

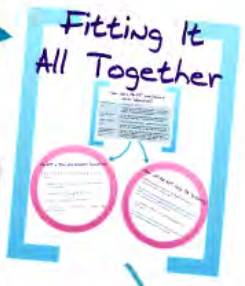
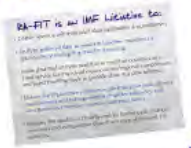


Which Aircraft Would You Board?



The RA-FIT Initiative

What is RA-FIT? Taking a Closer Look



Measuring Performance



Goals and Way Forward



Baseline Information



Revenue Administration's

Fiscal Information Tool

The Fiscal Affairs Department
presents:

“Finding the Right FIT”

April, 2013



Performance Measurement

We could spend a lot of time exploring the theory and appropriateness of various indicators...



...or I could give you a technical note on the subject and talk about an important IMF performance measurement initiative – RA-FIT



INTERNATIONAL MONETARY FUND



Which Aircraft Would You Board?





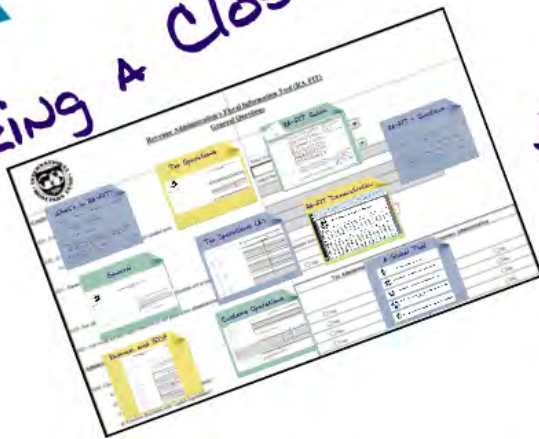


A380

OUR PILOTS KNOW WHERE THEY'RE GOING - TRUST US!!

The RA-FIT Initiative

What is RA-FIT? Taking a Closer Look



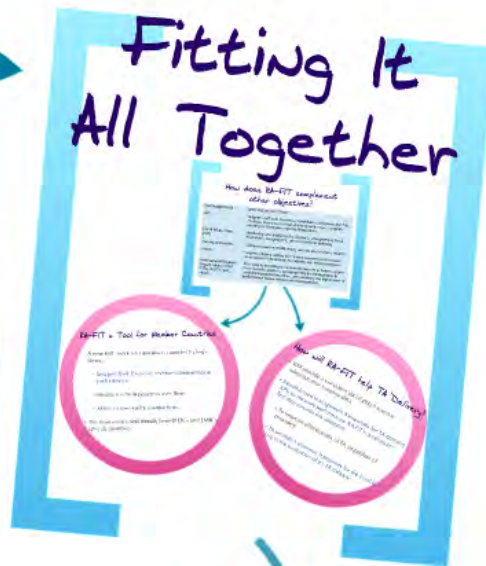
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FAD Reach



Fitting It All Together



Measuring Performance



Baseline Information

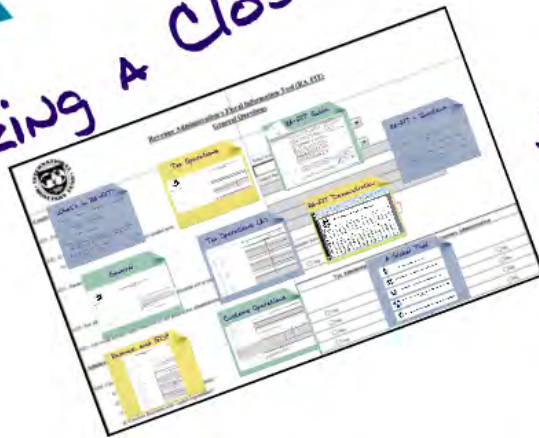
Goals and Way Forward

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The RA-FIT Initiative

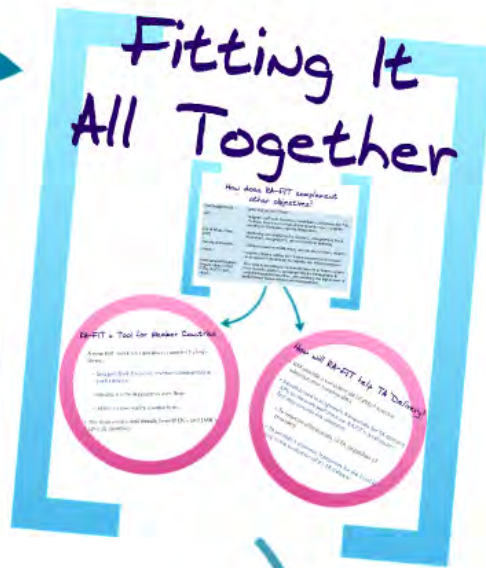
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Measuring Performance



Baseline Information

Goals and Way Forward



Revenue Administration's Fiscal Information Tool (RA-FIT)

General Questions

What's in RA-FIT?

- 62 Questions covering 3 years (about 700 data elements in total)
- General Information - 15 questions
 - Organization type and responsibilities
 - General admin, finance, HR, and IT issues
- Revenue and GDP - 7 questions
- Tax Administration - 24 questions
 - Costs, Staff, Taxpayer Registration, Field Operations (Return Filing, VAT metrics, Arrears, Audit metrics, Dispute metrics)
- Customs Administration - 16 questions
 - Costs, Staff, Field Operations, Trader metrics, Processing, Audit & Appeal metrics

Tax Operations

| Number of Taxpayers | Number of Taxpayers | Number of Taxpayers |
|---------------------|---------------------|---------------------|
| | | |
| | | |
| | | |
| | | |

RA-FIT Guide

| Question | Explanation | Data Element ID |
|--|---|-----------------|
| Q10: Provide the number of employees in your organization. | The number of employees in your organization is the total number of employees in your organization. This includes all full-time, part-time, and contract employees. It does not include retired employees, consultants, or other non-employees. | EMPLOYEES |
| Q11: Are you a member of the World Trade Organization (WTO)? | Yes/No | WTO |

RA-FIT - Questions

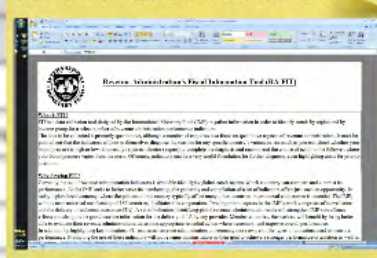
- A total of 62 questions
- 47% (29) of the questions are either selections from drop-down boxes, check-boxes, or Yes/No selections
- 53% (33) of the questions require either data or narrative responses
 - 35% (22) should be easily obtainable in most revenue administrations
 - 18% (11) may be more difficult and time consuming for developing revenue administrations

General

Tax Operations (2)

| Number of Taxpayers | Number of Taxpayers |
|---------------------|---------------------|
| | |
| | |
| | |
| | |

RA-FIT Demonstration



Revenue and GDP

| Revenue | GDP |
|---------|-----|
| | |
| | |
| | |
| | |

Customs Operations

| Number of Customs Operations | Number of Customs Operations |
|------------------------------|------------------------------|
| | |
| | |
| | |
| | |

A Global Tool

- RA-FIT is a global tool designed to help revenue administrations improve their performance.
- Administration for Customs - United Kingdom (HMRC)
- Revenue Administration of the Netherlands (Belastingdienst)
- Directorate General for Taxation (DG Taxation)
- Revenue Administration of the Republic of Korea (Hansung)

What's in RA-FIT?

