



**REVENUE MOBILIZATION THEMATIC FUND
FY22 ANNUAL REPORT**

JULY 11, 2022

**INTERNATIONAL MONETARY FUND
WASHINGTON, D.C.**



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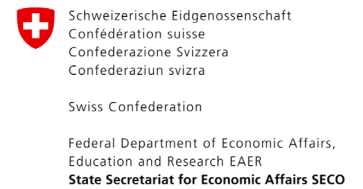
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ACRONYMS

ADB	Asian Development Bank
AFD	Agence Française de Développement
AfDB	African Development Bank
ATAF	African Tax Administration Forum
CD	Capacity Development
CEMAC	Central African Economic and Monetary Community
CIAT	Inter-American Center of Tax Administrations
CIP	Compliance Improvement Plan
CIT	Corporate Income Tax
CRM	Compliance Risk Management
COVID-19	Coronavirus disease 2019
CREDAF	Centre de Rencontres et D'Études des Dirigeants des Administrations Fiscales
DFAT	Department of Foreign Affairs and Trade – Australia
DNRE	Direção Nacional de Receitas do Estado (of Cabo Verde)
DRC	Democratic Republic of the Congo
DRM	Domestic Revenue Mobilization
EAC	East African Community
e-TACT	Electronic Tax Administration Capacity Training
EU	European Union
FAD	Fiscal Affairs Department (IMF)
FCDO	Foreign, Commonwealth and Development Office, UK
FERDI	Foundation for studies and Research on International Development
FY	Fiscal Year
GDP	Gross Domestic Product
GDT	General Department of Taxation (of Mongolia)
GIZ	German Corporation for International Cooperation
HMRC	Her Majesty's Revenue and Customs, UK
HNWI	High Net Wealth Individuals
HQ	Headquarters
HR	Human Resource
IADB	Inter-American Development Bank
ICD	Institute of Capacity Development (of the IMF)
IMF	International Monetary Fund
IOM	International Organization for Migration
IOTA	Intra-European Organisation of Tax Administrations
ISOCA	International Survey on Customs Administration
ISORA	International Survey on Revenue Administration
IT	Information Technology
ITAS	Integrated Tax Administration System
JICA	Japan International Cooperation Agency
KICA	Korean International Cooperation Agency

KPI	Key Performance Indicators
LIC	Low Income Country
LMIC	Lower Middle-Income Country
LTO	Large Taxpayer Office
MNRW	Managing Natural Resource Wealth Thematic Fund
MTRS	Medium-term Revenue Strategy
NORAD	Norwegian Agency for Development Cooperation
NTA	Norway Tax Administration
OECD	Organisation for Economic Co-operation and Development
PIT	Personal Income Tax
RA	Revenue Administration
RA-GAP	Revenue Administration Gap Analysis Program
RA-FIT	Revenue Administration Fiscal Information Tool
RBM	Result Based Management
RCDC	Regional Capacity Development Centers
RFax	Revenue Forecasting and Analysis (online training course)
RMTF	Revenue Mobilization Trust (Thematic) Fund
SC	Steering Committee
SDGs	Sustainable Development Goals
SECO	Swiss State Secretariat for Economic Affairs
SSA	Sub Saharan Africa
STX	Short Term Expert
TADAT	Tax Administration Diagnostic Assessment Tool
TMEA	Trade Mark East Africa
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UST-OTA	US Treasury Office of Technical Assistance
VAT	Value Added Tax
VITARA	Virtual Training to Advance Revenue Administration
WEO	World Economic Outlook
WB	World Bank Group
WCO	World Customs Organization
WAEMU	West African Economic and Monetary Union
WHO	World Health Organization

EXECUTIVE SUMMARY

The overall financial status of the RMTF program is strong. Total pledges currently stand at US\$83.2 million with US\$78.2 million in receipts as of April 30, 2022. The overall budget execution rate reached 72 percent as of April 30, 2022, and a positive cash flow is expected to remain up through FY23.

The mid-term evaluation of the RMTF program is underway and will help inform the envisaged next phase of the program. The evaluator is finalizing the evaluation project with key takeaways from Phase II and recommendations for the next phase of the RMTF. The pandemic had a significant impact on the evaluation project, e.g., obtaining inputs to the case studies. Respective changes to the RMTF Phase II evaluation have been discussed with and endorsed by the RMTF Phase II Evaluation Sub-Committee.

A one-year extension of the RMTF program is proposed through FY24, to fully deliver the intended medium-term programs and achieve the objectives of the RMTF Phase II, delayed by the pandemic. The flexibility of the RMTF program enabled shifting CD delivery to address short-term needs of countries created by the pandemic. The pandemic however, delayed institutions building medium-term plans for most of the countries. Coming out of the pandemic, countries re-focused on medium-term reforms and are now moving forward with reforms to bolster domestic revenues. This necessitated proposed modifications and extensions for several projects to adjust timelines and reform objectives to account for the shifts in priorities during the pandemic. An additional year of the current RMTF program, through FY24, will help bring current tax reform objectives to a conclusion. The extension will also provide sufficient time to consider the findings and recommendations of the mid-term evaluation to design an envisaged successor program. Realized savings, due mostly to the lack of travel during the pandemic, are projected to be sufficient to support the RMTF portfolio through the end of FY24.

More revenue resilient than their peers, RMTF countries' tax revenues recovered to pre-pandemic levels, but strong revenue efforts are needed to address the burgeoning debt levels (See RMTF-At-A-Glance). In addition, the increase in food and energy prices is putting a lot of pressure on public finances. Growth in RMTF countries rebounded in 2021 to pre-pandemic levels (at about 4 percent on average) and growth is expected to remain relatively flat over the medium-term. Revenue performance in RMTF countries held up remarkably well during the pandemic and its aftermath, showing more resilience to the economic shock when compared to peer countries. However, increased fiscal deficits and expenditure needs during the pandemic and its aftermath have increased the debts substantially peaking at 60 percent of GDP in 2021 and significantly above pre-pandemic projections. Deficit reduction is critical for reversing this debt increase and returning the debt-to-GDP ratio to its pre-pandemic trajectory. The pandemic has significantly increased the expenditure needs to meet the Sustainable Development Goals and will therefore require a stronger revenue effort than was planned prior to the pandemic.

As countries began to emerge from the COVID-19 shock, governments prioritized tax policy and administrative measures that mobilize revenue to ease fiscal deficits and meet expenditure needs. Tax policy measures were designed for inclusive growth by broadening the tax base, modernizing and improving efficiencies of tax regimes (Guinea-Bissau, Kenya, Liberia, Pakistan, Rwanda, Senegal) and addressing cross-border tax issues (Angola and Uzbekistan). Countries focused on Medium-Term Revenue Strategies (MTRS) to improve tax systems (Kenya, Rwanda, Senegal, Sierra Leone and Uzbekistan). Several countries also

strengthened compliance risk management (CRM) approaches with very good results. For example, CRM tools deployed across tax and customs in Paraguay, resulted in a 25 percent increase in customs' collections from 2020 to 2021, surpassing pre-pandemic levels. Supported by new legislative, Chad established a risk-based plan for recovery of collectable tax debt that resulted in the reduction of tax arrears by 40 percent. In the Democratic Republic of the Congo (DRC), the implementation of the Value-Added Tax (VAT) modernization plan resulted in a projected increase in VAT revenue by 0.4 percent of GDP from 2020 to 2021, noting that VAT revenue remained stable from 2019 to 2020. Reform efforts across RMTF beneficiary countries in FY22 are summarized as follows:

Module 1 (Reform Strategy and Management):

- **Medium-term reform plans designed and strengthened:** active development and implementation of Medium-term Revenue Strategies (MTRS) in five countries (Kenya, Senegal, Sierra Leone, Rwanda, and Uzbekistan); strengthened strategic and reform frameworks in Côte d'Ivoire, Ghana, Malawi, and Paraguay; Tax Administration Diagnostic Assessment Tool (TADAT) assessments in Cambodia, Côte d'Ivoire, and Zambia; and key performance indicators to monitor member states' implementation of tax and customs legislation developed for Central African Economic and Monetary Community (CEMAC).

Module 2 (Tax Policy Design):

- **Revenue mobilization and tax policy institutions reinforced:** implementation of tax reforms, including base broadening measures (Kenya, Liberia, Pakistan, Rwanda, and Senegal), introduction of an additional tax bracket for very high levels of income in Senegal; commitment to introduce a VAT and initial work on its design and implementation plan in Liberia; modernizing regional personal income tax (PIT) and corporate income tax (CIT) directives in CEMAC, addressing international tax issues and strengthening tax policy formulation in Angola and Uzbekistan; improved revenue forecasting capacity in Mali and tax expenditure analysis in Liberia and Uzbekistan.

Module 3 (Tax Administration Organization):

- **Targeted re-organization of structures:** functional organizational structures developed in Mauritania and São Tomé and Príncipe and fully operationalized in Chad; business and operating model approved in Rwanda; modernization office setup in Ghana, Sierra Leone, and Zimbabwe; enterprise risk management divisions established in Liberia and Sierra Leone; plan developed to streamline the field office network to enhance service delivery in Uzbekistan; data analytics unit setup and IT Center structure improved in Ghana; tax exemptions management unit established in Liberia; and plans to establish a Revenue Authority updated in Cabo Verde.

Module 4 (Tax Administration Corporate and Compliance Risk Management):

- **Improved compliance risk management:** development/enhancement of CRM frameworks and compliance improvement plans (CIP) in Angola, Benin, Eswatini, Liberia, Malawi, Mali, Mongolia, Rwanda, and Uzbekistan; expanded use of data analytics including data matching with customs to strengthen compliance in Angola, Bolivia, Chad, Ghana, Mongolia, Paraguay, São Tomé and Príncipe, and Zimbabwe; skills in research and analysis to estimate CRM impacts in Honduras, Paraguay, and Rwanda.
- **Improved corporate risk management:** Liberia developed an enterprise risk framework and Mongolia developed and deployed a business continuity plan.

Module 5 (Tax Administration Core Business Functions and Procedures):

- **Strengthened core functions:** improvement of taxpayer registers in Bolivia, Chad, Eswatini, Liberia, and Malawi; improvements to tax arrears management in Burkina Faso, Chad, Liberia, and Mali; strengthened audit capacity in Liberia, Malawi, and Uzbekistan; improvement of tax procedures, and tax codes and guidelines in Burkina Faso, DRC, Honduras, Liberia, Mali, Mongolia, and São Tomé and Príncipe. In addition, draft excise tax directive was proposed for East African Community (EAC) member countries, and the second part of the regional tax procedure code drafted for CEMAC member countries.

Module 6 (Tax Administration Support Function):

- **New integrated tax administration systems (ITAS) progressed:** preparation, design, and implementation of new ITAS continued in several countries including Bolivia, Côte d'Ivoire, Ethiopia, Ghana, Liberia, Malawi, Rwanda, São Tomé and Príncipe, Sierra Leone, and Zimbabwe.
- **Digitalization solutions progressed:** a minimum viable product (MVP) that provides online filing and payment through a website integrated with banks and mobile money companies was developed at minimal cost in Guinea-Bissau; mobile platform applications were developed in Chad, Liberia, and Mali; plans and implementation of electronic invoices and fiscal devices were progressed in Benin, Cabo Verde, Ethiopia, Paraguay, and Zimbabwe; mandatory e-filing and e-payment rolled out in Liberia for large and medium taxpayers; and other digital solutions to support compliance in Benin, Bolivia, Chad, and Cabo Verde.
- **Human Resource (HR) frameworks progressed:** training of staff in Bolivia included: basic training for all new staff, tax administration management training delivered to 20 percent of staff, and risk management training for all managers. A new leadership development program and succession planning was developed in Honduras.

Module 7 (Training and Peer Learning):

- **Online training courses launched with major success:** eight Virtual Training to Advance Revenue Administration (VITARA) module courses were launched, and three offerings of the Revenue Forecasting Course (RFAX) course released. Both courses continue to be popular with 3,300 learners across 120 countries for VITARA and over 1,000 learners for RFAX. Low-income countries (LIC) represented 46 percent and 51 percent of the learners in VITARA and RFAX respectively. Women made up 45 percent and 37 percent of the learners for VITARA and RFAX respectively.

Module 8 (Conferences):

- **Value-Added Tax (VAT) Webinar series concluded with hailed success:** The VAT webinar series consisted of seven webinars on diverse VAT topics held from September 2020 through March 2022 (three webinars in FY22). On average the webinar series drew 540 participants with the largest attendance in the March 2022 webinar related to VAT refunds. The regional distribution of participants for the webinar series was: AFR—26 percent; APD—9 percent; EUR—21 percent; MCD—5 percent; and WHD—39 percent (including IMF and WB).

Modules 9 and 10 (Fiscal Tools, Research and Analysis):

- **The International Survey on Revenue Administration (ISORA) country-specific data provided by all participants was released publicly for the first time in November 2021 and use of ISORA data is**

growing. The data for Fiscal Years 2018 and 2019 are available for 156 tax administrations in sets of thematic tables, as well as through a tool enabling a user to customize tables they wish to download. ISORA data was used in analysis requested by the United Nations Office of the Special Adviser on Africa (OSAA). Canada's Office of the Parliamentary Budget Officer used ISORA data in a comparative report on the performance of revenue administrations. The fourth round of ISORA has been completed, and data released to survey participants and ISORA partners via the portal. The lessons drawn from the inaugural round of International Survey on Customs (ISOCA 2018) were covered in an article prepared jointly by the WCO and IMF and a paper published on the portal.

The box below – "RMTF At-A-Glance – December 2021" – Section II, and Appendix 2 of the report provides further details on the Capacity Development (CD) focus and key results.

