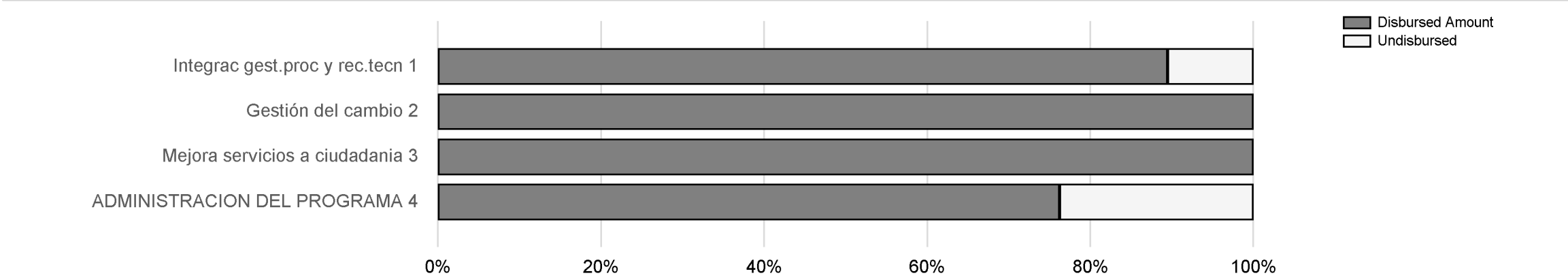


PMR Public Report

Operation Number	EC-L1120	Chief of Operations Validation Date	10/11/22
Year- PMR Cycle	First period Jan-Jun 2022	Division Chief Validation Date	
Last Update	09/25/22	Country Representative Validation Date	
PMR Validation Stage	Validated by Chief of Operations		

Basic Data			
Operation Profile			
Operation Name	Program to improve the Internal Revenue Service	Loan Number	3325/OC-EC
Executing Agency	SERVICIO DE RENTAS INTERNAS	Sector/Subsector	REFORM / MODERNIZATION OF THE STATE-E-GOVERNMENT
Team Leader	PANTZER, ROBERT	Overall Stage	Disbursing (From eligibility until all the Operations are closed)
Operation Type	Loan Operation	Country	Ecuador
Lending Instrument	Investment Loan	Convergence related Operation(s)	
Borrower	REPUBLICA DE ECUADOR		
Environmental and Social Safeguards			
Impacts Category	C	Was/Were the objective(s) of this operation reformulated?	NO
Safeguard Performance Rating		Date of approval	
Safeguard Performance Rating - Rationale			

Financial Data									
	Total Cost and Source					Available Funds (US\$)			
Operations	Original IDB	Current IDB	Local Counterpart	Co-Financing / Country	Total Original Cost	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Amount
EC-L1120	30,000,000	14,400,000	35,000,000	0	65,000,000	14,400,000	14,004,240.31	97.25%	395,759.69
Aggregated	30,000,000	14,400,000	35,000,000	0	65,000,000	14,400,000	14,004,240.31	97.25%	395,759.69
Expense Categories by Loan Contract (cumulative values)									



Please note that inactive indicators and outputs are not displayed; totals in the actual cost table may not match the sum of the cost of the outputs displayed, due to the cost of inactive outputs.

RESULTS MATRIX

General Development Objectives

General Development Objectives Nbr. 0: Incremento de la recaudación

Observation:

Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2022	
0.0	Ingresos tributarios como porcentaje del PIB	%	13	2013	2022	P	14.5
						A	-

Details

Means of Verification: Informe de Ministerio Coordinador de Politica Economica

Observations: Ingresos tributarios se refiere exclusivamente a los administrados por el SRI (impuestos a la renta, valor agregado, consumos especiales, salida de divisas, activos en el exterior, tierras rurales, propiedad de vehículos, ambiental, entre otro). No incluye aranceles. En caso de cambios en la metodología de cálculo del PIB, se recalculará la línea base. Las estimativas calculadas fueron calculadas por el personal del SRI en función del crecimiento previsto del PIB y de las recaudaciones para los próximos años

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	Percent of GDP collected in taxes (%) ()		
Indicator		Unit of Measure	Baseline	Baseline Year	Expected Year of Achievement	EOP 2022	
0.1	Eficiencia en la recaudación	Dolares	7.4	2013	2022	P	7
						A	-

Details

Means of Verification: Informe de la ejecucion presupuestaria del Ministerio de Finanzas

Observations: Expresa el costo operativo (gasto corriente) de recaudar mil dólares