- 62 Questions covering 3 years (about 700 data elements in total)
- General Information – 15 questions
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- Customs Administration – 16 questions
 - Costs; Staff; Field Operations; Trader metrics; Processing Audit & Appeal metrics

RA-FIT Guide

The Guide to Completing
Revenue Administration's
Fiscal Information Tool (FIT)



Version 1.0
March 2011



| Question | Instructions | Data to be used for... |
|--|---|--|
| G10. <i>Provide the number of staff involved in:</i> | <p>The number of staff provided for all categories should be the <i>average</i> number employed in each category in the specified year.</p> <p>The following broad definitions should be applied in determining how to account for the categories identified in this question:</p> <p><u>Corporate overhead functions</u>: Any and all staff not directly involved with taxpayer collections, such as general management, support staff, IT staff.</p> <p><u>Client account management functions</u>: this would include staff involved in taxpayer registration and other taxpayer services, tax file processing staff, cashiers, and other staff who interact with taxpayers in functions other than the following two categories.</p> <p><u>Audit, investigation, and other verification</u>: this would involve the staff involved in audit, investigation, and other tasks involved with verification of taxpayer statements and claims.</p> <p><u>Enforced debt collection and related functions</u>: this would involve staff who are directly involved in debt collect and enforcement.</p> | <p>To create statistics on the size of headquarters operation on a:</p> <ul style="list-style-type: none">per capita basis;per GDP basis;per revenue basis; andas a proportion of total staffing. |
| G11. <i>Are certain categories of services outsourced? Where "Yes", tick all appropriate boxes</i> | <p>Seven checkboxes are provided for various specific functions and services, any number of appropriate boxes may be selected. A seventh checkbox, "Other Services" is provided which should be selected if there are any other out-sourced functions.</p> | <p>To create statistics on the proportion of administrations using such outsourcing methods. To help categorize administrations by outsourcing, to qualify comparisons in staffing proportions.</p> |
| <i>Where "Other" has been selected, please specify:</i> | <p>If the "Other Services" checkbox was selected, a description of any and all other outsourced functions is to be provided on this line.</p> | |

A Global Tool



أداة معلومات المالية العامة لإدارة الإيرادات (RA-FIT)



Administration des recettes - Outil d'information financière (RA-FIT)



Ferramenta de Informação Tributária da Administração Tributária (RA-FIT)



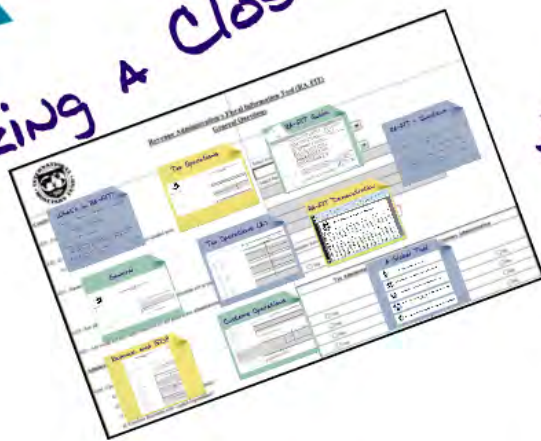
Бюджетный информационный инструмент для управления доходами (RA-FIT)



Herramienta de información fiscal para la administración de ingresos públicos (RA-FIT)

The RA-FIT Initiative

What is RA-FIT? Taking a Closer Look



FAD Reach



Fitting It All Together



RA-FIT is an IMF Initiative to:

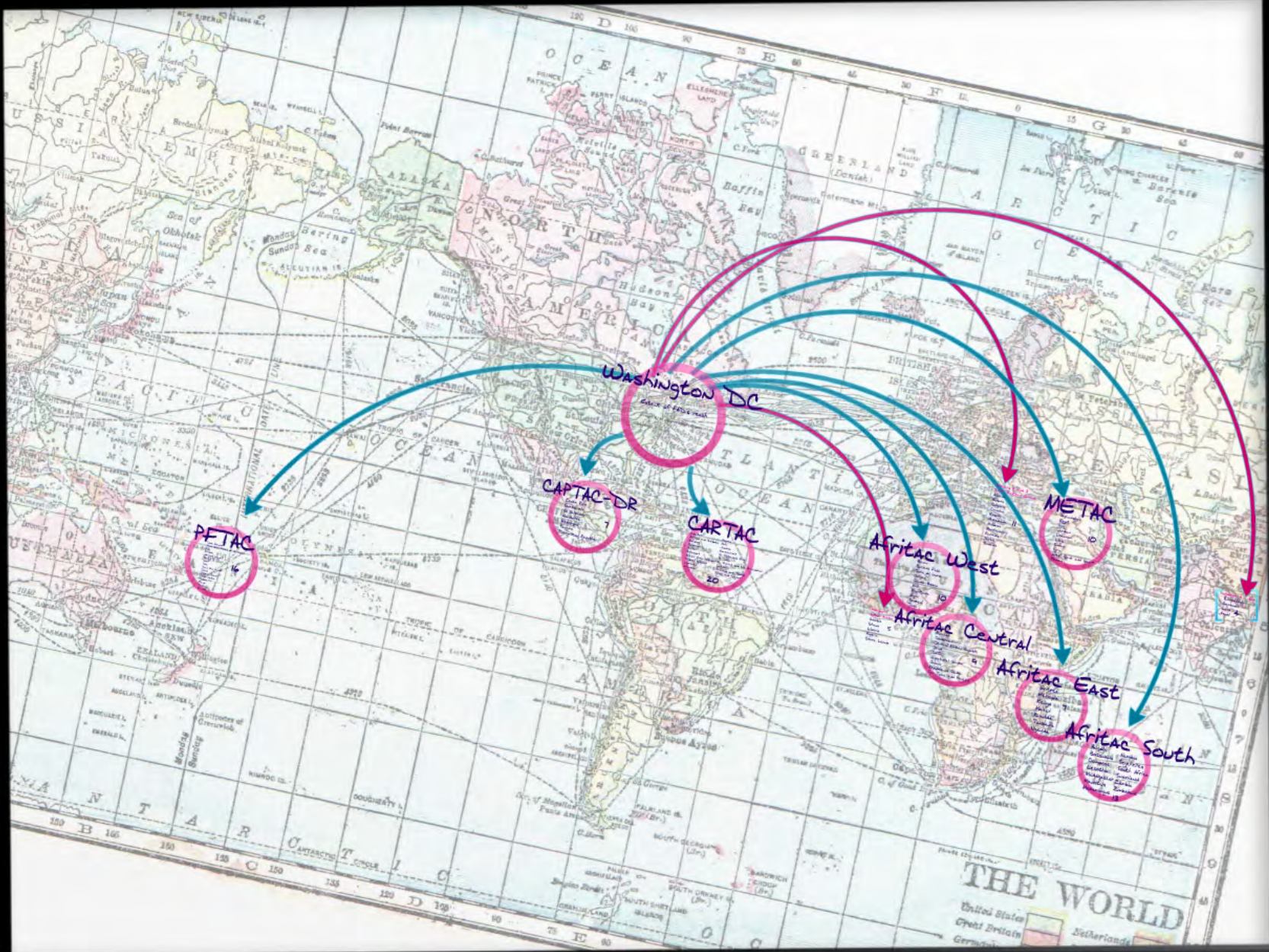
- Gather revenue administration data (qualitative & quantitative)
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Measuring Performance