Field activities resumed slowly, and blended missions emerged. The first in-person field mission for FAD since the onset of the pandemic was deployed through the RMTF in February 2022, to Rwanda. A total of five field activities were deployed through the RMTF between February and end-April 2022. But the pace is picking up with eight RMTF field activities deployed in May of 2022 alone. Lessons learned from the virtual engagements have been incorporated into a blended modality, with the first blended mission for RMTF deployed in Guinea-Bissau in April 2022. This modality will be further developed and expanded, and its strategic placement explored as FAD implements the FAD CD Strategy FY23-FY27.

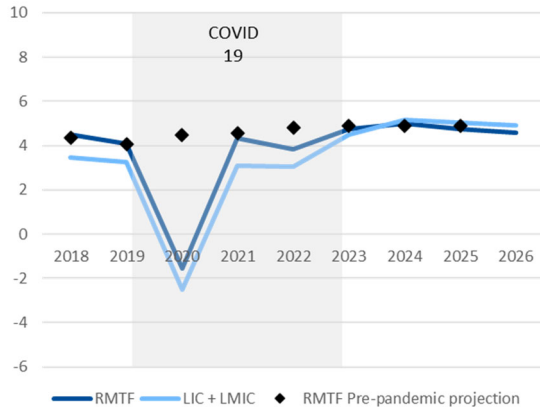
RMTF project managers are coordinating CD activities with 32 development partners. The World Bank (WB) remains the most active partner across 21 RMTF projects with the European Union (EU) a close second partnering with RMTF projects in 17 countries. There are formal coordination arrangements with development partners in nine country projects and a formal governance and collaboration arrangement through a Memorandum of Understanding (MOU) for the VITARA project with partners. While some countries have few partners and bi-lateral coordination is effective, such as Eswatini, Malawi and Cabo Verde, countries such as Ghana with 14 active development partners require a more formal arrangement to ensure effective and efficient delivery of CD.

RMTF AT-A-GLANCE – JULY 2022

Key Objectives: The RMTF was launched by the IMF, in partnership with several development partners, to help meet an increased demand for CD from low- and lower middle-income countries in the area of Revenue Mobilization.

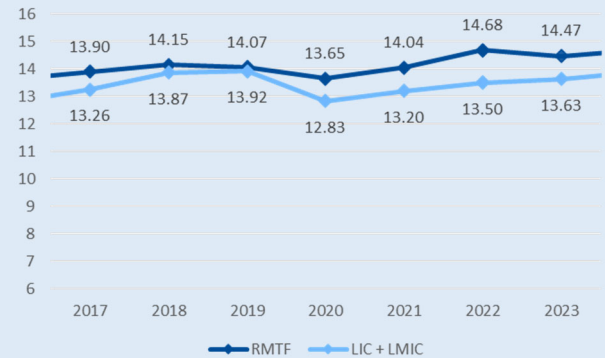
RMTF countries are on track for recovery...

Real GDP Growth
Annual Percent Change



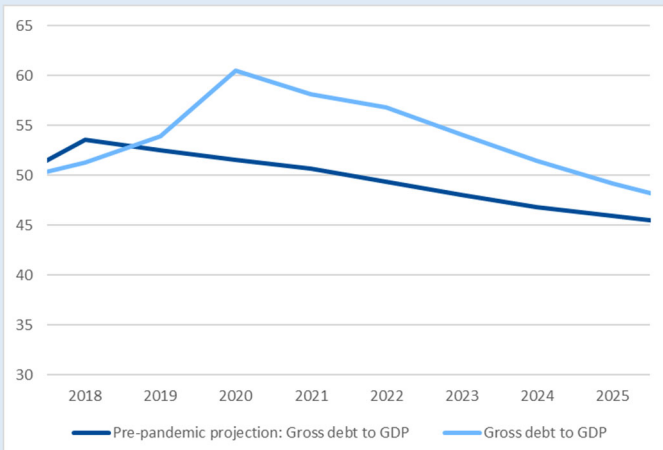
RMTF countries revenue performance was more resilient than its peers...

Tax Revenue (% of GDP)



Revenue mobilization needs to address burgeoning debt levels...

Gross Debt to GDP in RMTF Countries



Key reform milestones achieved through the RMTF...

- ✓ **Implementation or drafting of new laws**—Guinea-Bissau, Liberia, São Tomé and Príncipe, and Senegal.
- ✓ **Tax expenditures streamlined**—Liberia, Pakistan, and Senegal.
- ✓ **Formulating or implementing MTRS**—Benin (formulation-delayed), Ethiopia (formulation-delayed), Kenya (formulation), Rwanda (implementation/Cabinet approval), Senegal (implementation), Sierra Leone (formulation), and Uzbekistan (drafting).
- ✓ **Policy formulation, analysis, or revenue forecasting**—Angola, Honduras, Liberia, Mali, Paraguay, Rwanda, and Uzbekistan.
- ✓ **Drafting/review of regulations, procedures, or guidelines**—Ethiopia, Honduras, Liberia, Mali, Mongolia, EAC, and CEMAC.
- ✓ **Strategic/reform plans designed/implemented**—Côte d'Ivoire, DRC, Ghana, São Tomé and Príncipe, Sierra Leone, and Uzbekistan.
- ✓ **Targeted re-organization**—Chad, Ghana, Liberia, Mauritania, Uzbekistan, and Zimbabwe.
- ✓ **Strengthened CRM**—Angola, Benin, Bolivia, Central African Republic, Eswatini, Ghana, Honduras, Liberia, Malawi, Mongolia, Paraguay, Rwanda, Senegal, Uzbekistan, and Zimbabwe.
- ✓ **Improving core functions**—Burkina Faso, Chad, DRC, Malawi, Mali, Mauritania, and Uzbekistan.
- ✓ **Building capacity in, and institutional frameworks for, data analytics**—Bolivia, Chad, Ghana, Mongolia, and Zimbabwe.
- ✓ **Expanding e-procedures**—Benin, Cabo Verde, Côte d'Ivoire, Ethiopia, Guinea Bissau, Liberia, Malawi, and Paraguay.
- ✓ **Information technology modernization initiatives**—Benin, Bolivia, Cabo Verde, Chad, Côte d'Ivoire, Ethiopia, Ghana, Liberia, Malawi, Mali, Sierra Leone, and Zimbabwe.
- ✓ **Building human resources**—Bolivia and Honduras.

Source: World Economic Outlook (WEO) and IMF Staff Calculations; Annex 2.

I. INTRODUCTION

1. This annual report to the Steering Committee (SC) of the Revenue Mobilization Thematic Fund (RMTF) outlines CD support and countries' reform progress from May 2021 through April 2022. It assesses operations of the work program and the key achievements and developments and reviews of the RMTF's financial status and expenditures in the second year of the pandemic—fiscal year 2022.

2. The RMTF active portfolio comprises 38 CD projects—Table 1. CD demand across the 38 projects include over 121 modules covering a variety of topics in tax policy and revenue administration. 30 are country CD projects,¹ three are to multiple country or regional CD projects, and five focus on specific modules for training, diagnostic tools, and applied analytical work.

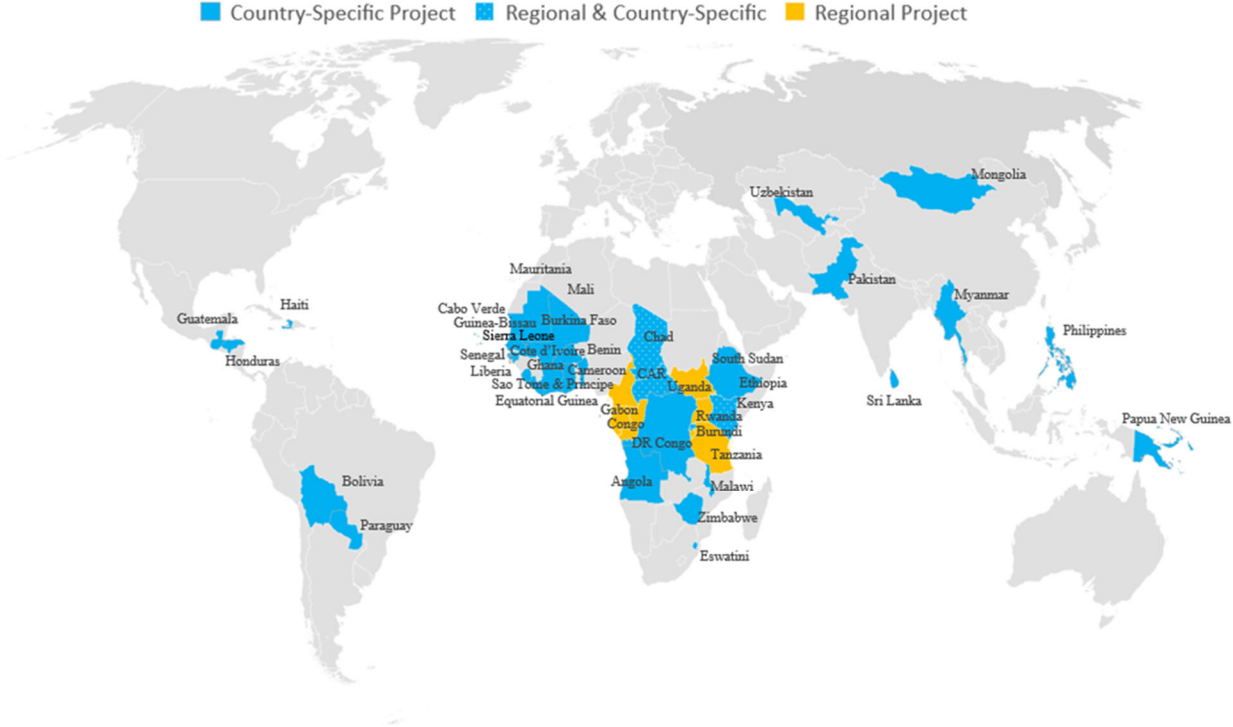
Table 1. Summary of RMTF Portfolio (Active Projects)

Country/Region	Project Name	Modules	1	2	3	4	5	6	7	8	9
Angola	Revenue Administration	I, II, IV, V									
Benin	Advanced reform for Sustainable Compliance	II, IV, V									
Bolivia	Strengthening Tax Administration	IV, V, VI, VII, VIII									
Burkina Faso	Improving Revenue Administration	I, V									
Cabo Verde	Building Institutional Capacity in Tax Administration	I, V, VI									
CEMAC	Enhancing DRM through Tax Harmonization Framework	II									
Central African Republic	Tax Administration Reform	V									
Chad	Strengthening Revenue Administration II	I, V									
Congo, DRC	Controlling Tax Expenditures and Streamlining Nuisance Taxes	II, V, VI									
Cote d'Ivoire	Tax Administration Reform	IV, V, VI									
EAC	Tax Coordination and Tax Treaty Negotiation	II									
Eswatini, Kingdom of	Tax Administration Strengthening Program	III, IV									
Ethiopia	Foundational Reform for Sustainable Compliance	I, V									
Ghana	Advancing Revenue Reforms and Mobilization Program	I, III, IV, VI									
Guinea Bissau	Building Institutional Capacity in Tax Administration	I, IV, V, VI									
Honduras	Strengthening Revenue Administration	II, IV, V, VIII									
IMF	RA-FIT/SORA: Data Gathering, Analysis and Dissemination	VIII									
IMF	Building Tax Policy Analysis and Revenue Forecasting Capacity	VIII									
IMF	Electronic Tax Administration Capacity Training (VITARA)	VII									
IMF	COVID-19 Rapid Response Program	All eligible									
IMF	Governance Framework for Revenue Administration	X									
IMF	VAT webinars FY22	VII									
Kenya	Supporting Sustainable Domestic Revenue Mobilization	I, II, III, IV, V, VI									
Liberia	Building Institutional Capacity in Tax Administration	I, II, IV, V, VI									
Malawi	Revenue Administration Project	I, V									
Mali	Strengthening Tax Administration	IV, V, VI									
Mauritania	Tax Administration Reform	IV, V									
Mongolia	Improving Tax Policy and Compliance Phase II	II, IV VI, IX									
Myanmar	Tax Policy and Administration Strengthening	I, II, III, IV, V, VI									
Pakistan	Tax Policy Project	II									
Paraguay	Revenue Administration Reform	IV, V, VII, VIII									
Philippines	CD on Tax Treaty Negotiations and Other International Taxation Areas	II									
Rwanda	Foundations for Sustainable Domestic Revenue Mobilization Capacity	II, III, IV, V, VI									
Sao Tome and Principe	VAT Administration Reform	I, II, III, IV, V									
Senegal	Launching and Supporting a Medium-term Revenue Strategy	II, III, V, VI									
Sierra Leone	Embracing Reform to Revenue Mobilization	I, III, IV, V									
Uzbekistan	Tax System Reform	I, II, III, IV, V, VI									
Zimbabwe	Foundations for Sustainable Tax Compliance	I, V									
Total modules	Total modules		18	18	10	20	26	15	6	5	3

¹ Myanmar was suspended and the project is closed as of April 2022.

3. **The portfolio of active CD projects, while mainly concentrated in Africa, is distributed across a broad range of geographical regions.** Africa (21), Asia Pacific (3), Middle East and Central Asia (3), and Western Hemisphere (3). The two regionally focused CD projects are in Sub-Saharan Africa (SSA)—Central African Economic and Monetary Community (CEMAC) and East Africa Community (EAC).²

Figure 1. Geographical Distribution of the RMTF



4. **The RMTF program continues to meet CD demands across LICs and LMICs** (Low and Lower-Middle Income Countries). Section II of the report highlights developments and progress in key areas along the RMTF’s main modules. Specific areas of assistance and results are also discussed and subsequently elaborated (by project) in the respective progress reports in Appendix 2. Section III of the report provides a financial update for the program and Section IV summarizes CD project proposals for endorsements followed by the full proposals in Appendix 1.