The General Development Objective indicator target is expected to be observed by the operation's "Fully Justified" date in Convergence (CO): No

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator			

RESULTS MATRIX									
Specific Development Objectives									
Specific Development Objectives Nbr. 0: Cumplimiento voluntario de obligaciones tributarias incrementado									
Observation:									
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
0.0	Presentación oportuna de declaraciones de impuesto a la renta personas naturales		%	72	2013	P	-	-	82
						A	-	-	-
Details									
Means of Verification: Informe anual de labores del SRI									
Observations: Número de contribuyentes que han presentado su declaración oportunamente respecto al total de contribuyentes obligados activos (Se refiere a contribuyentes en base gestionable, lo cual corresponde a las personas naturales y jurídicas registradas que realizan actividades económicas)									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
0.1	Presentación oportuna de declaraciones de impuesto a la renta personas jurídicas		%	67	2013	P	-	-	77
						A	-	-	-
Details									
Means of Verification: Informe anual de labores del SRI									
Observations: Número de contribuyentes que han presentado su declaración oportunamente, es decir entre el 1ª de febrero y el 28 de abril, respecto al total de contribuyentes obligados									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
0.2	Presentación oportuna de declaraciones de IVA		%	70	2015	P	-	-	80
						A	-	-	-
Details									
Means of Verification: Informe anual de labores del SRI									
Observations: Número de contribuyentes que han presentado su declaración oportunamente, es decir al final de cada mes, respecto al total de contribuyentes obligados activos									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
Specific Development Objectives Nbr. 1: Base de contribuyentes ampliada									
Observation:									
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
1.0	Nuevos contribuyentes inscritos anualmente		Contribuyentes	167000	2013	P	-	-	200,000
						A	-	-	-
Details									
Means of Verification: Informe anual de labores del SRI									
Observations: Se refiere exclusivamente a nuevos contribuyentes inscritos (nuevos RUCs emitidos) La base de contribuyentes al 2013 es de 1.799.256. El número de nuevos contribuyentes inscritos en los últimos 5 años es de 167.000 contribuyentes por año en promedio La meta considera un incremento del 20% respecto al crecimiento promedio de los últimos 5 años									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					

Specific Development Objectives Nbr. 2: Riesgo por incumplimiento tributario incrementado									
Observation:									
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
2.0	Tiempo de demora en detectar incumplimiento para contribuyentes especiales		Días laborables	40	2013	P	-	-	5
						A	-	-	-
Details									
Means of Verification: Informe del Departamento de Control Tributario del SRI									
Observations: • Los contribuyentes especiales: son los que cumplen con los criterios de la metodología de calificación (ver enlace opcional #7). Se refiere a incumplimiento de deberes formales: (i) autorización de comprobantes; (ii) presentación de declaraciones; y (iii) entrega de información • Comprende el tiempo transcurrido desde el vencimiento de la obligación hasta la detección									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
2.1	Tiempo de demora en detectar incumplimiento para sociedades		Días laborables	65	2013	P	-	-	10
						A	-	-	-
Details									
Means of Verification: Informe del Departamento de Control Tributario del SRI									
Observations: Se refiere al incumplimiento de deberes formales: (i) autorización de comprobantes; (ii) presentación de declaraciones; y (iii) entrega de información. Comprende el tiempo transcurrido desde el vencimiento de la obligación hasta la detección									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
2.2	Tiempo de demora en detectar incumplimiento para personas naturales		Días laborables	90	2013	P	-	-	20
						A	-	-	-
Details									
Means of Verification: Informe del Departamento de Control Tributario del SRI									
Observations: Se refiere al incumplimiento de deberes formales: autorización de comprobantes, presentación de declaraciones, entrega de información Comprende el tiempo transcurrido desde el vencimiento de la obligación hasta la detección									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
	Indicator		Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
2.3	Tiempo de diseño y ejecución de acciones de control extensivo		Días laborables	148	2013	P	-	-	90
						A	-	-	-
Details									
Means of Verification: Informe del Departamento de Control Tributario del SRI									
Observations: Se entiende por control extensivo a las verificaciones automatizadas realizadas mediante cruces de variables masivas desde la sede del SRI. El diseño toma actualmente 10 días, la obtención de la información 30 días, y la ejecución de acciones de control 108 días, en promedio									
Evaluation Methodology: -									
Pro-Gender	No	Pro-Ethnicity	No	CRF indicator					
Specific Development Objectives Nbr. 3: Costo transaccional para que el contribuyente cumpla sus compromisos fiscales reducido									