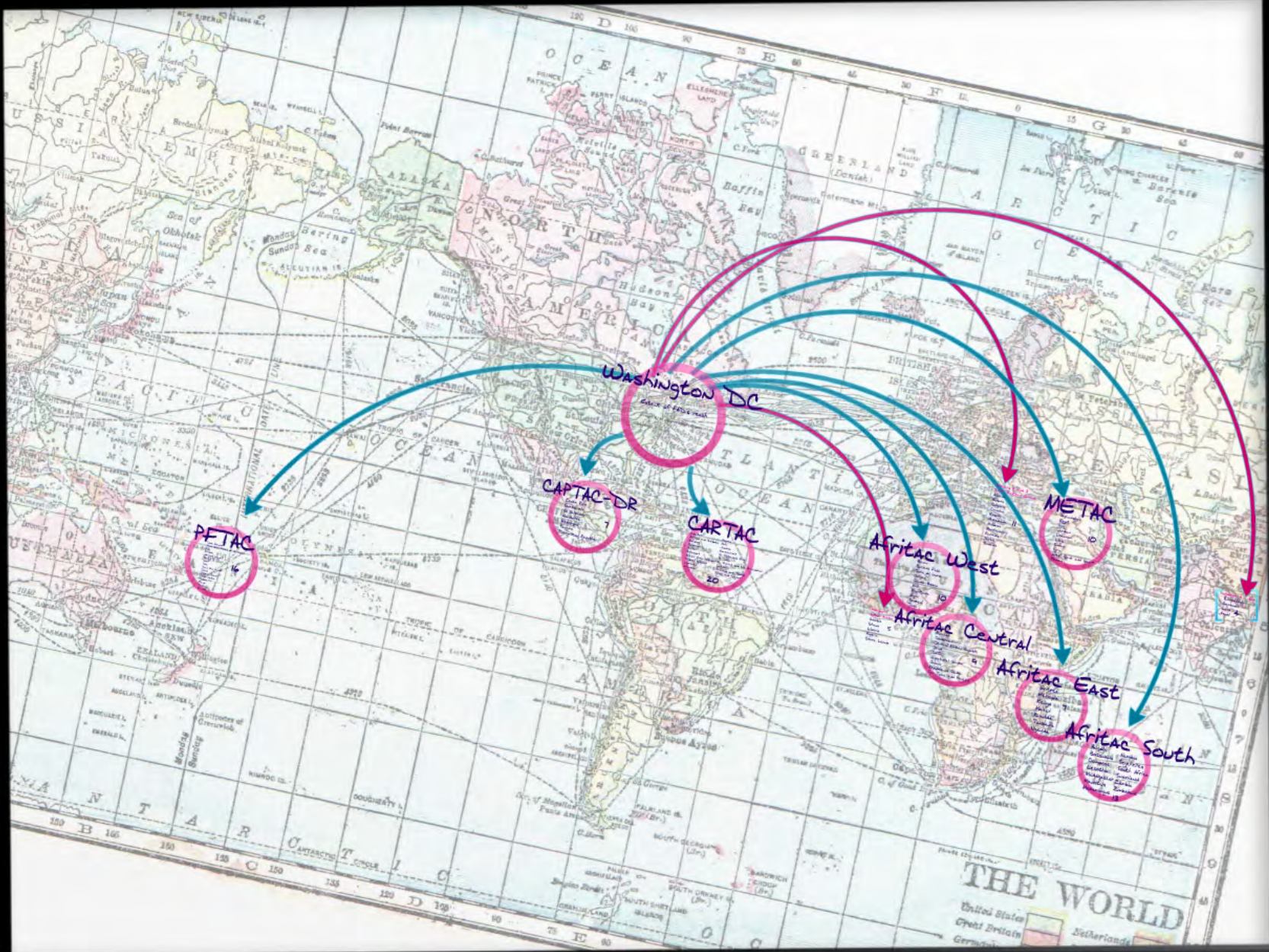


Baseline Information

Goals and Way Forward



Advisor 4 - Asia
Bangladesh
Cambodia
Laos
Nepal 4



Washington D

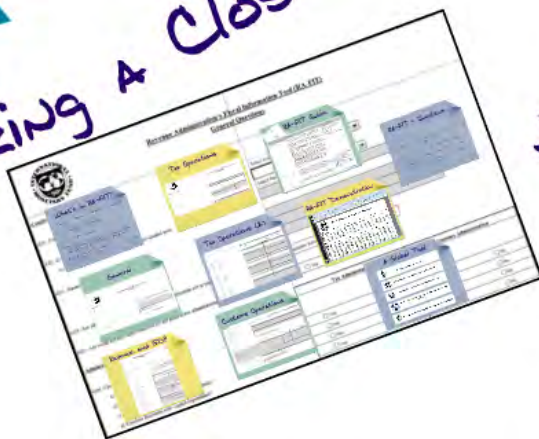
Extent of FAD's reach

...through RTACs and resident advisors: 112

...missions: 8

The RA-FIT Initiative

What is RA-FIT? Taking a Closer Look



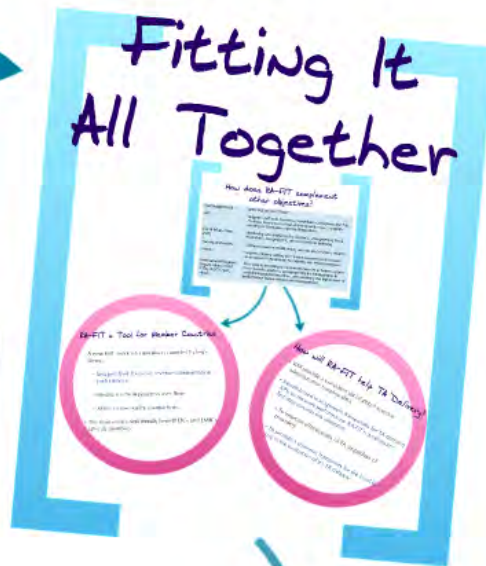
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FAD Reach