5. **RMTF beneficiary countries are benefiting from initiatives underway in IMF across GovTech.**³ FAD’s GovTech Strategy, in conjunction with IMF’s Information Technology Department (ITD) and developed

² CEMAC is made up of six states: Gabon, Cameroon, the Central African Republic, Chad, the Republic of the Congo, and Equatorial Guinea. EAC is made up of six states: Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda.

³ GovTech is defined as the digital infrastructure and tools to support governments’ fiscal operations and policy.

in FY22, sets forth a plan to support the digital transformation of governments on fiscal operations and policy. The successful results of CD related to digitalization in Senegal, supported by the RMTF was featured in the IMF/World Bank [2022 Spring Meetings' GovTech Day Corner](#).⁴ In addition to CD support, a series of working papers are planned and a series of peer-to-peer webinars on GovTech matters related to fiscal operations, supported by RMTF,⁵ have been developed for countries in Africa over FY23. The opening session launched on June 2, 2022, and the eight-part series will continue over the course of FY23.

6. IMF continues to support international tax matters and is ramping up work in revenue administration. In addition to CD in international taxation matters in especially tax policy, the FAD revenue administration divisions have drafted a strategy, that defines a roadmap of support to revenue administrations to build capacity in international taxation. A series of technical notes on international taxation for revenue administrations will be published soon. Included for countries is a Framework for International Tax Administration Strengthening (FITAS), which is a self-assessment tool for revenue administrations to determine their readiness to tackle international taxation matters. More detailed targeted advice on international taxation for LICs is included in the international taxation strategy roadmap.

II. DEVELOPMENTS AND OUTLOOK

A. Transitioning from the Pandemic

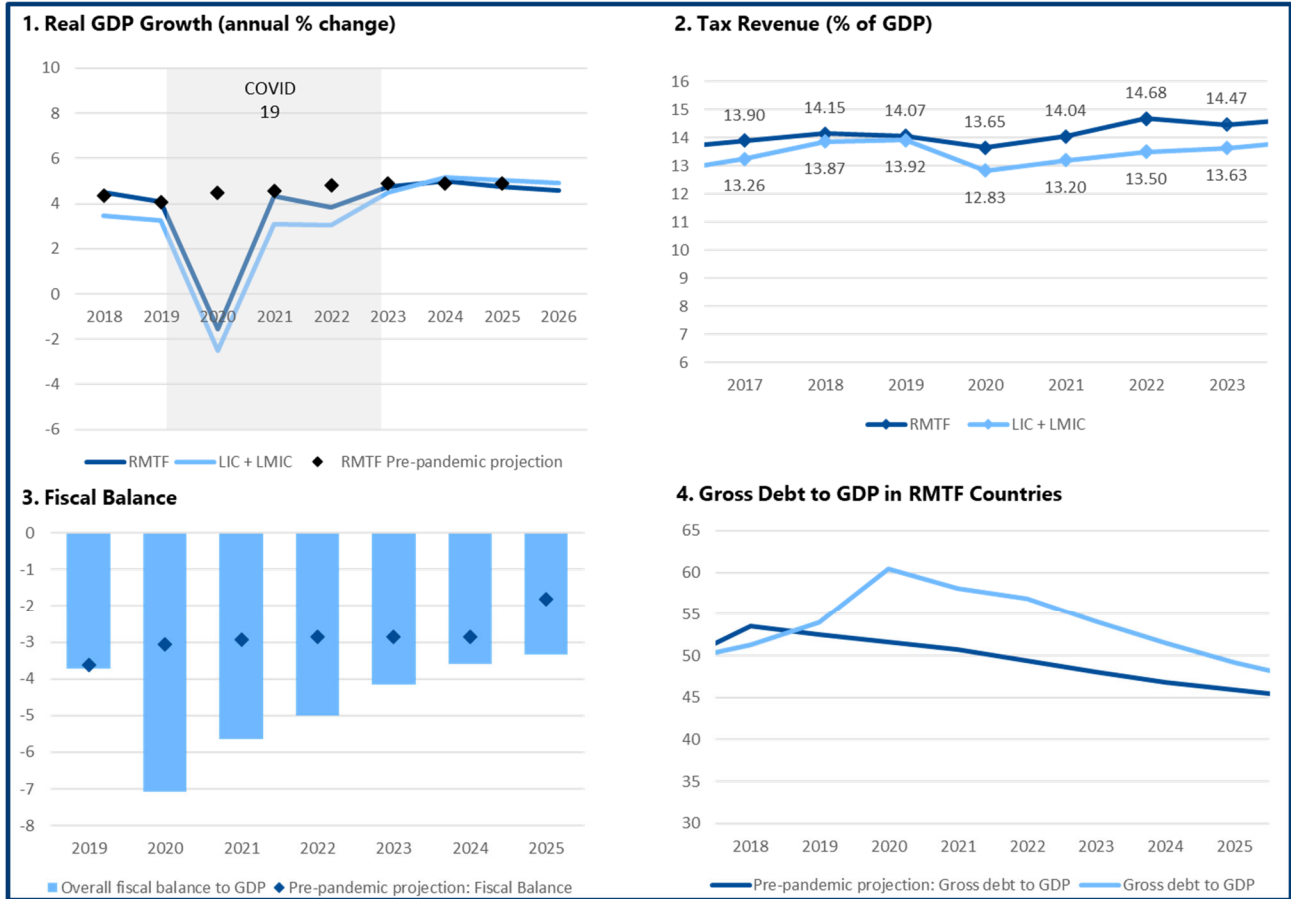
7. Faring better than their peers,⁶ RMTF countries are on track to recovery, but strong revenue efforts are needed to address accumulated debt levels. Growth rebounded in 2021 to pre-pandemic levels (at about 4 percent on average) and is expected to remain relatively flat over the medium-term (Figure 2 Chart 1). Revenue performance in RMTF countries held up remarkably well during the pandemic and its aftermath, including when compared to peer countries (Figure 2 Chart 2). Nevertheless, the pandemic has increased the fiscal deficit markedly relative to the pre-pandemic level as expenditure needs increased. Bringing the deficit back to pre-pandemic levels is expected to be achieved only by 2024 (Figure 2 Chart 3). The higher deficits during the pandemic and its aftermath have increased the debt burden substantially, peaking at 60 percent of GDP in 2021 and significantly above pre-pandemic projections (Figure 2 Chart 4). The planned deficit reduction is critical for reversing this increase and returning the debt-to-GDP ratio to its pre-pandemic trajectory. Given pressing expenditure needs, including increased food and energy prices, a stronger revenue effort will be required than was planned prior to the pandemic.

⁴ [New Economy Forum: Supporting the Digital Transformation of IMF Member Countries' Public Finances \(imfconnect.org\)](#)

⁵ The GovTech webinar series will be supported by an RMTF small project under \$50,000.

⁶ RMTF countries' tax revenues compared to the tax revenues of the combination of other LICs and LMICs.

Figure 2. Recovery of RMTF Countries from COVID-19



Source: WEO and IMF Staff Calculations

8. As the pandemic subsided, governments ramped up revenue mobilization efforts and CD demand remained high throughout the year. Countries who had slowed or paused CD re-focused and re-engaged plans—reform plans were re-designed in Côte d’Ivoire based on their TADAT assessment; Senegal ramped up implementation of their MTRS; and the DRC drafted a new strategic plan. New countries engaged CD—Kenya embarked on an MTRS and TADAT assessments were carried out in Cambodia and Zambia.

9. Mission travel slowly resumed in the second half of FY22. The first in-person field mission for FAD since the onset of the pandemic was deployed through the RMTF in February 2022, to Rwanda. A total of five field activities were deployed through the RMTF between February and end-April 2022. But the pace is picking up with eight RMTF field activities deployed in May of 2022 alone. In addition, 87 percent of the long-term experts (LTX) supporting revenue administrations are back in their respective duty stations, with all RMTF supported LTXs in country.

10. While limited mission travel has resumed, risks remain with in-field deliveries. While finishing an in-person HQ mission in Liberia, one of FAD’s short-term experts (STX) tested positive for COVID-19. While not displaying symptoms, the STX was quarantined in the hotel, delaying her departure from the

country eight days after the conclusion of the mission. While the rest of the mission team departed the country, IMF's infrastructure including a Resident Representative and UN facilities, was able to ensure the STX was safe and when a negative test acquired, could depart the country. While COVID-19 has subsided, it has not been eliminated and ensuring safe environments for mission teams and government officials has in some instances come with additional expenses including acquiring alternate meeting sites outside of government facilities and transportation for team members.

11. To mitigate travel risks, IMF designed a mission travel framework. The travel framework is underpinned by an up-to-date health risk rating for countries that determines the IMF approval levels for mission travel, with Extreme and High-risk countries requiring Crisis Management Team approval. In addition, COVID-19 vaccinations are required for all official travel and in addition to IMF's standard 24/7 emergency and medical response and support infrastructure, pre-departure medical advice and services are available to IMF personnel.

12. FAD is shifting CD modalities, adapting to blended deliveries. While virtual missions cannot replace in-person CD, FAD has learned, the value of using the virtual modality in certain circumstances. While still challenging in countries such as the Central African Republic, many countries have become more adept at using online platforms. Efficiencies can be gained from virtual engagements before in-person field visits. The virtual engagement provides an opportunity to obtain relevant data and information that can be analyzed pre-travel and when in country can be quickly tested and verified. In addition, the blended modality employed in country, provides opportunities for inclusion of additional team members and others with complementary engagements (e.g., IMF area departments, other FAD supported projects, development partners). RMTF continues to adapt CD delivery to new modalities, with the first RMTF blended mission to Guinea-Bissau (see Box 1). More broadly, FAD is developing the blended CD delivery model, as part of the new FAD CD Strategy—as described below.

Box 1. Guinea-Bissau Blended Mission
(Combination of remote/virtual and in-field capacity development)

Background: First blended mission in revenue administration conducted April 4 – April 22, 2022. The HQ mission focused on developing a strategy to implement new tax laws including adaption of the IT system to the new provisions and compliance improvement through data-matching.

Logistics:

- Five team members for the overall mission – three in-field and virtual; two virtual only.
- Virtual meetings with the authorities took place before the simultaneous in-field/virtual meetings (fully virtual from April 1-3; in-field and virtual from April 4-15; post virtual meetings).
- A meeting room in the hotel was secured for the in-field portion of the mission to ensure health safety protocols including ensuring sanitary measures e.g., face masks and social distancing.
- Rented a car instead of using public taxis.

Mission Travel Requirements:

- FAD Departmental approval to ensure travel necessary and safe.
- All in field mission members required to have COVID-19 vaccinations and agree to travel.

Lessons Learned:

- Starting with the remote virtual modality assisted in preparations and optimized activities in the field.
- Using the hotel also assisted with connectivity for the team members joining virtually.
- In-person delivery better facilitated capacity building in technical areas.
- The pace of decision making by the authorities was improved due to the finite schedule in the field.
- Some travel expense savings (two mission members participated virtually). However, new expenses necessary including extended expert contracts, meeting space, internet, and transportation.
- The blended model in the field (virtual and in-person mission members) works best if little interaction between the team members during the mission is needed (e.g., more independent work virtually).

13. The development and consumption of online training ramped up and is being blended with traditional CD delivery. The VITARA and RFax online courses have been popular with over 4,300 learners through April 2022. In addition to being a stand-alone course, the online training is being blended into traditional CD delivery. The RFax has been targeted as a pre-course before CD engagement. This has provided a more even base of understanding that accelerated the CD engagement. Blended CD using VITARA as a pre-course is planned in FY23.

14. FAD will be developing a blended (remote/in-country) CD delivery mode as part of the new FAD CD Strategy FY23-27 (see Figure 3). The four strategic directions for the FAD CD Strategy include: (i) modernize our CD delivery model; (ii) innovate CD processes and products; (iii) invest in people; and (iv) strengthen CD enablers. Developing a blended CD delivery model is one of the four key priorities for the first strategic direction (modernize our CD delivery model). A governance structure is in place and implementation of the new FAD CD strategy is underway.

Figure 3. FAD CD Strategy FY23-27 at-a-Glance



B. CD Focus and Results

Overview

15. RMTF CD, through country activities, analytical tools and online learning—in coordination with development partners, has strengthened countries’ tax systems and supported their recovery from the pandemic. This section highlights the reform activities and results over fiscal year 2022.

CD Coordination

16. CD is increasingly integrated with the IMF’s lending and surveillance activities and coordinated across HQ and field operations. All but two countries⁷ benefiting from the RMTF have a financing program with the IMF.⁸ The virtual modalities have provided opportunities for more integration with the macro-economic program with country mission teams joining select CD activities and vice versa. This has been especially instrumental in the development of MTRs—e.g., in Kenya the country team provided macro-economic context and broadened the considerations for the political economy. In addition, the macro-

⁷ Paraguay and Zimbabwe have surveillance programs.

⁸ IMF financing programs for RMTF countries include Extended Financing Arrangements (EFF); Extended Credit Facility (ECF); Standby Credit Facility (SCF); Standby Arrangements (SBA); Rapid Financing Instrument (RFI); Rapid Credit Facility (RCF); and Debt Service Relief from the Catastrophe Containment and Relief Trust (CCRT).

economic context provides better understanding of the political economy to better target CD deliveries. In addition, IMF Resident Representatives take an active role on the ground, coordinating CD directly with development partners (e.g., Chad, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Liberia, Mongolia, Rwanda, and Sierra Leone). Coordination across all funding vehicles within the IMF are managed at the HQ level by the same personnel who are RMTF project managers. This ensures integration of workplans and flexibility to meet CD demands. For example, an LTX based in Tanzania and funded by a separate multi-donor vehicle, is providing support to help countries design and implement MTRSs in RMTF supported countries.⁹ Another example is a separately funded project that is integrating digitalization CD side-by-side with RMTF CD.¹⁰ Lastly, the MTRS in Sierra Leone is being jointly funded by RMTF and another funding facility within IMF.