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
3.0	Número de horas por año que debe dedicar una empresa mediana para pagar los impuestos a las rentas de las empresas	Horas	108	2013	P	-	-	65
					A	-	-	-

Details

Means of Verification: Paying Taxes 2014: The global picture, The World Bank (Doing Business Report) and IFC

Observations: En la página 2 del “Apéndice I Metodología” de la publicación Paying Taxes 2014, que es la fuente del indicador, se definen varios criterios para categorizar a una empresa mediana. Algunos de ellos son el que debe tener alrededor de 60 empleados, o que su capital inicial debe ser cercano a los 102 veces el ingreso per cápita, entre otros

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
3.1	Número de horas por año que debe dedicar una empresa mediana para pagar los impuestos al consumo	Horas	240	2013	P	-	-	160
					A	-	-	-

Details

Means of Verification: Paying Taxes 2014: The global picture, The World Bank (Doing Business Report) and IFC

Observations: En la página 2 del “Apéndice I Metodología” de la publicación Paying Taxes 2014, que es la fuente del indicador, se definen varios criterios para categorizar a una empresa mediana. Algunos de ellos son el que debe tener alrededor de 60 empleados, o que su capital inicial debe ser cercano a los 102 veces el ingreso per cápita, entre otros

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

Specific Development Objectives Nbr. 4: Prestación de servicios virtuales ampliada

Observation:

	Indicator	Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
4.0	Servicios ofrecidos por canales virtuales	%	16.5	2013	P	-	-	28
					A	-	-	-

Details

Means of Verification: Dirección de planificación del SRI

Observations: Servicios en línea respecto al total de servicios. El SRI ofrece 176 servicios (ver IDBDOCS:38851653)

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

	Indicator	Unit of Measure	Baseline	Baseline Year		2020	2022	EOP 2022
4.1	Transacciones realizadas en línea	Numero	800000	2013	P	-	-	1,120,000
					A	-	-	-

Details

Means of Verification: Dirección de planificación del SRI

Observations: Considera una tasa de crecimiento respecto al número de servicios ofrecidos por canales virtuales y nuevas inscripciones de contribuyentes (40% desde la línea base)

Evaluation Methodology: -

Pro-Gender	No	Pro-Ethnicity	No	CRF indicator	

RESULTS MATRIX

OUTPUTS: ANNUAL PHYSICAL AND FINANCIAL PROGRESS

Component Nbr. 1 Integración de la gestión de procesos y recursos tecnológicos

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2022	2022	EOP 2022
1.01	Diagrama de flujo de procesos clave actualizado	Diagramas	P	-	40	-	2,676,734.55
			P (a)	-	65	-	3,026,261.01
			A	-	65	-	3,026,261.01
1.02	Sistema de catastro tributario habilitado en el canal presencial y virtual	Sistema desarrollado	P	-	1	-	9,004,825.25
			P (a)	-	1	-	4,616,301.21
			A	-	1	-	4,616,301.21
1.03	Modulos transversales	Módulo implementado	P	-	-	-	-
			P (a)	4	25	18,052	2,526,697.4
			A	4	25	18,171	2,526,816.4
1.04	Servicio de declaración de impuestos con datos sugeridos desarrollado	Servicio desarrollado	P	-	-	-	-
			P (a)	-	23	-	982,030
			A	-	23	-	982,030
1.05	Servicio de devolución automática de impuestos para grupos prioritarios (Personas de la tercera edad y con discapacidad) desarrollado	Servicio desarrollado	P	-	-	-	-
			P (a)	-	1	-	550,054.93
			A	-	1	-	550,054.93
1.06	Servicio integral de pagos, recaudación y reintegro de valores desarrollado	Servicio desarrollado	P	-	-	-	-
			P (a)	-	7	-	1,685,424.1
			A	-	7	-	1,685,424.1
1.07	Sistema de trámites habilitado en el canal presencial y virtual	Sistema desarrollado	P	-	-	-	-
			P (a)	-	5	-	2,319,607.56
			A	-	5	-	2,319,607.56
1.08	Hardware y software adquirido	Hardware y software adquirido	P	-	-	-	-
			P (a)	-	16	2,449,066	10,525,280
			A	-	16	1,056,526.11	9,132,740.11
1.09	Sistema para la asignación y justificación automática de obligaciones y beneficios tributarios desarrollado	Sistema desarrollado	P	-	-	-	-
			P (a)	-	4	-	987,892.98
			A	-	4	-	987,892.98