Fitting It All Together



Measuring Performance



Baseline Information

Goals and Way Forward

Fitting It All Together

How does RA-FIT complement other objectives?

| ORGANIZATION | NATURE OF SUPPORT |
|--|--|
| IMF | Supports IMF core functions (surveillance, programs and TA). Provides measures to deal with economic crises, supports existing G20 initiatives and multilateralism |
| Fiscal Affairs Dept. (IMF) | Monitoring and analyzing fiscal trends, strengthening fiscal institutions, designing TA, and fiscal reform planning |
| Country Authorities | Supports revenue mobilization, and tax and customs reform |
| Donors | Supports priority setting and a move toward results-based assessment in evaluating TA delivery and reform progress |
| International/Regional Organizations (CIAT, IOTA, OECD, WB, other) | First step in acquiring a substantial data set to better support cross-country analysis, an opportunity for collaboration in establishing global baselines, and elevating the importance of performance measurement and management |

RA-FIT a Tool for Member Countries

- A new IMF service to member countries to help them:
 - Sharpen their focus on revenue administration performance
 - Measure reform progress over time
 - Make cross-country comparisons
- The new service will initially benefit LICs and LMICs, later all members

How will RA-FIT help TA Delivery?

- Will provide a consistent set of global revenue administration baseline data
- Results-based management frameworks for TA demand KPIs to measure performance; RA-FIT is a necessary first step towards this objective
- To improve effectiveness of TA (regardless of provider)
- To provide a common framework for the Fund to use in the evaluation of its TA delivery



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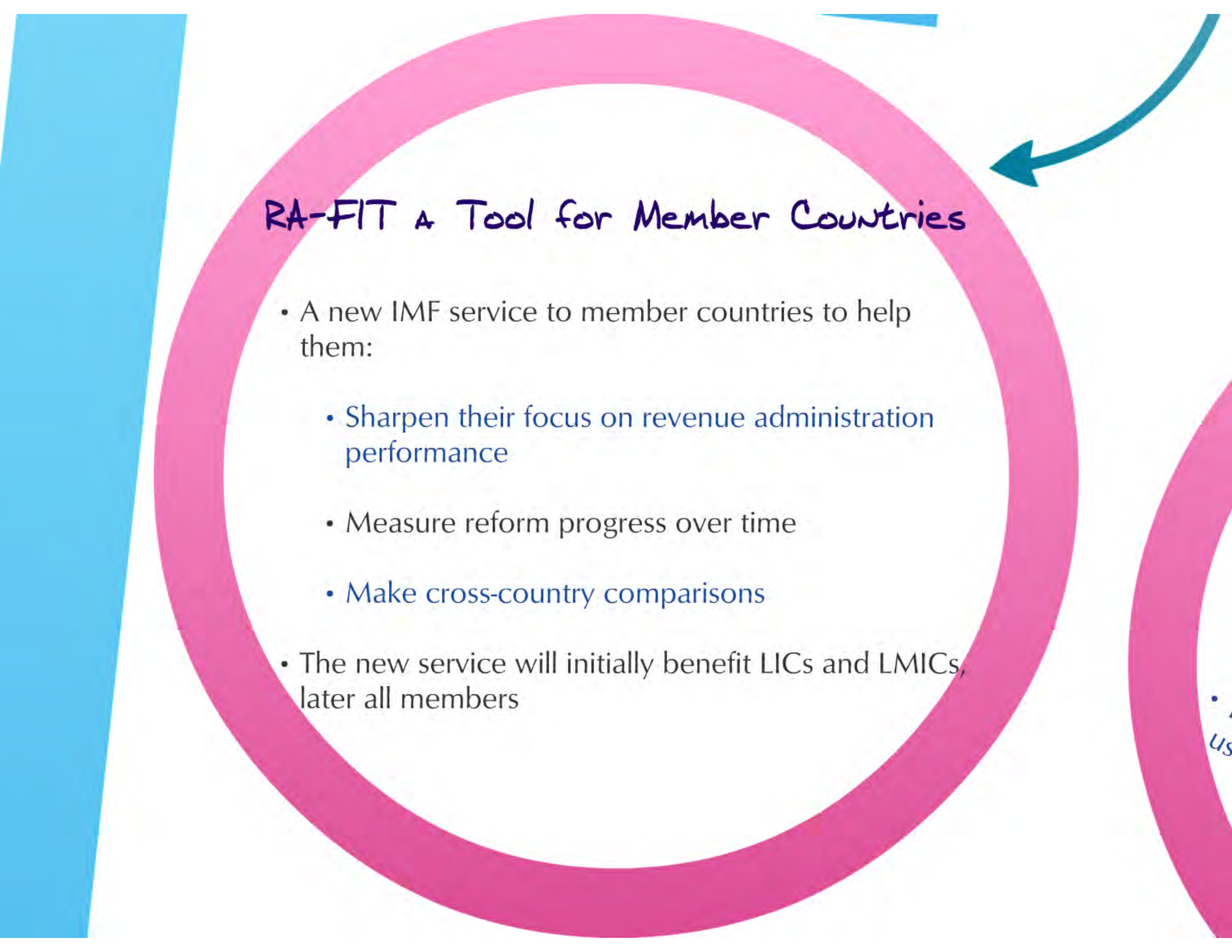
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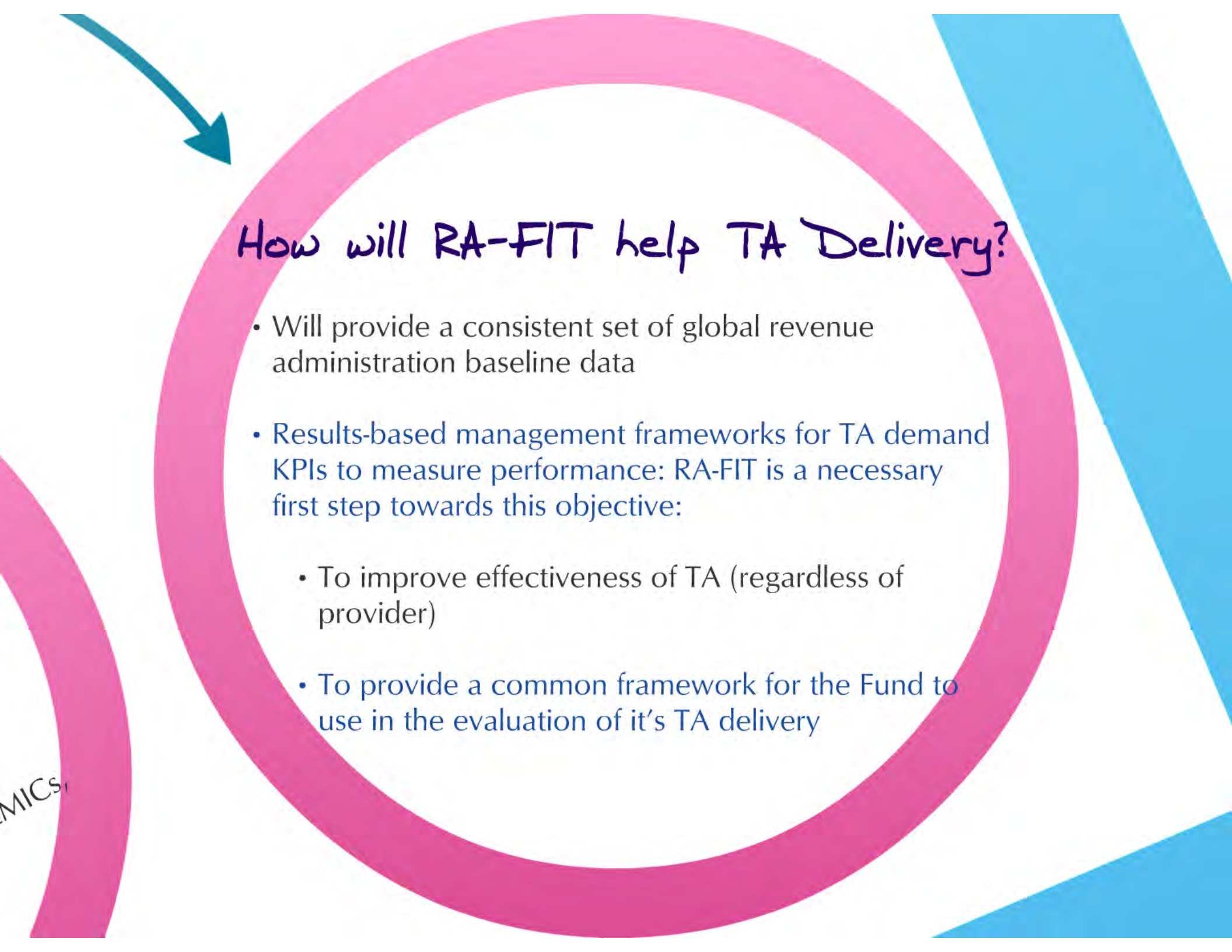
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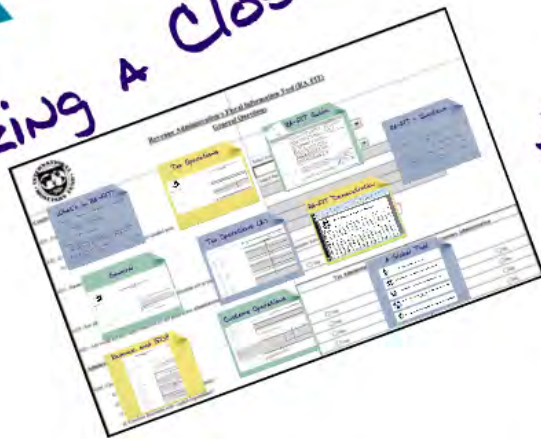