17. RMTF project managers are coordinating CD activities with 32 development partners.¹¹ The World Bank remains the most active partner across 21 RMTF projects with the European Union a close second partnering with RMTF projects in 17 countries. There are formal coordination arrangements with development partners in nine country projects and a formal governance collaboration arrangement and MOU with the VITARA project with CIAT, IOTA and OECD. The authorities participate in these formal arrangements, with two country authorities taking a leading role (Ghana and Rwanda). Dashboards to track and help organize CD deliveries have been employed in several countries including Ghana, Mongolia, and Sierra Leone (under development). There are six countries who have some type of development partner coordination structure, and all others coordinate CD activities bi-laterally with individual development partners. While some countries have few partners and bi-lateral coordination is effective, such as Eswatini, Malawi, and Cabo Verde each with two active development partners, countries such as Ghana with 14 active development partners require a more formal arrangement to reduce overlap and fatigue. At the request of the government, FAD leads the coordination of CD in Uzbekistan and has entered into a management agreement with World Bank on roles and responsibilities (See Box 2).

⁹ Ethiopia, Kenya, and Rwanda.

¹⁰ Coverage for the digitalization project include Benin, Burkina Faso, Côte d'Ivoire, Central African Republic, Chad, DRC, Guinea Bissau, Mali, São Tomé and Príncipe, and Senegal.

¹¹ Asian Development Bank (ADB), Agence Française de Développement (AFD), African Development Bank (AfDB), African Tax Administration Forum (ATAF), Belgium, Canada, Inter-American Center of Tax Administrations (CIAT), Department of Foreign Affairs and Trade – Australia (DFAT), European Union (EU), Foundation for studies and Research on International Development (FERDI), Foreign, Commonwealth and Development Office, UK (FCDO), German Corporation for International Cooperation (GIZ), Her Majesty's Revenue and Customs, UK (HMRC), Inter-American Development Bank (IADB), International Organization for Migration (IOM); Intra-European Organisation of Tax Administrations (IOTA), Japan International Cooperation Agency (JICA), KfW Development Bank, Korean International Cooperation Agency (KICA), The Netherlands, Norwegian Agency for Development Cooperation (NORAD), Norway Tax Administration (NTA), Organisation for Economic Co-operation and Development (OECD), Swiss State Secretariat for Economic Affairs (SECO), Trade Mark East Africa (TMEA), United Nations Development Programme (UNDP), US Agency for International Development (USAID), US Treasury Office of Technical Assistance (UST-OTA), World Bank (WB), World Customs Organization (WCO), West African Economic and Monetary Union (WAEMU), and the World Health Organization (WHO).

Box 2. Uzbekistan – Coordinating CD for Optimal Reform

Background: The government developed a strategy of action on five priority areas of development for the Republic of Uzbekistan including simplifying and broadening the taxation system and modernizing its administration. These priorities have been rolled into the development of a comprehensive MTRS which by Presidential decree has been endorsed and tasked to be finalized by September 2022.

Project Coordination Model:

- Lead Advisor: IMF FAD is the lead advisor tasked by the government through the offices of the Prime Minister and Ministry of Finance.
- Internal Coordination: IMF FAD leads coordination from HQ, and coordinates internally across tax policy, revenue administration and public financial management (PFM).
- Funding Support: The RMTF is the lead support for tax policy and revenue administration. In addition, IMF supports PFM reforms, MNRW focuses resources on the extractive industry and the IMF Caucasus, Central Asia, and Mongolia Regional Capacity Development Center (CCAMTAC) provides targeted assistance.
- Management Agreement with World Bank: IMF FAD coordinates CD and provides strategic advice and development of integrated tax system—World Bank provides implementation support including assistance with acquisitions. IMF also coordinates with US Treasury, Office of Technical Assistance.
- LTX support: IMF (supported by RMTF) and World Bank have installed LTX to coordinate activities in country.

Select Accomplishments to Date:

<u>Tax Policy</u>	<u>Revenue Administration</u>	<u>Public Financial Management</u>
✓ VAT Reform – New Law	✓ Reform Strategy	✓ Annual Budget Law
✓ Tax Policy Unit Created	✓ E-Services Expanded	✓ Appropriation System
✓ Tax Expenditure Analysis	✓ Improved VAT – Refunds	✓ PFM Reform Strategy
✓ Tax Treaty Assessment	✓ CRM – Shadow Economy	✓ Debt Law & Debt Limit
✓ New Mineral Resource Taxation	✓ Function-Based Organization – LTO established	✓ Medium Term Budget Framework Foundations

Uzbekistan sustained revenue collection through the pandemic.

18. Support in the implementation of ITAS and digital solutions are often in parallel and coordination with other development partners. FAD provided business operations expertise to support the implementation of ITASs in Liberia and Sierra Leone, both of which are procured and funded by the World Bank. In Zimbabwe FAD is coordinating development plans for the new ITAS that will be procured and funded by the African Development Bank (AfDB). In addition, FAD worked closely with the Foreign Commonwealth and Development Office, UK (FCDO) to prepare Ethiopia for a new ITAS, while the government is approaching other development partners to support procurement of the system. In Ghana FAD helped develop a framework for data analysis and capacity in data analytics that dovetails with compliance risk management assistance Her Majesty’s Revenue and Customs, UK (HMRC) is providing to the authorities.

Module 1 (Reform Strategy and Management)

19. Formulation and implementation of MTRSs continued in some countries. The MTRS is taking root as the core paradigm of tax reform in Senegal as the MTRS implementation unit was strengthened and impact indicators adopted to monitor progress. Rwanda began implementing measures while the approval of the MTRS was pending Cabinet approval (Cabinet approved in May 2022). Kenya fully utilized CD through the RMTF to finalize an MTRS workplan and identify a suite of revenue administration and tax policy measures to begin drafting their MTRS. Uzbekistan has drafted the revenue component of their MTRS, and a presidential decree endorsed the MTRS concept with a final strategy due by September 2022. Sierra Leone has committed to an MTRS, has developed a workplan and is amid the development of reform measures. While still committed to develop an MTRS, both Benin and Ethiopia have delayed their formulation.

20. Strategic and reform management frameworks were strengthened. In Côte d'Ivoire a multi-year strategic plan was designed and adopted with team capacity strengthened on reform governance and change management. The DRC drafted a strategic plan and Uzbekistan adopted a new strategic plan. A comprehensive modernization framework and interim modernization plan were developed in Sierra Leone including a reform management dashboard to track reforms. Ghana continued to strengthen their transformation plan through the development of a change management and communication framework and plan, drafted project management standards procedures, updated project charters to define objectives, outcomes and resources, and a reform management dashboard developed and populated. Project management was improved through training in Ghana and Sierra Leone and improved processes and procedures in Paraguay. In Malawi, key performance indicators and a monitoring mechanism were developed to support the strategic management framework. TADAT assessments were conducted in Cambodia,¹² Côte d'Ivoire and Zambia¹³ to help identify weaknesses and develop a reform plan to improve the tax administrations. Key performance indicators were proposed for CEMAC, to help monitor performance of member states' tax and customs administrations and effective implementation of community legislation.

Module 2 (Tax Policy Design)

21. This Module focused on two streams of work: tax policy institution building and revenue mobilization. Country authorities' attention has by and large shifted away from tackling the pandemic-related short-term needs to addressing the medium-term objectives of improving revenue efficiency and enhancing governance. FAD's Tax Policy divisions supported these efforts through a mix of remote and in-person capacity development activities. They helped design and resuscitate implementation of various base broadening measures, modernize and improve efficiency of countries' tax regimes, address cross-border tax issues and enhance their capacity in tax policy formulation and analysis, including through training in revenue forecasting, enhancing modeling skills of tax policy unit staff, and tax expenditure assessment.

¹² Delivered under the COVID-19 Rapid Response Project.

¹³ Ibid.

22. Revenue mobilization efforts focused on base broadening with a view to facilitate post-pandemic recovery and ensure financing for countries' development goals. Guinea-Bissau moved forward with its comprehensive tax reform (supported by FAD and other CD partners for over five years) that modernizes, consolidates, and simplifies the tax system. Kenya, Rwanda, and Senegal continued working towards finalizing and implementation of their MTRSs. Notably, Senegal finalized its proposal to increase the tax burden of high-income individuals through a higher PIT bracket and to eliminate certain VAT exemptions. Pakistan and Liberia have also managed to streamline their tax expenditures. In addition, the latter announced its commitment to replace the existing sales tax with a VAT by 2025; work on VAT design and implementation—with FAD's assistance—has started. In FY22 CEMAC focused on refining regional directives on PIT and CIT, the latter covering also various international tax issues. Similarly, Angola worked on improving its transfer pricing rules and Uzbekistan assessed its entire international tax framework, including BEPS issues.

23. Several countries seized the opportunity to improve their tax policy institutions and governance. Uzbekistan and Angola worked towards improving their tax policy formulation capacity, including through enhanced use of micro-simulation models. With FAD's support Mali focused on building capacity in revenue forecasting. Finally, Liberia and Uzbekistan took first steps towards tax expenditure analysis with a view to undertake soon a comprehensive tax expenditure assessment.

Module 3 (Tax Administration Organization)

24. Targeted designs and changes in organizational structures supported reforms. Chad's new functional organizational structure is fully operational. Mauritania developed an organizational structure to support the transition into a functional structure and São Tomé and Príncipe formulated a proposal to adopt an arrangement along functional lines and/or taxpayer segments. A new business and operating model was approved in Rwanda and a plan to streamline the field office network to enhance service delivery to taxpayers was developed in Uzbekistan. New modernization offices were setup in Ghana, Sierra Leone, and Zimbabwe. A new enterprise risk management and compliance division was established in Liberia, and as part of the modernization office, Sierra Leone established an enterprise risk management department. Ghana setup a new data analytics unit and improved the Information Technology Center including a new structure, job descriptions and profiles. Liberia established a tax exemptions management unit and is piloting decentralization of property tax administration. Finally, Cabo Verde updated its plans to establish a Revenue Authority.

Module 4 (Tax Administration Corporate and Compliance Risk Management)

25. The importance of strong compliance risk management frameworks was realized as CD in this module burgeoned over the year. The establishment of a dedicate unit within risk management to reduce the size of the shadow economy in Uzbekistan resulted in the detection of 857 nonregistered enterprises. In addition, Uzbekistan designed a CIP targeting the construction industry. A risk-based compliance program framework was developed in Benin, including a governance model to integrate response strategies and monitor progress, and a roadmap to adopt a modern CRM framework adopted in Angola. Honduras developed a tax incentives risk matrix as part of their roadmap to transfer the responsibilities of

management of tax incentives to the tax administration. As part of their CRM, Eswatini prioritized risk treatments and established new reporting processes. Angola developed a prototype for a VAT risk scoring tool. Several countries designed compliance improvement strategies or plans for key taxpayer segments including Angola to improve VAT compliance to improve the core obligations; Mongolia, focused on business segments (large, medium, small, and micro), the hidden economy, and high wealth individuals; Malawi, focused on improving filing; and Liberia developed annual CIPs including a block management system targeting registration. Mali strengthened its intelligence function. In addition, countries received training in CRM including Bolivia, Ghana, Malawi, Paraguay, and Senegal.

26. The use of data analytics progressed across several countries and the coordination and exchange of information across tax and customs strengthened. In Paraguay, the deployment of CRM tools across tax and customs resulted in customs' collections increasing by 25 percent from 2020 to 2021, surpassing pre-pandemic levels. In preparation for the implementation of VAT, São Tomé and Príncipe established protocols at customs for the collection of VAT on imports and the exchange of information with the tax administration. Chad improved the exchange of data and monitoring with customs and the use of third-party data increased the identification of inconsistencies in business filings. A detailed specification for a new online analytical processing tool for CRM was developed in Bolivia. Mongolia implemented phases I and II of the tax department's data and analytics strategy. A framework for data analysis and capacity in data analytics was strengthened in Ghana¹⁴ and Zimbabwe. Finally, Angola deployed large scale cross matching of information as part of their CRM.

27. Countries improved their skills in research and analysis to better estimate CRM impacts. Rwanda developed methodologies to evaluate the impact of compliance interventions and training to improve refund forecasting. In addition, Rwanda and Honduras developed capacity to conduct VAT gap analysis studies. Staff in Paraguay were trained in the application of a multivariate estimation methodology for new VAT collection which was piloted with 1,000 taxpayers.

28. Two countries focused on reforming enterprise risk frameworks. Liberia developed an enterprise risk framework and Mongolia developed and deployed a business continuity plan.

Module 5 (Tax Administration Core Business Functions and Procedures)

29. Strengthening core business functions remained a priority for countries. The DRC implemented a VAT modernization plan that resulted in a 19 percent increase in revenue from 2020 to 2021 and Burkina Faso and Mali improved VAT refund procedures. Ethiopia improved their excise tax manual and trained staff to support the implementation of the excise tax law. Several countries improved their taxpayer registration practices, including specifications for a new taxpayer database developed in Bolivia and cleansing/updating the database in Chad, Eswatini, Liberia, and Malawi. Uzbekistan strengthened the Large Taxpayer Office (LTO) and completed post-moratorium tax audits on high-risk taxpayers. Audit capacity was improved in select industries in Liberia including telecoms tourism and agriculture, and in Malawi in excise tax and VAT in

¹⁴ In collaboration with HMRC.

specialized sectors. Improvements in tax debt management in Chad, including establishing a risk-based list and plan for recovery of collectable tax arrears with monitoring of performance indicators supported by legislative provisions to improve the speed and effectiveness of the process, resulted in the reduction of tax arrears by 40 percent. In addition, the management of tax arrears improved in Mali through the adoption of a comprehensive roadmap to implement mobile tax payments that improved the traceability of revenue collected, and through Burkina Faso and Liberia's implementation of improved procedures and training.