Component Nbr. 2 Gestión del cambio, talento humano y estructura organizacional

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2022	2022	EOP 2022
2.01	Capacitación y desarrollo del personal implementado	funcionarios capacitados	P	-	13,275	-	832,634.24
			P (a)	-	13,557	-	304,332.46
			A	-	13,557	-	304,332.46
2.02	Gestión del Cambio implementado	Funcionarios gestionados en el plan de capacitación	P	-	16,500	-	1,426,168.69
			P (a)	-	19,727	-	671,086.83
			A	-	19,727	-	671,086.83

Component Nbr. 3 Mejora de los servicios a la ciudadanía

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2022	2022	EOP 2022
3.01	Servicios en línea disponibles para el contribuyente	Servicios	P	-	50	-	830,142.69
			P (a)	-	49	-	1,331,529.72
			A	-	49	-	1,331,529.72
3.02	Estudio de costos e impactos indirectos de cumplimiento de obligaciones tributarias desarrollado	estudio	P	-	2	-	49,000
			P (a)	-	1	-	45,746.4
			A	-	1	-	45,746.4
3.03	Piloto de aplicación de metodología de impacto de decisiones administrativas tributarias	Piloto	P	-	1	-	51,000
			P (a)	-	2	-	35,964.28
			A	-	2	-	35,964.28
3.04	Estrategia de comunicación con el ciudadano diseñada implementada	Campañas de comunicación implementadas	P	-	4	-	920,000
			P (a)	-	5	-	32,816
			A	-	5	-	32,816

Component Nbr. 4 Gestión del Programa

				PHYSICAL PROGRESS		FINANCIAL PROGRESS	
	Output	Unit of Measure		2022	EOP 2022	2022	EOP 2022
4.01	Habilitación del espacio físico completado	M2 habilitados	P	-	518	-	517,726.55
			P (a)	-	518	-	512,747.31
			A	-	518	-	512,747.31
4.02	Mobiliario y equipamiento instalado	Estación de trabajo habilitada	P	-	209	-	473,601.85
			P (a)	-	240	-	276,273.61
			A	-	240	-	276,273.61
4.03	Auditoría financiera del Programa	Informes de auditoría	P	-	4	-	200,000
			P (a)	1	7	30,464	155,538
			A	1	7	15,199	140,273
4.04	Evaluación intermedia, final y de impacto	Informes de evaluación	P	-	3	-	100,000
			P (a)	2	3	53,760	90,177
			A	1	2	-	36,417
4.05	Gestión del programa	Informes de Gestión	P	-	5	-	601,646.3
			P (a)	2	12	14,487,328.01	15,288,738.69
			A	1	11	21,623	823,033.68

Total Cost				
	Total Cost	P	0	65,000,000
		P (a)	17,038,670.01	49,396,992.39
		A	1,111,519.11	33,469,841.49

CHANGES TO THE MATRIX					
Section	Name	Type of Change	Sub type	Modified By	Entered in System
Output	Hardware y software adquirido	Modify Output	Modify Financial EOP P(a) value - caused by a change in the Financial P(a).	ETOBAR	9/8/2022
			Modify Financial Historical Actual	ETOBAR	9/8/2022

RISKS AND PLANNED RESPONSES

Risk ID	Risk Status		Risk Taxonomy
3	Inactive		Political Environment
	Response Actions		
	3.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
6	Inactive		Social Environment
	Response Actions		
	6.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
9	Inactive		Organizational Structure
	Response Actions		
	9.1	Management Strategy	Status
		ENHANCE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
12	Inactive		Goods, and Services
	Response Actions		
	12.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
15	Inactive		Organizational Structure
	Response Actions		
	15.1	Management Strategy	Status
		ENHANCE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy		
18	Inactive		Organizational Structure		
	Response Actions				
	18.1	Management Strategy		Status	
		MITIGATE		COMPLETE	

Risk ID	Risk Status		Risk Taxonomy
21	Inactive		Technical Design
	Response Actions		
	21.1	Management Strategy	Status
		ENHANCE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy		
24	Inactive		Economic and Financial Environment		
	Response Actions				
	24.1	Management Strategy		Status	
		MITIGATE		COMPLETE	

Risk ID	Risk Status		Risk Taxonomy
27	Inactive		Institutional Environment
	Response Actions		
	27.1	Management Strategy	Status
		ACCEPT	COMPLETE
	27.2	Management Strategy	Status
		ACCEPT	COMPLETE
	27.3	Management Strategy	Status
ACCEPT		COMPLETE	