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FAD Reach



Fitting It All Together



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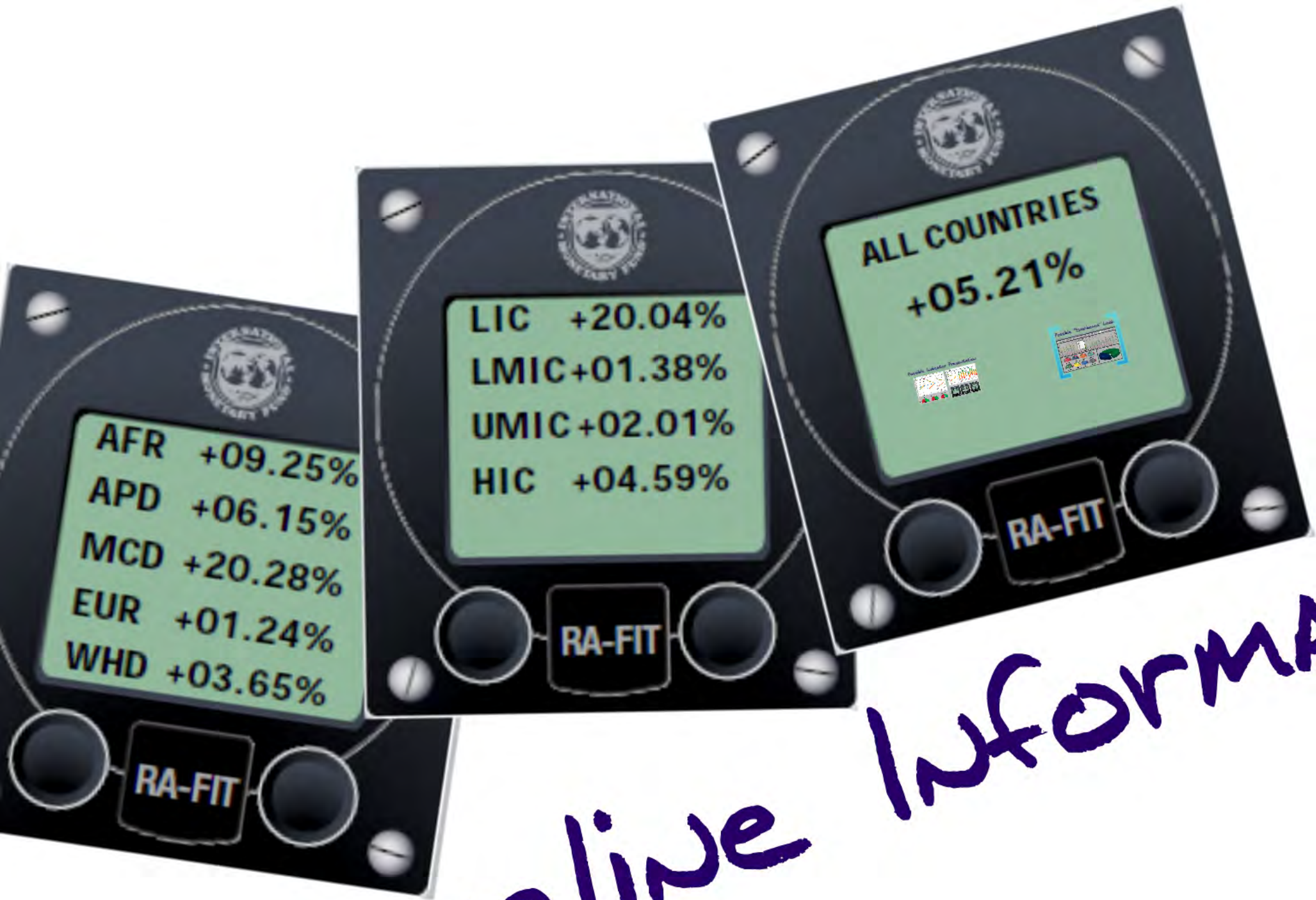
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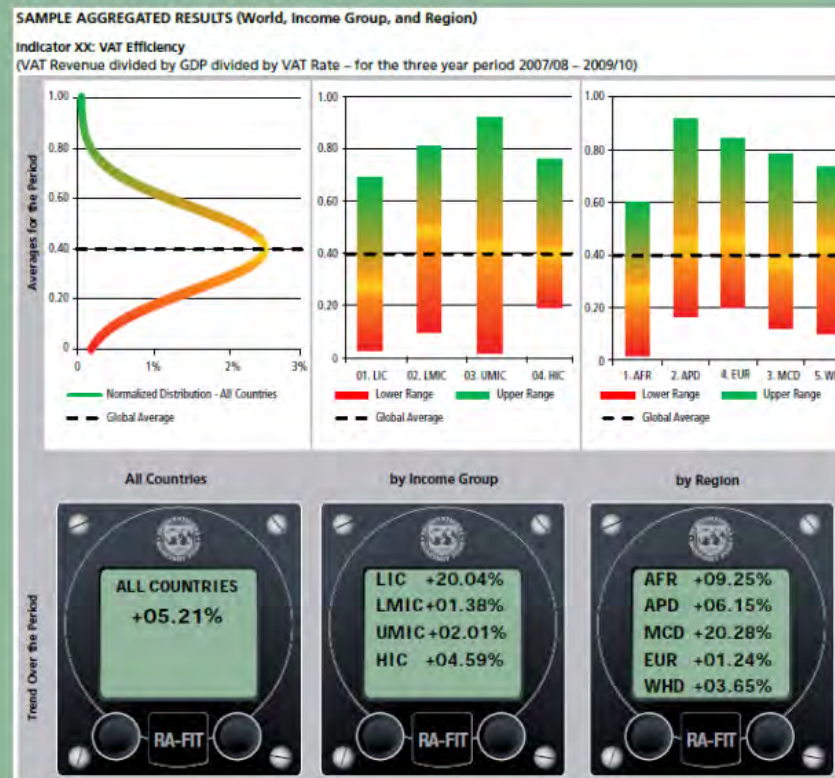
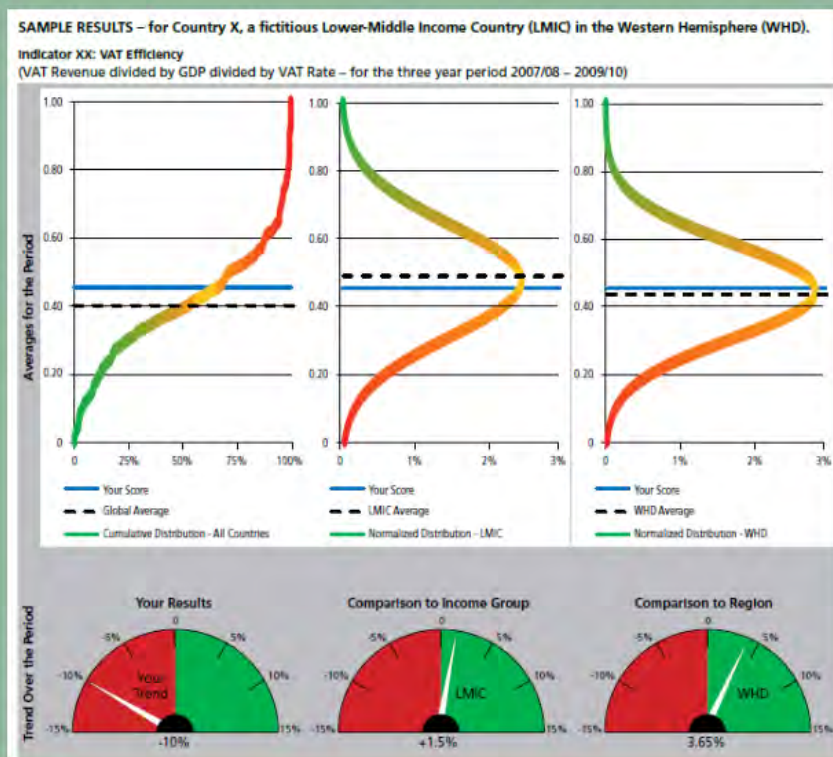
Baseline Information