30. Tax procedures and guidance strengthened the core business functions. São Tomé and Príncipe developed a proposal to reform the tax procedures code and complementary/supplementary VAT legislation was enacted (e.g., excise tax, refund regulations). In Liberia progress was made toward consolidating the Liberia Revenue Code. In Mali, the legal, administrative, and technical requirements for the implementation of mobile tax payments for certain taxes were developed and the final review of the tax procedures code was conducted. The congress in Honduras approved the use of electronic notices to taxpayers that will assist the tax administration's compliance efforts. In addition, 34 operational guidelines were issued on the practical application of the tax legislation in Mongolia. The EAC progressed a draft excise tax directive for member countries that was discussed in the Tax Policy and Administration Sub-Committee. For CEMAC, the second part of the regional tax procedure code was drafted this past year, following member states' approval of the first part in fiscal year 2021 and the Commission's website content enhanced—aligned to the World Trade Organization's Trade Facilitation Agreement.

Module 6 (Tax Administration Support Function)

31. Support of the preparation, design, and implementation of new ITAS and improvements to existing tax systems continues to be in high demand often coordinated with other development partners. Extensive progress has been made in Malawi to progress the new ITAS through a successful user acceptance stage for the business functions and the migration of 90 percent of updated taxpayer profiles. Malawi has seen an increase in VAT, pay-as-you-earn (PAYE) and excise tax filings through the new online capability. A final roadmap and detailed specifications have been designed for the core processes in Bolivia. Ethiopia has finalized business functional requirements for both the federal and regional tax modules, a request for information for e-invoicing, draft specifications for a back-up center for the new system and the procurement specifications for a new ITAS in close collaboration with FCDO. In addition, comprehensive terms of reference for a new ITAS were completed in Ghana. FAD is coordinated with the World Bank¹⁵ in both Liberia and Sierra Leone to provide quality assurance through the implementation of their respective ITAS. The ITAS has been successfully handed over to the authorities in Sierra Leone and implementation in Liberia is ongoing. As part of the IT modernization plan in Zimbabwe, a business plan for the introduction of the high-integrity taxpayer identification number was developed and a review of the fiscal device specification needs was completed as the plans for a new ITAS progress in coordination with the AfDB.¹⁶ As

¹⁵ The World Bank is funding the procurement of ITAS in both Liberia and Sierra Leone.

¹⁶ The AfDB is supporting the procurement of a new ITAS in Zimbabwe.

part of the MTRS, a work plan has been developed to enhance IT systems in Rwanda and IT solutions have been developed for VAT implementation in São Tomé and Príncipe.

32. Expanded digital solutions to support tax compliance progressed in several countries. An MVP was designed for Guinea-Bissau that provides online filing and payment through a website that is integrated with banks and mobile money companies. The MVP solution was developed with experts at minimal cost and maintenance costs for the country are de minimis. The MVP has been piloted with all large and some medium taxpayers filing and paying successfully, and the MVP is being handed over to the authorities shortly. Mobile platform applications have been developed to support core processes in three countries including Chad for small taxpayers, Mali for tax payments and Liberia for registration and tax payments. Electronic invoices and fiscal devices have been progressed in four countries including completion of an invoicing machine system in Benin; over five million electronic invoices issued in Cabo Verde; e-invoicing strategy progressed in Paraguay resulting in an increase in usage (23 percent increase in the number of taxpayers and 64 increase in the number of files); specifications for e-invoicing developed in Ethiopia; and a review of the fiscal devices in Zimbabwe. Mandatory e-filing and e-payment for large and medium taxpayers has been rolled out in Liberia. Other digital solutions deployed include: registration, VAT refunds, annual financial statements and key administrative documents in Benin; online analytical processing tools to improve CRM in Bolivia; temporary IT application to monitor active taxpayers in Chad; and the replacement of all paper-based work processes in Cabo Verde including the development of electronic monitoring dashboards for core processes and CRM analytical tools.

33. Two countries progressed human resource frameworks. Bolivia made progress to mitigate HR risks providing basic training for all new staff, training in tax administration management delivered to 20 percent of staff and risk management training for managers. Honduras deployed initiatives to improve talent management to identify and develop high-potential employees for succession planning using talent assessment tools and a new leadership development program.

Module 7 (Training and Peer Learning)

Online Training

Virtual Training to Advance Revenue Administration (VITARA)¹⁷

34. VITARA successfully launched eight modules (six English, as well as one each in Spanish and French), released in various phases since July 2021. Following their launch to government agencies, most modules were opened to the public for the first time in January 2022. The modules help the project partners effectively and efficiently address training needs of low-capacity countries in the revenue domain. The short and modular courses offer senior tax leaders and executives aid in delivering medium-term strategic plans, designing and implementing multi-year modernization projects, optimizing organizational structures, establishing an internal governance framework, managing external oversight relationships and using their

¹⁷ Formerly e-TACT

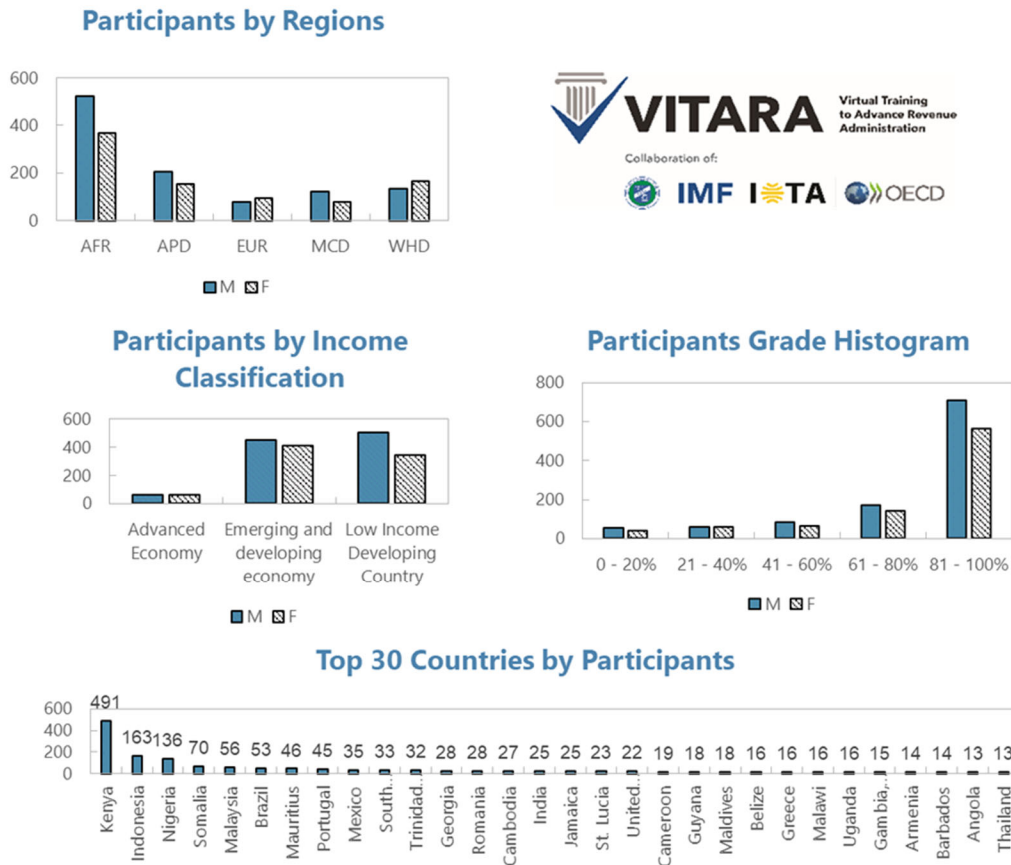
HR departments more strategically. The upcoming three modules (delivery date is April 2023) will focus on how tax administrations can create and implement an IT strategy, introduce or improve compliance risk management as well as develop a performance culture.

35. Through April 2022, the modules were followed by approximately 3300 learners from over 120 countries. Reflecting on the tailored content of VITARA, the vast majority of the participants were revenue administration professionals from LICs and Emerging Market Economies (93 percent). VITARA was particularly successful in Africa (46 percent of total participants), followed by the Asia-Pacific (19 percent of total participants) and the Western Hemisphere (16 percent of total participants). Between July and December 2021, the top five countries by participation were Kenya (491), Indonesia (163), Nigeria (136), Somalia (70) and Malaysia (56). Crucial in overcoming language barriers, the two new translations of the Strategic Management module provided new inroads into French and Spanish speaking countries.¹⁸ The French module was followed by participants from 44 countries whereas the Spanish version attracted learners from 22 countries. In addition to the high learning gains (20 percent on average for the first modules), in their course evaluations, VITARA participants often highlighted the unique nature of the program, its high technical qualities as well as practicality and usefulness. In the case of the first courses, 45 percent of the learners were female.

36. VITARA offers a flexible CD toolkit. Through the different delivery modalities, including the newly proposed VITARA Reference Guides and the VITARA microlearning program, VITARA provides an accessible modular program that can be integrated into the CD activities of the partner organizations. VITARA can be used as a stand-alone training course; in conjunction with CD delivery; for in-person training and conferences; or its content as a downloadable reference guide. Figure 4 includes statistics from the VITARA courses.

¹⁸ Translations for courses were funded outside of the RMTF.

Figure 4. Select Statistics for VITARA July – December 2021



Source: IMF (Grade Histogram reflects the number of participants that achieved a grade in the range of each bucket)

Revenue Forecasting and Analysis Course (RFax)

37. Three offerings of the Revenue Forecasting Course (RFax) have been successfully completed.

The first iteration of the course, available only to government officials, was launched on July 1, 2021, and ran for six weeks. There are four modules covering: an introduction to concepts, tax trends and institutional setting; general revenue forecasting methods; forecasting indirect taxes; and forecasting direct taxes. The second (October 2021) and third offering (February 2022) of the course, was made available to the wider public. Based on feedback from the pilot offering, the duration of the course was lengthened from six to eight weeks to allow participants greater flexibility in completing the course. The course will be offered each quarter to government officials and the wider public, with the next offering beginning in May 2022.

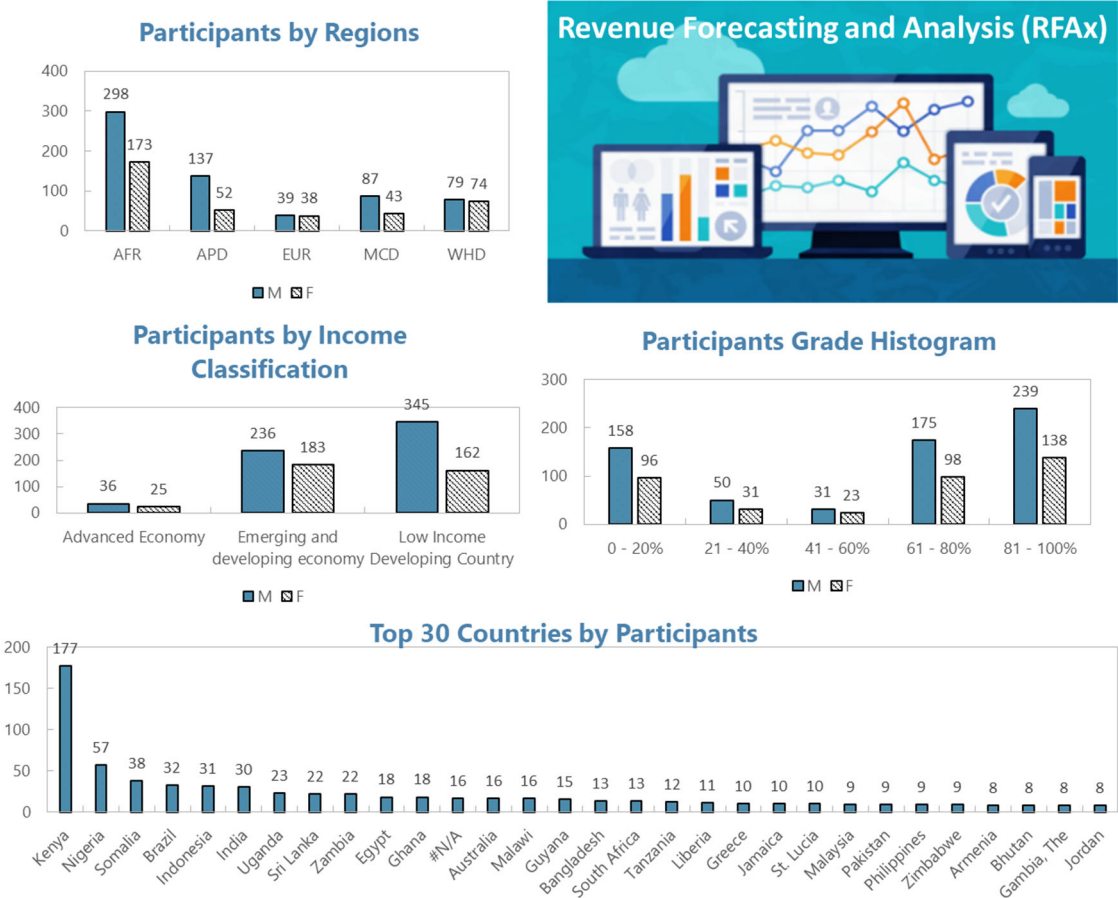
38. The targeted course was well received, with over half of the participants from LICs.

