

**GOVERNMENT OF BELIZE  
INTER-AMERICAN DEVELOPMENT BANK**

**STRENGTHENING OF TAX ADMINISTRATION  
(BL-L1031)**

**Terms of Reference  
Project Coordinator**

**I. BACKGROUND**

- 1.1 One strategy of the National Development Framework for Belize 2010-2030 refers to maximization of the Government of Belize's (GoB) revenue generating potential. For the years 2015, 2016 and 2017, the reported Income Tax and General Sales Tax earnings for the GoB were 61.6%, 61.0%, 71.5% respectively of the total revenue and grants for the country. With these departments contributing to more than half of Belize's total revenue, it is clear why objective four of the Ministry of Finance's (MOF) Fiscal Strategy Statement of 2018/19 includes making revenue collection more effective and forceful.
- 1.2 Following good practices and recommendations from the Fiscal Affairs Department (FAD) of the International Monetary Fund (IMF), the Caribbean Regional Technical Assistance Centre (CARTAC), the Supporting Economic Management in the Caribbean (SEMCAR) Program of the World Bank (WB), and other external agencies, current taxation reform objectives were developed in alignment with the National objectives and strategies. The aim is to increase the country's economic activity by modernizing and streamlining the national tax system. In order to achieve the stated aim, the GoB has decided to:
- (a) Modernize its tax administration by merging the existing Income Tax Department (ITD) and the Department of General Sales Tax (DGST) into a single function-based tax administration.
  - (b) To procure and implement a new Integrated Tax Administration System (ITAS)
- 1.3 Publications on international development show that the functional organizational and management structure as the most successfully implemented for tax administration purposes. Indeed, the GoB is following such good practices toward the design of its new tax administration governance and organizational structure which, once fully implemented, should provide a robust foundation for the Government to meet its current tax reform objectives and strategies.
- 1.4 In order to order to facilitate the process, the Tax Modernization Program was initiated in October 2018 comprising of five main projects/components including: (a) Communication and Change Management; (b) Organization/Human Resources

(HR)/Infrastructure; (c) Business Processes Re-engineering; (d) Legislative Framework; and (e) Information Technology. These will be implemented in phases, with the existing core areas of the ITD and DGST operating as the new, consolidated functional organization, the Belize Tax Service (BTS).

- 1.5 To support this endeavour, the GoB has requested the support of the Inter-American Development Bank (IDB) to fund a five-year project through a US\$14.0 million investment loan; in particular, “Strengthening of Tax Administration” (BL-L1031). The main objective of the Project is to strengthen Belize’s tax administration aimed at increasing tax revenue collection, through the following specific objectives: (a) increasing the effectiveness of the Government to collect taxes, through improvement in the tax administration governance and; (b) increasing tax administration efficiency, through improvement in the operational processes and modernization of the technological infrastructure.
- 1.6 The MoF is responsible for the implementation of the overall Belize Tax Modernization Program and, for this purpose it has established a Program Management Office (PMO) under the Office of the Financial Secretary to support the implementation of the Program along with the consolidation of the BTS. In this respect, the MoF has been designated as the Executing Agency (EA) of BL-L1031. For this purpose, a Project Executing Unit (PEU) will be established in the PMO with concrete technical, administrative, financial, control and planning, monitoring and evaluation responsibilities for the IDB-funded initiative. In addition, a Project Steering Committee (PSC) will be created to facilitate the coordination between the agencies involved as part of the Project execution structure, and to provide strategic advice and monitoring to/of the overall implementation process. The PSC will consist of key implementing agencies and stakeholders. and will be chaired by the MoF
- 1.7 The present Terms of Reference (ToR) will support the contracting of the Project Coordinator for the PEU under a contractual arrangement with the MoF, and as part of the BL-L1031 initiative.

## **II. OBJECTIVE AND SCOPE OF WORK**

- 2.1 The objective of the position is to provide the necessary strategic, governance, organizational and administrative leadership for Project implementation and, thereby, ensuring the effective allocation of resources, providing the financial and technical direction of the Project towards the attainment of the goals and targets, leading the physical and financial progress reporting, and serving as the main focal point of the Project with the PMO, the MoF and other public and private institutions.
- 2.2 The Project Coordinator is responsible for leading and guiding all matters pertaining to the effective, efficient and transparent implementation of the Project BL-L1031, through the technical, administrative and financial management of the PEU, in accordance with the procedures and stipulations contained in the Program Operational Manual (POM) and in compliance with the Loan Contract.

### III. RESPONSIBILITIES/ACTIVITIES

3.1 The main responsibilities of the Project Coordinator include, among others:

- (a) Ensuring the effective compliance with the “Conditions Prior to First Disbursement” established in Section 3.01 of the Special Conditions of the Loan Contract between the IDB and the GoB.
- (b) Implementing the intra- and inter-institutional coordination mechanisms with the PMO, the MOF and other public and private organizations related to and/or beneficiaries of the Project
- (c) Promoting and disseminating the Project among beneficiaries, public entities, and other stakeholders.
- (d) In close coordination with the pertinent technical and administrative personnel of the PMO and the MoF, guiding the strategic and operations planning activities of the Project.
- (e) Monitoring the activities of the Project in compliance with its global strategic objectives and those of its individual technical components, as well as the targets established in the Project.
- (f) Implementing the Programs’ risk management mechanisms on the basis of the IDB tool Risk Management in Projects with Sovereign Guarantee (RMP), taking into consideration the assessment and evolution of the risk factors, the factors of probability and impact, and risk mitigation measures.
- (g) Guiding the preparation, the periodic physical and financial progress reports to be submitted to PMO, MoF, MED, and the Bank.
- (h) Presenting to the Bank—directly or through the PMO--the required data, reports and other documentation of the Project as a whole and its individual components, as established in the Loan Contract.

