

5980416-4

REPORT U-446

PD-443-790-B1

AID 1020-25 (10-70)

PROJECT APPRAISAL REPORT (PAR)

PAGE 1

1. PROJECT NO. 598-11-790-416	2. PAR FOR PERIOD: FY 1972 TO FY 1973	3. COUNTRY REGIONAL	4. PAR SERIAL NO. 4p
----------------------------------	--	------------------------	-------------------------

5. PROJECT TITLE

REGIONAL TAX ASSISTANCE

6. PROJECT DURATION: Began FY 1968 Ends FY 1975	7. DATE LATEST PROP April 1971	8. DATE LATEST PIP	9. DATE PRIOR PAR Nov. 1972
10. U.S. FUNDING	a. Cumulative Obligation FY 1973 Thru Prior FY: \$288,000	b. Current FY Estimated Budget: \$60,000	c. Estimated Budget to completion After Current FY: \$60,000

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME Dr. J. Menalco Solis, Executive Secretary Inter-American Center of Tax Administrators (CIAT)	b. CONTRACT, PASA OR VOL. AG. NO. Grantee: CIAT
--	--

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		

12. REPLANNING REQUIRED: REVISED OR NEW PROP PIP PRO AG PIO/T PIO/C PIOTE

PROJECT MANAGER: William M. Feldman, LA/DR, Dec. 7, 1973

MISSION DIRECTOR: J. R. Breen, LA/DR, 3/16/74

RECORD COPY

AID 1020-25 (10-70)	PROJECT NO. 598-11-790-416	PAR FOR PERIOD: TO FY 1972-1973	COUNTRY REGIONAL	PAR SERIAL NO.
PAGE 2 PAR				

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1. Inter-American Center of Tax Admin.						X							X
2.													
3.													

Comment on key factors determining rating

Beginning in May 1967 through FY 1973 CIAT has sponsored seven (7) annual General Assembly meetings; arranged eight (8) Technical Seminars (tax delinquency (1), training (1), audit (2), ADP (3), and property tax (1); established and expanded a resource library; published a monthly newsletter which is sent to about 1,000 addressees and a technical document series; and, has initiated a technical assistance program. These activities are made possible in part by AID's \$60,000 annual contribution for the support of the Executive Secretariat.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
-------------------------	---	---	---	---	---	---	---	---	---	---	---	---

Comment on key factors determining rating

N.A.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
----------------	---	---	---	---	---	---	---	---	---	---	---	---

Comment on key factors determining rating

N.A.

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER												

Comment on key factors determining rating

N.A.

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
-----------------	---	---	---	---	---	---	---	---	---	---	---	---

(See Next Page for Comments on Other Donors)

II. 7. Continued: Comment on key factors determining rating of Other Donors

The twenty-two (22) member countries in the Western Hemisphere, excluding U.S., have contributed almost \$600,000 to support CIAT activities.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY		FY 75	FY ____	
			TO DATE	TO END			
1. General Assemblies	PLANNED	7	1	1	1		9
	ACTUAL PERFORMANCE	7	0				
	REPLANNED						
2. Technical Seminars	PLANNED	8	2	2	2		12
	ACTUAL PERFORMANCE	8	1				
	REPLANNED						
3. Issuance of Newsletter	PLANNED	58 issues	12	12	12		82
	ACTUAL PERFORMANCE	58 issues					
	REPLANNED						
4. Issuance of "Studies in Tax Administration"	PLANNED	11	2	2	4		17
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1.	Sensitization of L.A. Tax Officials to needs in Tax Administration.	Through CIAT's Exchange of Officials Program, the Newsletter, General Assembly Meetings, Technical Seminars, and Other Publications, CIAT has promoted self-help and other initiatives for tax structure reform.					
2.	Information Exchange.	CIAT serves as the Tax Administration communication channel through its library, publications and exchange of officials which keeps tax administrators current on the state of the art in this field.					
3.	Catalyst Role for Tax Improvement Coordination Among Other Institutions.	CIAT provides the stimulation and coordination for other organizations engaged in tax reform in Latin America, including OAS, IDB, UN, AID and World Bank. Joint efforts have been undertaken as well.					

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY:	PAR SERIAL NO.
PAGE 4 PAR	598-11-797-416	FY 1972 - 1973	REGIONAL	

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP? YES NO

The institutionalization of a regional organization that will promote tax administration reform among its members through such stimuli as information and personnel exchanges, library services and publications, joint efforts with international and other organizations, and technical and general assembly meetings.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>An organization carrying on such basic and routinized functions as:</p> <p>(a) maintaining the best tax administration library in the Western Hemisphere, (b) issuing publications on various aspects of tax administration, (c) providing technical assistance or acting as a broker for that purpose among the members, (d) participating in the coordination of tax administration improvement programs from various sources, (e) acquiring a Latin America-wide reputation as the vanguard for tax administration reform.</p>	<p>(a) The library is probably the best tax administration library in the Western Hemisphere, (b) The proceedings of the General Assemblies, the Newsletters and the series "Studies in Tax Administration" are routinely issued. There are plans for a "Tax Journal" under consideration, (c) an exchange of officials program has been initiated to provide technical assistance. When the budget permits, an expanded technical assistance program will be undertaken, (d) joint programs have already been accomplished with the IAI, OAS and the West German Foundation for Developing Countries. Further plans in this area are contemplated, (e) CIAT's reputation is attested to by the fact that: (1) Canada has become a member although not a member of OAS, (2) attendance at General Assemblies and technical seminars has been excellent, (3) CIAT attracts joint sponsorship arrangements with other international organizations, (4) its Advisory Committee includes the best minds in public finance (Shoup, Oldman, etc.), (5) it maintains a close interchange with countries and other entities outside the hemisphere, e.g., EFC, Japan, Philippines, Spain, and Portugal, (6) payment of membership fees has been almost 100%.</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

The phase-out of bilateral long-term technical assistance in tax administration by the end of FY 1975.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Give evidence.

It is AID's intention that CIAT will be stable enough by the end of FY 1975 to become the stimulant for continued tax administration reform in Latin America and the Caribbean. The progress made thus far to achieve institutionalization has been excellent. It is also anticipated that the IAI and OAS as well will help to fill the vacuum of needs that AID's programs have left. The nature of the delivery system for technical assistance will change since CIAT will not be able to afford the financing of elaborate resident advisory staffs. However, the improved status and knowledge of tax administration in the region should not require such intensive technical assistance. Assuming well motivated self-help initiatives by the countries themselves, CIAT will be able to provide the information and short-term review of problems and recommendations for their resolution through shared financing arrangements. The IAI will continue to provide guidance and other forms of help to CIAT in view of its special relationship to the organization.