More than 1,500 government officials registered for the course, of these 1,039 actively participated in the course. Of these active participants: 37 percent are female; 51 percent are from LICs; and 46 percent came from Africa. Kenya has the highest number of active participants (177 persons), followed by Nigeria (57), Somalia (38), Brazil (32) and Indonesia (31). The pass rate for the course was 63 percent, above a benchmark pass rate of 60 percent. A post-course evaluation survey completed by 327 participants found that nearly all achieved

their primary goal of being able to apply the knowledge gained in the course to their career. Notably, more than half of survey respondents noted that RFax provided them with learning opportunities and materials they would otherwise not have access to, illustrating the gap being filled by the course.

39. RFax continues to be used as a supporting tool for IMF CD. Participants were encouraged to complete the online course prior to engaging with the Fund on CD involving revenue forecasting and impact analysis. In some cases, select RFax material has been used as a reference for the development of tailored revenue forecasting and other policy analysis workshops. RFax supported CD in the following countries: Angola, Cambodia, Eswatini, the Gambia, Kenya, Mali, Panama, and Somalia, and regional outreach in Sub-Saharan Africa and South-East Asia (through the IMF’s Capacity Development Office in Thailand). It has been discussed extensively with Slovenia and North Macedonia for potential capacity building in tax expenditures and setting up tax policy units. Going forward, the course is expected to support CD widely, for example to Curaçao and North Macedonia, in the next six months. Figure 5 includes statistics from the RFax course.

Figure 5. Select Statistics for RFax Online Course



Source: IMF (Grade Histogram reflects the number of participants that achieved a grade in the range of each bucket)

Module 8 (Conferences)

Virtual Events on the VAT



40. The VAT Webinar Series was concluded during FY22 with the successful hosting of three webinars: VAT and Digital Economy; VAT and Sectoral Design; and VAT Refunds. The webinar series replaced plans made for a global conference on VAT for the spring of 2020 in Brussels, Belgium with support from the RMTF and the Belgian authorities. The full series consisted of seven well-attended webinars on diverse VAT topics, held between September 2020 and March 2022 (see Table 2).

Table 2. VAT Webinar Series Topics

Webinar #	Date	Webinar Topic
1	September 23, 2020	The VAT Experience
2	November 17, 2020	VAT and COVID-19: Impact, Response, and the New Normal
3	January 12, 2021	Equity, Efficiency and Administration of VAT
4	March 16, 2021	Managing VAT Compliance and Administration
5	November 16, 2021	VAT and Digital Economy
6	February 8, 2022	VAT and Sectoral Design
7	March 22, 2022	VAT Refunds

41. The objective of the series, i.e., to refocus attention on the enduring fiscal contribution of the VAT, was fully achieved. On average, 540 participants attended each webinar, distributed as follows: AFR – 26 percent; APD—9 percent; EUR—21 percent; MCD—5 percent; and WHD—39 percent (see Table 3) and a high seniority of participants with a mix of tax policy and revenue administration officials, which generated very vibrant Q&A sessions. Participants actively asked questions before, during and after each webinar pointing to great interest in the topic. A summary of each of the webinars and other related material are posted on the webinar website.¹⁹

Table 3. Key Statistics on Participants (number and regional distribution)

Webinars	Total Participants	AFR	APD	EUR	MCD	WHD (Including IMF and WB)
Webinar 1	334	81	33	78	21	121
Webinar 2	466	88	45	86	18	229
Webinar 3	392	87	23	49	15	166
Webinar 4	666	226	63	85	15	277
Webinar 5	631	147	40	162	17	265
Webinar 6	627	145	60	160	37	225
Webinar 7	681	205	74	189	35	178

Source: IMF

¹⁹ <https://www.imf.org/en/News/Seminars/Conferences/2020/09/01/imf-rmtf-webinar-series-on-the-vat>.

42. The panel for each of the webinars included participants from other international organizations, regional bodies, academia, and importantly tax administrations and finance ministries, including WB, EU, OECD, ATAF, CIAT, IADB, and Centre de Rencontres et D'Études des Dirigeants des Administrations Fiscales (CREDAF). All recordings of the keynote presentation by IMF staff, the guided part of the panel discussions, a summary of the event as well as Q&A of questions raised by the audience (after full FAD quality control clearance), and reference material on the VAT have been posted on the [webinar website](#),²⁰ building up a comprehensive repository of VAT related material.

Modules 9 and 10 (Fiscal Tools, Research and Analysis)

ISORA/ISOCA²¹ Update

43. ISORA country-specific data provided by all participants was released publicly for the first time in November 2021, and use of ISORA data is growing. The data for Fiscal Years 2018 and 2019 are available for 156 tax administrations in sets of thematic tables, as well as through a tool enabling a user to customize tables they wish to download (see [RA-FIT Data 2020 - CountryData - ISORA \(rafit.org\)](#)²²). The ISORA portal was overhauled for this first publication release, and includes links to ISORA-based publications by ISORA partners (see [RA-FIT Publications - Publications - ISORA \(rafit.org\)](#)²³). ISORA data was used in analysis requested by the OSAA. Canada's Office of the Parliamentary Budget Officer used ISORA data in a comparative report on the performance of revenue administrations ([International Comparison of the Canada Revenue Agency's Performance \(pbo-dpb.gc.ca\)](#)²⁴).

44. The fourth round of ISORA has been completed, and data released to survey participants and ISORA partners via the portal. As for the previous round, the survey was completed by 156 tax administrations, amongst these 38 RMTF-supported countries. This round was the first annual, single-year survey to be completed, and the dataset that has been released integrated the data from the third and fourth rounds, thus covering Fiscal Years 2018, 2019 and 2020. These data will be publicly released in September 2022. A total of 174 administrations have completed at least one round of the survey, and 119 have completed all rounds. Participation in ISORA by number of rounds completed and by economic group is shown in Figure 6.

²⁰ <https://www.imf.org/en/News/Seminars/Conferences/2020/09/01/imf-rmtf-webinar-series-on-the-vat>

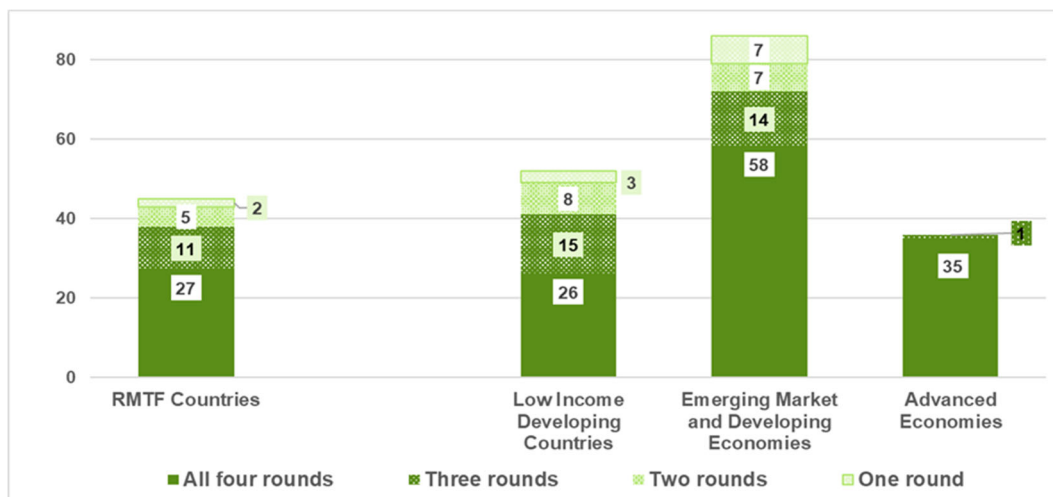
²¹ International Survey on Revenue Administration/International Survey on Customs Administration.

²² Revenue Administration Fiscal Information Tool <https://data.rafit.org/?sk=5a3bd47d-bec2-41a9-8f37-e5dbb98e3dcf&slid=1637191240032>

²³ <https://data.rafit.org/?sk=3dba84d7-1dd8-4533-b682-c0dfcb1d7f13&slid=1445912602010>

²⁴ <https://www.pbo-dpb.gc.ca/en/blog/news/RP-2122-036-S--international-comparison-canada-revenue-agency-performance--comparaison-internationale-rendement-agence-revenu-canada>

Figure 6. ISORA Participants (FY2014 to FY2020) by Economic Group and Survey Rounds Completed

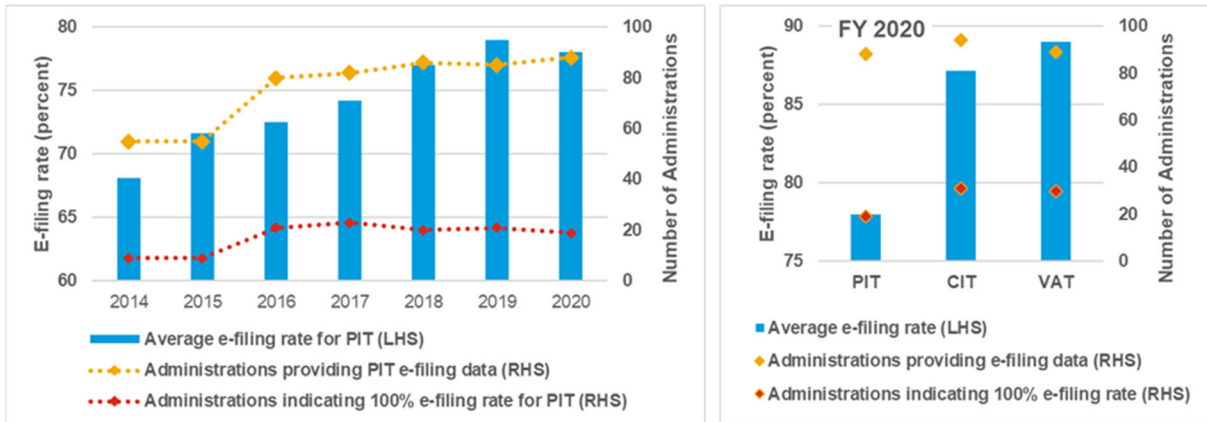


45. Despite achieving over 150 responses to the past two rounds of ISORA, the need to sustain and grow the interest of tax administrations in ISORA is evident. Lower capacity administrations are more likely to be ‘intermittent’ participants, and there are some LICs that have yet to participate in ISORA. For this reason, there is increased effort to raise awareness and appreciation of the value of ISORA. All ISORA partners participated in a podcast on ISORA produced by the TADAT secretariat (links to the podcast in seven languages are available from [RA-FIT About us - Overview - ISORA \(rafit.org\)](https://ra-fit.org/)²⁵). An ISORA NewsFlash²⁶ has been developed, comprising news about ISORA, views from ISORA participants on data management and the use of data within their administrations, and an ‘analytical corner’, which presents a short piece of thematic analysis using ISORA data, along the lines of that shown in Box 3.

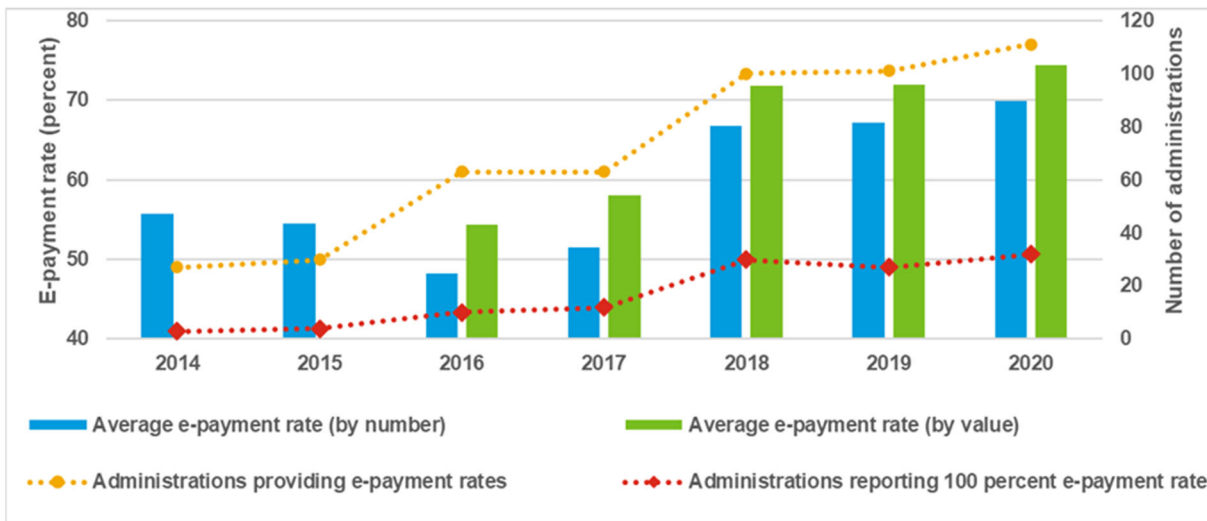
²⁵ <https://data.rafit.org/?sk=f02eda7c-dfd9-4c15-9ff9-8c5b400e16cb&slid=1445908451587>

²⁶ The analysis in the first ISORA NewsFlash was compiled prior to the completion of ISORA 2021. This example includes the latest available data for FY 2020. The NewsFlash is available in English, French and Spanish (see [RA-FIT Publications - Publications - ISORA \(rafit.org\)](https://ra-fit.org/)).

Box 3. Example of Thematic Analysis in the ISORA NewsFlash



- Steady growth in use of e-filing and e-payment rates; PIT lags CIT and VAT, but the gap has decreased



- E-payment rates and reporting grew over time, although e-payment and e-filing implementations don't always go together. Close to 60 percent of administrations report a higher rate by value than number, suggesting a greater uptake by large taxpayers who typically have greater access to technology.

