INT focal points, so that the best practices for such effects have been taken into consideration.	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	JUANBU	03/04/2020
				Modify Output name	JUANBU	03/02/2020

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IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Others - Organizational and Managerial Dimensions
Project Management Capacity
Project Monitoring & Evaluation
Stakeholder Priorities