3.2 Specific activities include:

- (a) Lead the overall planning and reporting framework and activities of the Project, including the preparation and update of key planning tools including the PEP, AOP, PP and other, in direct coordination with the Monitoring and Evaluation Officer and other members of the PEU and PMO.
- (b) Monitor and ensure the Project’s adherence to reporting requirements to the

PMO, MoF, PSC, and the Bank.

- (c) Lead and coordinate timely implementation of all aspects of the Project based on the Project planning documents including the PEP, AOP, PP, supporting technical documents, and Monitoring and Evaluation Plan.
- (d) Ensure timely execution of all administrative, procurement, financial and technical procedures of the Project in compliance with the POM. In addition, ensure the strict adherence to administrative, Project management, and Bank and national financial rules and regulations, among others.
- (e) Ensure the necessary coordination between technical staff of the MoF (PMO and other) to provide the technical specifications and content for the preparation of terms of reference and technical specification as the basis for procurement actions and activities.
- (f) Provide for the timely monitoring and management of Project risks and lead the implementation of the mitigation measures as necessary.
- (g) Ensure the necessary coordination and control of all Project procurement activities and logistics with the Procurement Specialist and pertinent staff members of the MoF.
- (h) Support the information dissemination activities and advocate for the Project among key internal and external stakeholders, while maintaining the necessary and transparent lines of communication.
- (i) Ensure with the PMO, the establishment of the necessary and effective lines of internal communication with key stakeholders of the MoF (tax administration, systems administration, financial management, general administration, and other) to ensure the dedicated participation of such personnel in Project implementation and in direct coordination with the PEU.
- (j) Ensure the presence of an accurate Project filing system covering financial, procurement, technical and all activities of the Project, and following the internal control requirements established in the POM.
- (k) Provide timely and accurate reports to the Program Manager, Financial Secretary, PSC and other agencies on the developments, progress and challenges of the Project.
- (l) Ensure the timely implementation of the monitoring and evaluation activities including the contracting of the mid-term and final evaluations.

- (m) Lead, in coordination with the Financial Specialist, the preparation of the Requests for Advance of Funds along with the expenditure justifications, as required by the Bank.
- (n) Lead the contracting of the independent external auditors of the Program in coordination with the Financial Specialist, the Procurement Specialist and the PMO, and following IDB procedures for this matter.
- (o) Lead the contracting of the consultancies for the execution of the mid-term and final evaluations.
- (p) Ensure the presence of the necessary control environment along with the capacities necessary for the application of a management by objectives framework.
- (q) Provide for the necessary human resources management capabilities for PEU personnel administration.
- (r) Communicate with Project stakeholders (MoF, PMO, PEU, other) to ensure awareness of any new developments in Project status, strategy, progress, deadlines, challenges, decisions and other aspects that may affect Project implementation and the attainment of its development objectives
- (s) Other.

3.2 The Project Coordinator shall undertake his/her work in direct coordination and with the supervision of the MoF/PMO, and in accordance with the Loan Contract and the POM.

#### **IV. DELIVERABLES**

4.1 The Project Coordinator will be responsible for preparing/updating the following reports which are considered recurrent deliverables or responsibilities:

- (a) Updates to PEP, AOP, PP, risk matrix, and other
- (b) Quarterly physical and financial progress/status reports.
- (c) Updates to POM
- (d) Staff performance appraisals.
- (e) Specific reports requested by the PMO, MoF or the PSC.

- (f) Allocation/provision of funds reports.
- (g) Fixed asset allocation reports.
- (h) External audit reports (prepared under consultancy engagements)
- (i) Mid-term and final evaluations (prepared under consultancy engagements).
- (j) Other.

## **V. QUALIFICATION AND EXPERIENCE**

- 5.1 **Education:** Bachelor of Science Degree in Economics, Business Administration, Business Management, Project Management or related fields.
- 5.2 **Work Experience:** At least five years of proven work experience in project management including administration, monitoring, control and evaluation. Previous work with investments projects funded by international development agencies is a plus.
- 5.3 **Skills:** Must possess expertise in modern software tools for project planning, monitoring and management purposes. Proficient in the use of Microsoft Office (Word, Excel, Outlook, Power Point). Excellent oral and written command of the English language. Strong organizational and time management skills and ability to multi-task with ability to adapt to changing needs and priorities. Solid leadership and delegation skills and ability to coordinate functional activities of multiple actors. Team player. Strong work ethics.

## **VI. REPORTING REQUIREMENTS**

- 6.1 The Project Coordinator of the PEU reports to the Program Manager of the PMO. He/she shall work in close coordination with the staff of the MoF and especially the members of the PMO, the BTS and the Finance Officer of the Ministry.

## **VII. COMPENSATION**

- 7.1 The Project Coordinator will be paid a monthly salary to be established during the contracting process.
- 7.2 Given the staff-like tasks and responsibilities of the PEU personnel, reports (deliverables) do not apply. Instead, performance assessment reports from the supervisor.

## VIII. APPLICATIONS

- 8.1 Deadline for submission of application letter and curriculum vitae is **June 14th, 2019**. Applications should be addressed to the **Financial Secretary, Ministry of Finance , Attn: Program Manager, Tax Modernization Program Office** and submitted via e-mail to [michelle.longsworth@mof.gov.bz](mailto:michelle.longsworth@mof.gov.bz) marked *BTMP Project Coordinator* in the subject header. Only short-listed applicants will be notified.