46. The lessons drawn from the inaugural round of ISOCA (ISOCA 2018) were covered in an article prepared jointly by the WCO and IMF. The article was published by the WCO (see [Collecting data on Customs administrations: lessons learned from the first International Survey on Customs Administration – WCO \(wcoomd.org\)](#)). The ISOCA Executive Council encouraged the Technical Working Group to grow participation substantially in the next round. The article includes an invitation to customs administrations to work with the WCO and IMF in developing the next survey. The review of the previous round's responses and the implications for the design of the next questionnaire has started, but due to WCO constraints it seems unlikely that the next survey will be launched in calendar year 2022.

Analytical work

The Revenue Administration Gender Initiative (RAGI)

47. The Revenue Administration Gender Initiative continued to advance in FY22. Highlights of work completed include: (i) a podcast released in June 2021 [Episode 3²⁷](#) in the Gender and Revenue Administration Podcast Series featured senior revenue administration leaders Ms. Deborah Jenkins of the Australian Taxation Office and Ms. Doris Akol of Uganda who shared their perspectives on the role of gender and the facilitation of gender equality with some practical, deliberate ways that countries can remove social barriers to empower women; ii) short internal thematic note, *Revenue Administration and Gender* summarizing why gender equality is relevant for Revenue Administrations and how they can contribute to gender equality goals, and likewise, how gender equality supports stronger Revenue administration (RA) outcomes;²⁸ (iii) the technical note, *Gender and Revenue Administration* financed through support from the RMTF, was completed with publication forthcoming. This technical note defines the connection between gender equality and revenue administration and how Revenue Administrations can contribute to gender equality. It expands on the short thematic note through a detailed practical component by identifying policies and practices that can be adopted to build a gender balanced workforce that promotes gender equality and how a gender lens can be applied to revenue administration operations; (iv) presentations and awareness raising of IMF's approach to gender and revenue administration at several international fora, including in Ghana and Kenya, the African and Singapore Training Institutes, the Japan International Tax conference, and in bi-lateral CD activities; (v) a road map to guide the mainstreaming of gender awareness into our CD programs. For FY23–25, IMF is actively planning two new externally financed projects that are expected to permit country specific CD and targeted research that will help Revenue Administrations bring the importance of gender and revenue administration into focus.

C. Results-Based Monitoring and Evaluation

Results against the IMF's Results-Based Management (RBM) Framework

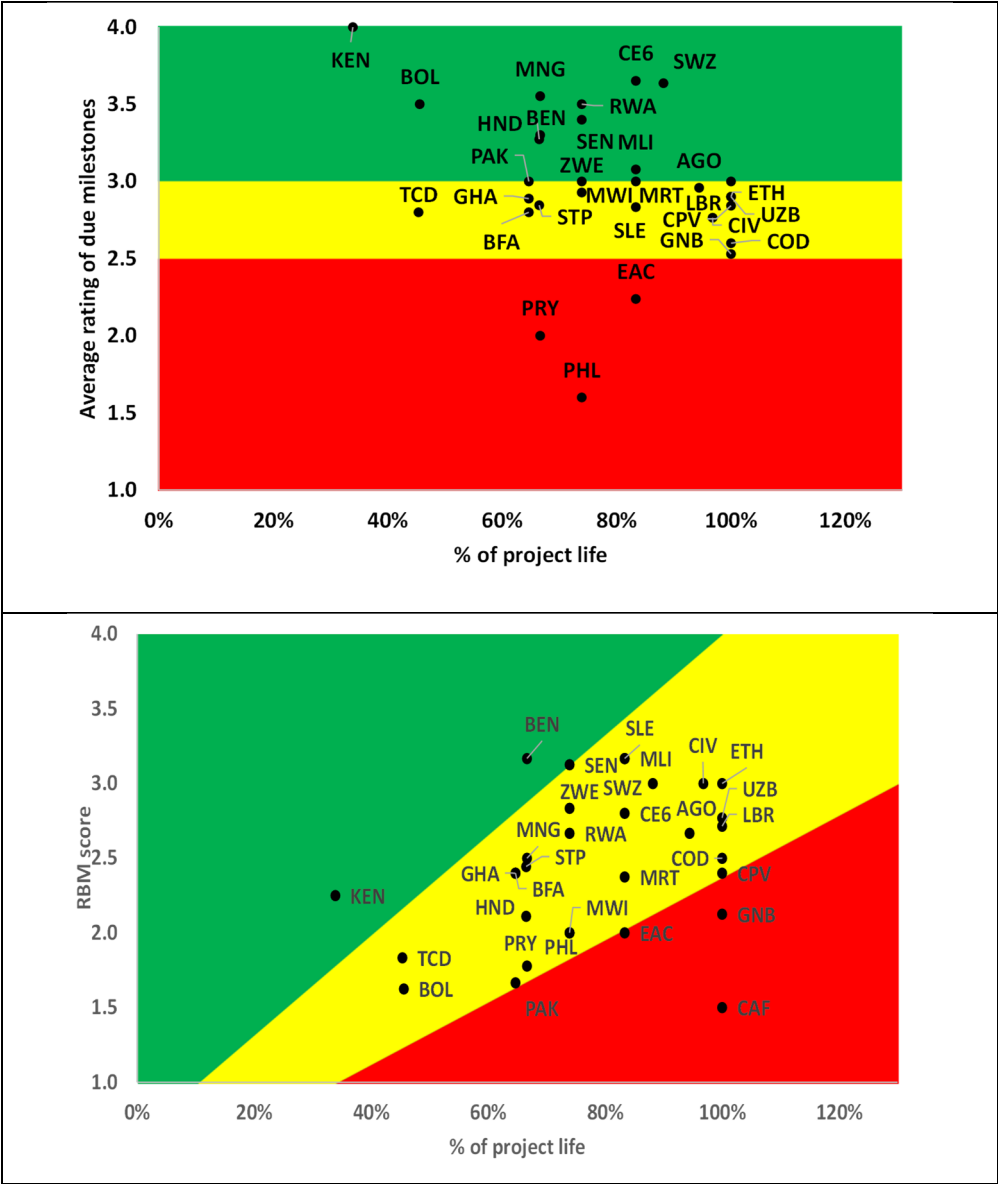
48. The strong RBM performance from the first half of the year continued. Considering milestone and outcome performance for the full year, about 70 percent of all milestones and about half of all outcomes are either largely or fully achieved. In addition, only a few projects are in the underperforming red areas (Figure 7). While most projects proposed for an extension or modification have a satisfactory RBM performance, this is not universally the case. The project for the Central African Republic is being proposed for an extension despite a poor outcome rating because the latter reflects that since the onset of the COVID-19 crisis, CD delivery has almost stopped mostly due to the poor internet connection. With the resumption of travel, it should be possible to restart this project and complete the outstanding work program. Similarly,

²⁷ <https://www.tadat.org/podcasts>

²⁸ This note will shortly be available on the IMF's new Revenue Portal: <https://www.imf.org/en/Topics/fiscal-policies/Revenue-Portal>

the project for the East African Community, for which a modification is proposed, stalled as the authorities preferred in-person CD delivery. While the average outcome rating for the Guinea-Bissau project proposed for extension is unsatisfactory, there has been substantial recent progress in tax policy reform and with electronic tax returns filing and payments in the tax administration area.

Figure 7. Milestones and Outcome Ratings, by Country/Region²⁹



²⁹ The acronyms used in Figure 7 are the following: AGO – Angola; BEN – Benin; BOL – Bolivia; BFA - Burkina Faso; CPV - Cabo Verde; CAF - Central Africa Republic; CE6 – CEMAC; TCD – Chad; COD - Congo DR; CIV - Côte d'Ivoire; ETH – Ethiopia; GHA – Ghana; GNB - Guinea-Bissau; HND – Honduras; KEN – Kenya; LBR – Liberia; MWI - Malawi; MLI – Mali; MRT – Mauritania; MNG – Mongolia; PRY – Paraguay; PHL – Philippines; RWA – Rwanda; STP - São Tomé and Príncipe; SEN – Senegal; SLE - Sierra Leone; SWZ – Eswatini; UZB – Uzbekistan; and ZWE - Zimbabwe.

49. The mid-term evaluation of the RMTF program is underway and its findings and recommendations will help inform the next envisaged phase of the program. The evaluator is finalizing the evaluation project with key takeaways from Phase II and recommendations for the next phase of the RMTF. The pandemic had a significant impact on the evaluation project, e.g., obtaining inputs to case studies. Respective changes to the RMTF Phase II evaluation project (scope of work and timeline) have been discussed with and endorsed by the RMTF Phase II Evaluation Sub-Committee. Particularly, Sri Lanka will be excluded from in-depth case studies, as it has been difficult to collect information through interviews due to the current political and economic crisis. The evaluator will consider preparing a desk study review for Sri Lanka. Additionally, the due date for the evaluation report was extended, anticipated to be completed in September 2022. The evaluation findings from the RMTF Phase II will be presented to the SC during the next SC Annual Meeting on July 11, 2022.

D. Extension of Program and Next Phase

50. The RMTF, launched in 2017 as a response to the “Addis Challenge” in Domestic Revenue Mobilization (DRM), is currently set to end on April 30, 2023. This challenge and the RMTF portfolio over the past five years, reflects the recognition—embodied within the 2030 Agenda for Sustainable Development—that developing countries have a critical need for assistance in improving their tax capacities. The RMTF program originally designed for five years, was extended an additional sixth year to expand and address the increased demand for medium-term DRM, supported by strong donor support.³⁰

51. An additional one-year extension is proposed through FY24, to fully deliver the intended medium-term programs and achieve the objectives of the RMTF, delayed by the pandemic. The flexibility of the RMTF program enabled CD delivery to shift to address short-term needs of countries created by the pandemic. While revenues declined during the pandemic, RMTF countries were able to weather the shock better than their peer countries.³¹ The pandemic however, delayed medium-term plans for most of the countries. As countries emerged from the shock, countries re-focused on medium-term reforms, and are now moving forward with reforms to stabilize domestic revenues over the medium-term. An additional year of the current RMTF program, through FY24, will help bring current reform objectives to a conclusion. Given the cost savings generated by the absence of travel during the pandemic, it is projected that the remaining funds will be sufficient to support the RMTF portfolio through FY24.

52. The extension will provide sufficient time to consider the findings and recommendations of the mid-term evaluation to design the envisaged successor program. As discussed earlier, due to the pandemic, the mid-term evaluation of the RMTF program was delayed and is now anticipated to be completed in September 2022. The findings and recommendations of this evaluation are key inputs to the design of an envisaged successor program.

³⁰ The extension of the RMTF by one year was endorsed by the RMTF Steering Committee on June 28, 2018, as part of the Annual Meeting.

³¹ See Figure 2 in Section II of this report.

III. FINANCIAL UPDATE

53. Total pledges currently stand at US\$83.2 million. Overall contributions received as of April 30, 2022, amounted to US\$77 million³² which, combined with US\$1.19 million in interest earned, brought total receipts of the subaccount to US\$78.2 million (Table 4).

Table 4. Financial Contributions, As of April 30, 2022
(in millions of US\$)

Partners	Agreement/Amendment Information				Contribution Received		Contribution Expected (U.S. Dollars)	
	Signed Date	Currency	Amount	U.S.Dollars	Agreement Currency	U.S.Dollars	Requested	Future Contributions
Partners								
Australia	May 5, 2016	AUD	10.6	7.9	10.6	7.7	-	
Belgium	September 29, 2017	EUR	9.0	10.3	9.1	10.4	-	
Denmark	December 11, 2019	DKK	35.0	5.5	35.0	5.3	-	
European Commission	Oct. 5, 2018 and Jun. 10, 2021	EUR	12.5	14.3	11.7	13.3	-	0.8
France	October 7, 2020	EUR	5.5	6.5	2.0	2.4	3.7	
Germany	December 18, 2017	EUR	1.5	1.6	1.5	1.7	-	
Japan	Feb. 1, 2017 and Dec. 6, 2017	USD	10.1	10.1	10.1	10.1	-	
Korea	July 28, 2017	USD	1.0	1.0	1.0	1.0	-	
Luxembourg	December 1, 2016	EUR	2.5	2.6	2.5	2.8	-	
Netherlands	October 7, 2016	USD	5.0	5.0	5.0	5.0	-	
Norway	July 5, 2018	NOK	43.0	5.3	43.0	5.0	-	
Sweden	April 19, 2018	SEK	40.0	4.8	40.0	4.4	-	
Switzerland	October 8, 2016	CHF	7.0	7.1	7.0	7.0	-	
United Kingdom	June 20, 2019	GBP	1.0	1.3	0.8	1.0	-	0.3
Total				83.2		77.0	3.7	1.1

54. The projected cashflow position is satisfactory. The cash flow and the overall cash balance will remain positive up to end-FY23 (Table 5). We will carefully monitor implementation of the work program and provide necessary support to meet the continuing high demand from the RMTF eligible countries.

³² The final installment from France in the amount of EUR 3.5 million (US\$3.7million) was received on May 5, 2022, i.e., outside of the reporting period of May 1, 2021 – April 30, 2022.

Table 5. Cash Flow, As of April 30, 2022
(in thousands of US\$)

Partner	FY2017 FY1	FY2018 FY2	FY2019 FY3	FY2020 FY4	FY2021 FY5	FY2022 FY6	FY2023 FY7	Total
Contributions	14,204	14,369	20,834	11,574	11,185	4,831	4,776	81,772
Australia	450	1,483	2,928	-	1,306	1,522	-	7,689
Belgium	3,274	3,598	1,700	-	1,784	-	-	10,355
Denmark	-	-	1,552	3,705	-	-	-	5,257
European Commission	-	-	8,210	1,965	2,111	1,062	805	14,154
France	-	-	-	-	2,408	-	3,677	6,086
Germany	436	695	229	334	-	-	-	1,695
Japan	5,062	5,000	-	-	-	-	-	10,062
Korea	-	1,000	-	-	-	-	-	1,000
Luxembourg	531	578	564	554	594	-	-	2,820
Netherlands	1,000	1,000	1,000	1,000	-	1,000	-	5,000
Norway	-	-	2,487	-	1,245	1,247	-	4,978
Sweden	-	-	1,162	2,081	1,192	-	-	4,435
Switzerland	3,451	1,014	1,003	1,500	-	-	-	6,968
United Kingdom	-	-	-	434	546	-	293	1,273
Interest Earned	32	210	507	421	2	17	-	1,190
Total Cash Available	14,236	14,578	21,341	11,995	11,187	4,848	4,776	82,962
Expenses Paid ^{1/}	245	11,505	13,739	14,952	10,485	8,996	12,014	71,936
Cash Balance	13,991	17,064	24,666	21,709	22,412	18,264	11,025	

¹Expenses paid include the 7% TFM. FY23 onwards are estimates based on proposed workplans.