Risk ID	Risk Status		Risk Taxonomy
30	Inactive		Natural Environment
	Response Actions		
	30.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
33	Inactive		Technical Design
	Response Actions		
	33.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
36	Inactive		Economic and Financial Environment
	Response Actions		
	36.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
39	Inactive		Systems
	Response Actions		
	39.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
42	Inactive		Technical Design
	Response Actions		
	42.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy	
45	Inactive		Technical Design	
	Response Actions			
	45.1	Management Strategy		Status
		ENHANCE		COMPLETE

Risk ID	Risk Status		Risk Taxonomy
48	Inactive		Technical Design
	Response Actions		
	48.1	Management Strategy	Status
		SHARE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
51	Inactive		Technical Design
	Response Actions		
	51.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
54	Inactive		Technical Design
	Response Actions		
	54.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
57	Inactive		Systems
	Response Actions		
	57.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
60	Inactive		Economic and Financial Environment
	Response Actions		
	60.1	Management Strategy	Status
		MITIGATE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
63	Inactive		Economic and Financial Environment
	Response Actions		
	63.1	Management Strategy	Status
		AVOID	COMPLETE

Risk ID	Risk Status		Risk Taxonomy
66	Inactive		Political Environment
	Response Actions		
	66.1	Management Strategy	Status
		ENHANCE	COMPLETE

Risk ID	Risk Status		Risk Taxonomy	
69	Inactive		Technical Design	
	Response Actions			
	69.0	Management Strategy		Status
		-		

Risk ID	Risk Status		Risk Taxonomy
72	Inactive		Technical Design
	Response Actions		
	72.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
75	Inactive		Systems		
	Response Actions				
	75.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
78	Inactive		Political Environment
	Response Actions		
	78.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
81	Inactive		Economic and Financial Environment
	Response Actions		
	81.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
84	Inactive		Systems
	Response Actions		
	84.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
87	Inactive		Systems
	Response Actions		
	87.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
90	Inactive		Systems
	Response Actions		
	90.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
93	Inactive		Systems
	Response Actions		
	93.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
96	Inactive		Political Environment
	Response Actions		
	96.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
99	Inactive		Systems		
	Response Actions				
	99.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
102	Inactive		Political Environment
	Response Actions		
	102.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
105	Inactive		Technical Design		
	Response Actions				
	105.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy		
108	Inactive		Economic and Financial Environment		
	Response Actions				
	108.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
111	Inactive		Economic and Financial Environment
	Response Actions		
	111.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
114	Inactive		Organizational Structure
	Response Actions		
	114.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
117	Inactive		Systems		
	Response Actions				
	117.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
120	Inactive		Legal Environment
	Response Actions		
	120.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
123	Inactive		Human Resources
	Response Actions		
	123.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
126	Inactive		Economic and Financial Environment
	Response Actions		
	126.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
129	Inactive		Economic and Financial Environment
	Response Actions		
	129.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
132	Inactive		Organizational Structure
	Response Actions		
	132.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
135	Inactive		Political Environment
	Response Actions		
	135.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
138	Inactive		Institutional Environment
	Response Actions		
	138.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
141	Inactive		Technical Design
	Response Actions		
	141.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
144	Inactive		Systems		
	Response Actions				
	144.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy		
147	Inactive		Systems		
	Response Actions				
	147.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
150	Inactive		Goods, and Services
	Response Actions		
	150.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
153	Inactive		Human Resources
	Response Actions		
	153.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
156	Inactive		Organizational Structure
	Response Actions		
	156.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
159	Inactive		Political Environment
	Response Actions		
	159.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
162	Inactive		Systems
	Response Actions		
	162.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy		
165	Inactive		Economic and Financial Environment		
	Response Actions				
	165.0	Management Strategy		Status	
		-			

Risk ID	Risk Status		Risk Taxonomy
168	Active		Goods, and Services
	Response Actions		
	168.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
171	Active		Economic and Financial Environment
	Response Actions		
	171.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
174	Active		Economic and Financial Environment
	Response Actions		
	174.0	Management Strategy	Status
		-	

Risk ID	Risk Status		Risk Taxonomy
177	Active		Human Resources
	Response Actions		
	177.0	Management Strategy	Status
		-	

IMPLEMENTATION STATUS AND LEARNING

Lesson Learned - Categories
Project Management Capacity
Others - Dimensions Related to Public Processes/ Actors
Project Monitoring & Evaluation