Goals and Way Forward

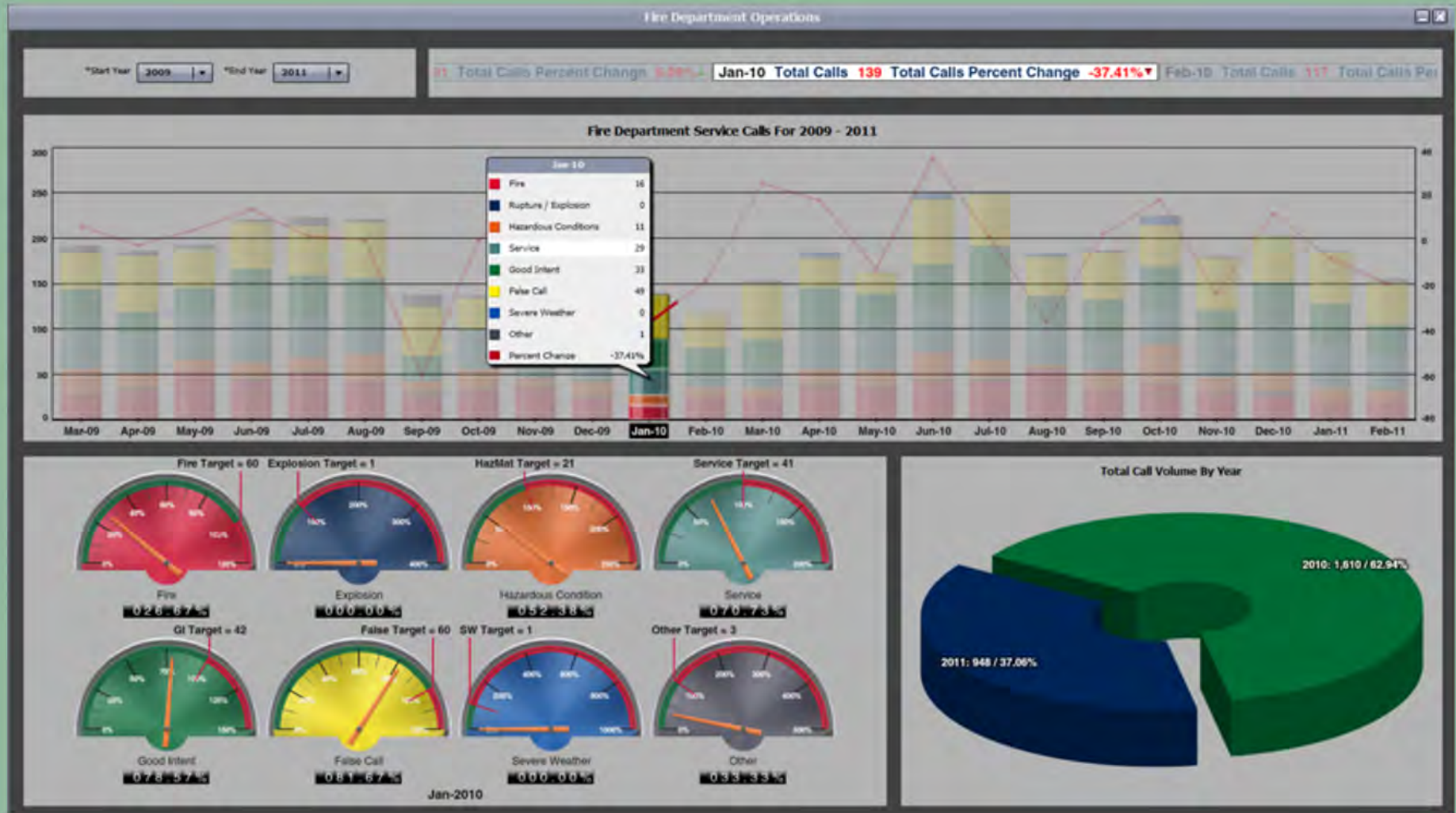


Baseline Information

Possible Indicator Presentation

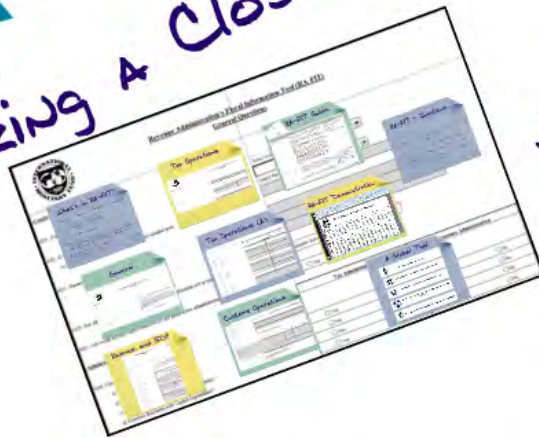


Possible "Dashboard" Look



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Goals and Way Forward



Progress by end-December 2012

Received returns from 85 countries:

- 83 have completed the Tax Ops worksheet.
- 63 have completed the Customs Ops worksheet (not all customs administrations have been approached, only those where recent IMF engagement).

Rates of return completion.

- Overall – 69 percent complete.
 - General – 86 percent complete.
 - Revenue and GDP – 87 percent complete.
 - Tax Ops – 62 percent complete.
 - Customs Ops – 58 percent complete (for those returning customs parts).



Current Status

Deadline - December 31, 2012 (120 member countries)

AN ANALYSIS OF RA-FIT Returns Received

| Region | LIC | LMIC | UMIC | HIC | TOTAL |
|--------|-------|-------|-------|------|--------|
| AFR | 20/26 | 8/11 | 7/7 | 0/1 | 35/45 |
| APD | 1/4 | 9/12 | 0/5 | -- | 10/21 |
| EUR | -- | 2/3 | 5/6 | 1/2 | 8/11 |
| MCD | 2/4 | 2/5 | 2/3 | -- | 6/12 |
| WHD | 0/1 | 7/7 | 13/14 | 6/9 | 26/31 |
| TOTAL | 23/35 | 28/38 | 27/35 | 7/12 | 85/120 |

60 percent LICs and LMICs |

RA-FIT: General Part

| | | | | | | | | | | | | | | | |
|-----------------------|--------------|------------------------------|----------------|------------|----------------------------------|--------------------|-----------------------------|-------------------|--------------------------|-------------------------|----------------------|------------------------------|----------------------|---------------------------------|--------------------------------|
| Complete (c) | 84 | 80 | 78 | 81 | 80 | 75 | 72 | 71 | 70 | 52 | 69 | 72 | 72 | 74 | 64 |
| Not Applicable (na) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Partial (p) | 0 | 1 | 2 | 2 | 3 | 9 | 9 | 8 | 8 | 18 | 14 | 8 | 9 | 8 | 13 |
| Incomplete (i) | 0 | 3 | 4 | 1 | 1 | 0 | 3 | 5 | 6 | 14 | 1 | 4 | 3 | 2 | 7 |
| Not Filed (f) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Total | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | G1 | G2 | G3 | G4 | G5 | G6 | G7 | G8 | G9 | G10 | G11 | G12 | G13 | G14 | G15 |
| Percentage Incomplete | 0% | 4% | 5% | 1% | 1% | 0% | 4% | 6% | 7% | 16% | 1% | 5% | 4% | 2% | 8% |
| | Country Name | Organizational Configuration | Official Names | Admin Act? | Social Security Taxes Collected? | Degree of Autonomy | Performance Indicators Used | Tax Expenditures? | External/Internal audit? | Total Staff by function | Outsourced Services? | IT Solutions - custom/ COTS? | IT Solutions in Use? | IT Connectivity between Offices | Supporting Documents Supplied? |
| | | | | | | | 5 | 2 | 2 | 1 | | 4 | 5 | | |

RA-FIT: Revenue AND GDP

| | | | | | | | |
|------------------------------|-------------------------|----------------------|----------------------|-------------------------------|------------|---------------|---------------|
| Complete (c) | 83 | 82 | 82 | 76 | 65 | 81 | 49 |
| Not Applicable (na) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Partial (p) | 0 | 0 | 0 | 1 | 2 | 0 | 31 |
| Incomplete (i) | 2 | 3 | 3 | 8 | 18 | 4 | 5 |
| Not Filed (f) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | R1 | R2 | R3 | R4 | R5 | R6 | R7 |
| Percentage Incomplete | 2% | 4% | 4% | 9% | 21% | 5% | 6% |
| | Latest Fiscal Year Used | Fiscal Year End Date | Units used in RA-FIT | Calendar/ Fiscal Year for GDP | GDP | Cash/ Accrual | Revenue Table |
| | | | | 2 | 1 | | |

| | | | |
|---------------------------------|----|----|----|
| IT Solutions in Use? | 4% | 2% | 8% |
| IT Connectivity between Offices | | | |
| Supporting Documents Supplied? | | | |
| 5 | | | |

| | |
|-----------------------------|--|
| Latest Fiscal Year Used | |
| Fiscal Year End Date | |
| Units used in RA-FT | |
| Calendar/Fiscal Year for CA | |
| 2 | |
| GDP | |