55. The overall budget execution rate reached 72 percent as of April 30, 2022. Budget execution in FY22, at US\$8.9 million, was slightly lower than in the previous years (US\$14.9 million in FY20 and US\$10.5 million in FY21) due to the impact of the COVID-19 pandemic on CD delivery. The detailed execution progress of active RMTF projects is shown in Table 6.

Table 6. Program Financial Status, As of April 30, 2022
(in thousands of US\$)

Program	Latest Approved Budget	FY17 Expenses	FY18 Expenses	FY19 Expenses	FY20 Expenses	FY21 Expenses	FY22 Expenses	Total Expenses	Remaining Budget ^{1/}	Execution (%)
Technical Assistance	73,303	13	10,546	12,635	13,928	8,901	7,240	53,262	20,041	73%
Benin	726	-	199	263	264	-	-	726	-	Completed
Bolivia	747	-	234	277	155	82	-	747	-	Completed
Chad	1,013	-	-	203	328	424	58	1,013	-	Completed
Georgia	3,075	-	683	908	803	679	2	3,075	-	Completed
Guatemala	1,314	-	650	452	107	106	-	1,314	-	Completed
Guinea	392	-	41	162	188	-	-	392	-	Completed
Haiti	606	-	292	152	131	31	-	606	-	Completed
Honduras	947	-	261	386	244	56	-	947	-	Completed
Mongolia	3,810	-	1,196	1,162	1,464	(13)	-	3,810	-	Completed
Paraguay	1,470	-	347	572	546	6	-	1,470	-	Completed
Sao Tome and Principe	1,027	-	298	295	331	104	-	1,027	-	Completed
Senegal	1,254	-	438	671	145	-	-	1,254	-	Completed
Sri Lanka	1,312	12	385	593	319	2	-	1,312	-	Completed

Program	Latest Approved Budget	FY17 Expenses	FY18 Expenses	FY19 Expenses	FY20 Expenses	FY21 Expenses	FY22 Expenses	Total Expenses	Remaining Budget ^{1/}	Execution (%)
WAEMU:West African Eco/Monetar	152	-	62	34	57	-	-	152	-	Completed
Papua New Guinea	3,074	-	-	1,015	1,330	629	100	3,074	-	Completed
Ethiopia	2,372	-	359	536	769	274	165	2,103	269	89%
Uzbekistan	3,256	-	-	194	1,226	724	792	2,937	319	90%
Cote d'Ivoire	2,213	-	364	387	469	323	323	1,867	346	84%
Cabo Verde	1,776	-	286	302	391	259	271	1,509	268	85%
Myanmar	6,389	1	1,888	1,212	1,322	728	(20)	5,131	1,257	80%
Senegal (new)	2,071	-	-	-	539	592	587	1,718	353	83%
Congo, Democratic Republic Of	645	-	-	208	231	40	30	509	136	79%
Guinea Bissau	1,769	-	379	393	259	247	266	1,544	224	87%
Liberia	2,370	-	668	638	156	50	396	1,907	463	80%
Angola	1,003	-	-	-	271	240	199	711	292	71%
Sierra Leone	1,292	-	223	206	172	205	109	914	377	71%
Central African Republic	829	-	192	202	122	58	5	579	250	70%
East African Community	875	-	265	172	94	6	33	570	305	65%
Mali	1,775	-	190	314	242	219	223	1,188	588	67%
Mauritania	1,140	-	195	203	89	131	118	737	403	65%
Kingdom Of Eswatini	1,601	-	253	252	357	19	76	957	644	60%
CEMAC - Com. Econ. Mon. AFR Ce	1,951	-	200	273	142	235	205	1,055	896	54%
Rwanda	1,303	-	-	-	124	412	147	682	621	52%
Mongolia (new)	2,974	-	-	-	0	788	746	1,534	1,440	52%
Malawi	2,811	-	-	-	305	459	458	1,221	1,589	43%
Ghana	925	-	-	-	-	171	233	404	520	44%
Honduras (new)	716	-	-	-	-	25	235	259	457	36%
Strengthen VAT collection in Chad	1,420	-	-	-	-	-	426	426	993	30%
Zimbabwe	1,463	-	-	-	195	113	53	361	1,102	25%
Paraguay (new)	1,416	-	-	-	-	156	248	403	1,013	28%
Kenya (new)	1,179	-	-	-	-	-	309	309	870	26%
Benin (new)	1,372	-	-	-	-	192	124	317	1,055	23%
Bolivia (new)	568	-	-	-	-	-	201	201	367	35%
Philippines	331	-	-	-	40	-	4	44	287	13%
Sao Tome and Principe (new)	848	-	-	-	-	38	85	123	726	14%
Burkina Faso	1,090	-	-	-	-	91	20	111	979	10%
Pakistan	642	-	-	-	-	1	12	12	630	2%
COVID-19 Rapid Response Program	1,000	-	-	-	-	-	167	167	833	16.7%
COVID-19 Rapid Response Program	1,000	-	-	-	-	-	167	167	833	17%
Training	3,236	-	72	296	233	780	1,036	2,418	755	75%
Revenue Administration Training	26	-	-	26	-	-	-	26	-	Completed
Translation of VGAPx online course	96	-	-	-	-	33	0.4	33	-	Completed
Building Tax Policy Analysis and Revenue Forecasting Capacity	577	-	72	270	101	88	33	565	11	98%
Electronic Tax Administration Capacity Training (VITARA)	2,537	-	-	-	132	658	1,003	1,793	744	71%

Program	Latest Approved Budget	FY17 Expenses	FY18 Expenses	FY19 Expenses	FY20 Expenses	FY21 Expenses	FY22 Expenses	Total Expenses	Remaining Budget ^{1/}	Execution (%)
Research Projects	2,952	-	501	408	421	401	169	1,899	1,053	64%
Analytical Work: How-to Note on Tax Expenditures	54	-	6	48	-	-	-	54	-	Completed
Autonomy in Revenue Administration	313	-	-	6	197	123	(12)	313	-	Completed
RA-FIT/ISORA: Data Gathering, Analysis and Dissemination	2,447	-	495	354	224	278	181	1,531	915	63%
Governance Framework for Revenue Administration	137	-	-	-	-	-	-	-	137	-
Workshops	125	-	53	-	-	72	-	125	-	-
West Africa: Workshop (RMTF)	53	-	53	-	-	-	-	53	-	Completed
Global VAT Conference	72	-	-	-	-	72	-	72	-	Completed
Scoping Missions	981	212	154	234	199	79	67	946	35	96%
Bolivia (one-off)	27	-	-	-	-	27	-	27	-	Completed
Burkina Faso Scoping Visit	95	-	-	-	95	-	-	95	-	Completed
Cambodia Scoping Visit	108	-	108	-	-	-	-	108	-	Completed
Central African Republic Scoping Visit	35	35	-	-	-	-	-	35	-	Completed
Congo, DRC Scoping Visit	30	-	30	-	-	-	-	30	-	Completed
Guinea Scoping Visit	27	27	-	-	-	-	-	27	-	Completed
Haiti Scoping Visit	50	-	-	49	1	-	-	50	-	Completed
Rwanda Scoping Visit	103	-	-	47	55	-	-	103	-	Completed
Sao Tome and Principe Scoping Visit	71	59	12	-	-	-	-	71	-	Completed
Sri Lanka Scoping Visit	95	91	4	-	-	-	-	95	-	Completed
Zimbabwe Scoping Visit	186	-	-	138	48	-	-	186	-	Completed
Kenya: One-off support FY21	67	-	-	-	-	52	15	67	-	Completed
Cameroon Scoping Visit (RMTF)	88	-	-	-	-	-	52	52	35	60%
Small Projects	175	-	-	-	41	90	39	170	5	97%
Building revenue administration capacity to manage international tax risks	45	-	-	-	10	54	(18)	45	-	Completed
COVID-19: Developing Guidance for RA and TP	50	-	-	-	31	19	-	50	-	Completed
Gender and Tax Administration	30	-	-	-	-	17	12	30	-	Completed
VAT webinars FY22	50	-	-	-	-	-	45	45	5	90%
Administrative/Governance Cost	1,146	20	179	166	131	162	279	936	210	82%
RMTF General Program Management	1,146	20	179	166	131	162	279	936	210	82%
Total	82,917	245	11,505	13,739	14,952	10,485	8,996	59,922	22,932	72%
of which Trust Fund Management Fee	5,424	16	753	899	978	686	589	3,920	1,500	

^{1/}The remaining balance for closed projects is zeroed out upon project completion.

56. The proposed revised workplan would amount to US\$81.6 million. This comprises US\$82.9 million already endorsed by the SC in multi-year projects, minus a program revision of US\$1.3 million sought for endorsement at this SC meeting (equal to US\$1.5 million for new projects) and

US\$2.8 million in budget adjustments and unused budget returned to the thematic fund (Table 7). The available resources of the subaccount are sufficient to finance this work program. Budget adjustments for completed projects are reflected in Table 8.

Table 7. RMTF Proposed Revisions and New Proposals for Endorsement, and Revisions for Information, As of April 30, 2022
(in thousands of US\$)

Country (Program)	Description	Approved Budget as of April 2022	Proposed Change in Budget	Proposed Multi-Year Budget
New Programs for Endorsement				1,540
Liberia: Advancing Progress in Domestic Resource Mobilization (RMTF)	New project proposal for endorsement	-	706	706
Regional Digitalization Project (RMTF)	New project proposal for endorsement	-	483	483
WoRLD (RMTF)	New project proposal for endorsement	-	299	299
HTN Property Tax (RMTF)	New project proposal for endorsement	-	52	52
Revisions to Current Endorsed Projects				(2,826)
Cabo Verde: Building Institutional Capacity in Tax Administration (RMTF)	Extension of the existing CD project for endorsement	1,776	373	2,150
EAC: Tax Coordination and Tax Treaty Negotiation (RMTF)	Modification of the existing CD project for endorsement	875	276	1,152
Ethiopia: Foundational Reform for Sustainable Compliance (RMTF)	Extension of the existing CD project for endorsement	2,372	535	2,907
Guinea Bissau: Building Institutional Capacity in Tax Administration (RMTF)	Extension of the existing CD project for endorsement	1,769	453	2,222
Building Tax Policy Analysis and Revenue Forecasting Capacity (RMTF)	Extension of the existing CD project for endorsement	577	94	671
VITARA	Modification of the existing CD project for endorsement	2,537	501	3,038
Mauritania: Tax Administration Reform (RMTF)	Modification of the existing CD project for endorsement	1,140	219	1,359
Uzbekistan: Tax System Reform (RMTF)	Extension of the existing CD project for endorsement	3,256	873	4,129
Central African Republic: Tax Administration Reform (RMTF)	Extension of the existing CD project for endorsement	829	-	829
Cote d'Ivoire: Tax Administration Reform (RMTF)	Extension of the existing CD project for endorsement	2,213	-	2,213
Congo, DRC: Controlling Tax Expenditures and Streamlining Nuisance Taxes (RMTF)	Extension of the existing CD project for endorsement	645	-	645
Benin: Advanced reform for Sustainable Compliance (RMTF)	Budget reduction for endorsement	1,372	(700)	672
Burkina Faso: Improving Revenue Administration (RMTF)	Budget reduction for endorsement	1,090	(700)	390
RMTF COVID-19 program	Budget reduction in anticipation of project closure (for endorsement)	1,000	(800)	200
Pakistan - Tax Policy Project (RMTF)	Budget reduction for endorsement	642	(530)	112
Sao Tome and Principe: VAT Administration Reform (RMTF)	Budget reduction for endorsement	848	(500)	348
Zimbabwe: Foundations for Sustainable Tax Compliance	Budget reduction for endorsement	1,463	(800)	663
Angola: Revenue Administration	Budget reduction in anticipation of project closure (for information)	1,003	(200)	803
Liberia: Building Institutional Capacity in Tax Administration (RMTF)	Budget reduction in anticipation of project closure (for information)	2,370	(300)	2,070
Paraguay: Revenue Administration Reform (RMTF)	Budget reduction for information	1,416	(300)	1,116
Translation of VGAPx online course	Return of funds to pool (project closure)	96	(63)	33
Gender and Tax Administration (RMTF small project)	Return of funds to pool (project closure)	30	(0.5)	30
Myanmar: Tax Policy and Administration Strengthening (RMTF)	Return of funds to pool (project closure)	6,389	(1,257)	5,131
Total RMTF portfolio budget		82,917	(1,285)	81,632
Total revised workplan including new proposals of which Management Fee				81,632 5,340

¹Includes Trust Fund Management Fee

Table 8. Completed Budget Adjustments for Information, As of April 30, 2022
(in thousands of US\$)

Country (Program)	Endorsed Budget in Dec 2021	Budget Changes	Current Working Budget
Cameroon Scoping Visit (RMTF)	-	88	88
VAT webinars FY22	38	12	50
Kenya: One-off support FY21	68	(2)	67
Chad	1,013	(2)	1,012
Papua New Guinea	3,081	(7)	3,074
Total		88	