RA-FIT: Tax Operations

| | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------|------------------------|----------------------|------------------------|--------------|----------------------------|-------------------|------------------------|---------------------------|-------------------|-------------------------|----------------|-----------------------|-------------------------|--------------------------|---------------------|-------------------|------------------|---------------------|-------------|--------------------|--------------------|----------------|-----------------|--------------|
| Complete (c) | 60 | 63 | 81 | 61 | 43 | 71 | 77 | 29 | 69 | 27 | 57 | 68 | 69 | 21 | 65 | 53 | 40 | 28 | 37 | 22 | 12 | 14 | 24 | 19 |
| Not Applicable (na) | 1 | 1 | 1 | 15 | 15 | 1 | 2 | 2 | 2 | 2 | 9 | 8 | 8 | 11 | 9 | 9 | 11 | 11 | 11 | 5 | 5 | 3 | 2 | 2 |
| Partial (p) | 12 | 7 | 0 | 2 | 17 | 8 | 1 | 39 | 3 | 31 | 4 | 2 | 0 | 20 | 2 | 12 | 14 | 15 | 19 | 31 | 21 | 43 | 20 | 26 |
| Incomplete (i) | 11 | 13 | 2 | 6 | 9 | 4 | 4 | 14 | 10 | 24 | 13 | 6 | 7 | 32 | 8 | 10 | 19 | 30 | 17 | 26 | 46 | 24 | 38 | 37 |
| Not Filed (f) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Total | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 84 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | T1 | T2 | T3 | T4 | T5 | T6 | T7 | T8 | T9 | T10 | T11 | T12 | T13 | T14 | T15 | T16 | T17 | T18 | T19 | T20 | T21 | T22 | T23 | T24 |
| Percentage Incomplete | 13% | 15% | 2% | 7% | 11% | 5% | 5% | 16% | 12% | 28% | 15% | 7% | 8% | 38% | 9% | 12% | 22% | 35% | 20% | 31% | 54% | 28% | 45% | 44% |
| | Cost of Administration | No. of Field Offices | Large Taxpayer Office? | LTO Criteria | LTO Staff, T/ Ps & Revenue | Simplified Regime | Other T/P segmentation | Active T/ Ps by Major Tax | Universal Filing? | Income Tax Filing Rates | VAT Threshold? | Other VAT Thresholds? | Voluntary Registration? | Basic VAT Stratification | General VAT Filing? | Other VAT Filing? | VAT Filing Rates | VAT Returns by Type | VAT Refunds | Tax Arrears (S& F) | Age of Tax Arrears | Audit Activity | Objection Cases | Appeal Cases |
| | | | | | | | | | | 8 | 10 | | | 4 | | | 9 | 5 | | 6 | 1 | 7 | 2 | 3 |

RA-FIT: Customs Operations

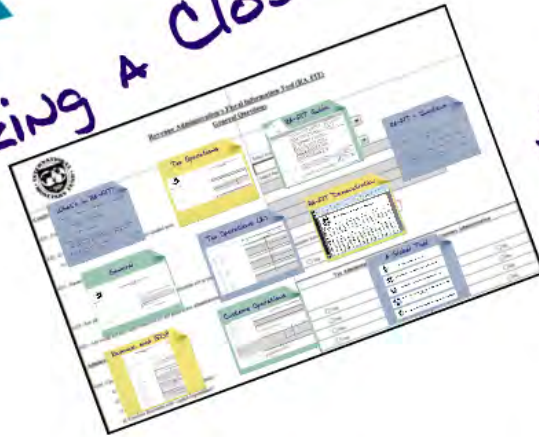
| | | | | | | | | | | | |
|----|----|----|----|----|----|----|---|----|----|----|----|
| 56 | 55 | 32 | 52 | 27 | 17 | 22 | 9 | 13 | 24 | 25 | 47 |
|----|----|----|----|----|----|----|---|----|----|----|----|

RA-FIT: Customs Operations

| | | | | | | | | | | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|
| Complete (c) | 44 | 46 | 58 | 54 | 56 | 55 | 32 | 52 | 27 | 17 | 22 | 9 | 13 | 24 | 25 | 47 |
| Not Applicable (na) | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 0 | 0 | 2 | 1 | 0 | 0 | 0 |
| Partial (p) | 14 | 9 | 2 | 1 | 1 | 2 | 17 | 7 | 18 | 1 | 21 | 21 | 29 | 25 | 20 | 6 |
| Incomplete (i) | 5 | 8 | 3 | 8 | 6 | 5 | 13 | 4 | 16 | 45 | 20 | 31 | 20 | 14 | 18 | 10 |
| Not Filed (f) | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 |
| Total | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| | C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | C9 | C10 | C11 | C12 | C13 | C14 | C15 | C16 |
| Percentage Incomplete | 8% | 13% | 5% | 13% | 10% | 8% | 21% | 6% | 25% | 71% | 32% | 49% | 32% | 22% | 29% | 16% |
| Cost of Administration | | | | | | | | | | | | | | | | |
| No. of Customs Offices | | | | | | | | | | | | | | | | |
| Licensing of Importers/Exporters? | | | | | | | | | | | | | | | | |
| Customs/Tax use Same IDs (TINs)? | | | | | | | | | | | | | | | | |
| Criteria for Physical Inspection selection? | | | | | | | | | | | | | | | | |
| Percentage of Imports Physically Inspected? | | | | | | | | | | | | | | | | |
| Percentage of Traffic through Channels? | | | | | | | | | | | | | | | | |
| Simplified Procedures Program (AEO)? | | | | | | | | | | | | | | | | |
| Release Times? | | | | | | | | | | | | | | | | |
| Other Agencies (Import and Export)? | | | | | | | | | | | | | | | | |
| Post Clearance Audit Activity | | | | | | | | | | | | | | | | |
| Customs Appeals | | | | | | | | | | | | | | | | |
| Violations and Penalties | | | | | | | | | | | | | | | | |
| Analysis of Transactions | | | | | | | | | | | | | | | | |
| Revenue Foregone (Relief) | | | | | | | | | | | | | | | | |
| Customs Procedure Code | | | | | | | | | | | | | | | | |
| | | | | | | | 7 | | 5 | - | 2 | 1 | 2 | 6 | 4 | |

The RA-FIT Initiative

What is RA-FIT? Taking a Closer Look



RA-FIT is an IMF Initiative to:

- Gather revenue administration data (qualitative & quantitative)
- Analyze gathered data to establish baseline measures by appropriate grouping (e.g. Income grouping)
- Make data and analysis available to member countries as a Fund service for improved cross-country/regional comparisons and benchmarking (seek to provide data, not rank admins)
- Elevate the importance of revenue administration performance measurement and management to improve efficiency and effectiveness of member countries administrations
- Improve the quality of TA delivered by having performance measures and comparative data in advance of planned TA activities

FAD Reach



Fitting It All Together



Measuring Performance



Baseline Information

Goals and Way Forward

GOALS AND Next Steps...



What is Taking Place Now?

- Formatting data to facilitate analysis
- Establishing a trial set of indicators
- Determining baselines (by income group/region)
- Analyzing results
- Identifying obvious gaps and data elements requiring further validation
- Producing output for participating countries to review
- Produce a dashboard of indicators for participating countries to review
- Produce a narrative report on revenue administration trends with analysis



Next Steps

- Prepare for next iteration (modify, learn from first iteration)
- Data input to be by way of a web-based form (under development)
- Allows more time for analysis, baseline determination, and trend identification
- Dashboard template to be established for quick "turnaround" of key data (after validation/analysis etc.)
- Other dissemination (tables, graphs etc.) templates to be established and populated in an automated fashion



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Thank You

